



# Finance Division

*OAG Policy Goals 2020-2025*

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April 27, 2021

# Finance Overview

Our division consists of **six offices** that ensures that the **\$1.4 billion** operating budget is **equitably allocated and managed** to yield the best results for our students. The mission of Finance is to **accurately provide financial and strategic support to schools, the community and central offices**. We aim to maximize, distribute, and safeguard the resources available to carry out the educational and support activities of the District. We are committed to excellence in all aspects of day-to-day operations to support the district's educational and financial goals.

Business  
Services

Budget

Grants &  
External  
Funds

Planning &  
Analysis

Capital  
Planning

Financial  
Planning &  
Analysis

Finance Division

# Finance Division Leadership Team

## Chief Financial Officer

Nathan Kuder

[nkuder@bostonpublicschools.org](mailto:nkuder@bostonpublicschools.org)



## Deputy Chief Financial Officer

David Bloom

[dbloom@bostonpublicschools.org](mailto:dbloom@bostonpublicschools.org)



## Business Manager

Naveen Reddy

[nreddy@](mailto:nreddy@bostonpublicschools.org)

[bostonpublicschools.org](mailto:nreddy@bostonpublicschools.org)

Manages all district **spending**, including **purchase orders**, **bids**, and **contracts**.



## Budget Director

Miriam Rubin

[mrubin3@](mailto:mrubin3@bostonpublicschools.org)

[bostonpublicschools.org](mailto:mrubin3@bostonpublicschools.org)

Develops and manages financial resources, including reviewing and approving **budget transfers** and **PS08s**



## Director of Grants & External Funds

Dr. Yvonne Macrae

[ymacrae@](mailto:ymacrae@bostonpublicschools.org)

[bostonpublicschools.org](mailto:ymacrae@bostonpublicschools.org)

Manages all **external funds**, including supporting the development of **grant budgets** and managing **reporting**.



## Director of Planning & Analysis

Jamie Racanelli

[jracanelli@](mailto:jracanelli@bostonpublicschools.org)

[bostonpublicschools.org](mailto:jracanelli@bostonpublicschools.org)

Develops **enrollment projections**, facilitates program placement and supports BuildBPS with analytical and project management.



## Director of Capital Planning

Vacant

Oversees the development of our Capital Budget and is responsible for managing **capital projects**.

**Chief Financial Officer**  
Nathan Kuder

**Deputy Chief Financial Officer**  
David Bloom

**Special Assistant**  
Cherise Fields

**Capital Planning**

**Director of Capital Planning**  
Vacant

Sue McCann

**Planning & Analysis**

**Director of Planning & Analysis**  
Jamie Racanelli

Dr. Karen Book  
Keith Hellmold  
Dane Holding  
Daniela Reyes Saade

**Project Management**

Danisha Dumornay  
Carolyn Meadows Márquez

**Financial Planning & Analysis**

Dylan Angell  
Katie Kline  
Patti Tao

**Accounting**

Halona Mui\*  
James Griffin

**Budget**

**Budget Director**  
Miriam Rubin

Atheena Arasoo  
Blair Dawkins  
Mary Gillen  
Tressa Janati  
Ra'jene Martin  
Chris Williams

**Business Services**

**Business Manager**  
Naveen Reddy

**Asst. Business Manager**  
Cynthia Beltre

**Accounts Payable**

Bob Cass\*  
June Byrne  
Lisa Greaves  
Robbin Manzo

**Revenue Claiming**

Johanne Mulkern

**Purchasing**

Carmen Ayala  
Robin Howell  
Leticia Ramirez  
Luis Rubiano

**Mail Room & Copy Center**

Cesar Depaz  
Michael McAdams

**Grants & External Funds**

**Director of Grants & External Funds**  
Dr. Yvonne Macrae

Phil Dunn  
Anne Hoyt  
Martha Riascos  
Carlos Martinez  
Nicole Mendoza



**BPS Finance Department**  
Organizational Chart

**BuildBPS**

\*denotes Unit Leader

Every child, in every classroom, in every school  
of the Boston Public Schools system  
has the same opportunity to achieve the  
greatness within them as anybody else.



# RETURN | RECOVER | REIMAGINE

$5 + 2 = 7$

$5 + 1 = 6$



Our plan to take the District to a place we've never been before.

# RETURN | RECOVER | REIMAGINE



Investments to reopen schools strongly and restart work that was paused due to COVID-19.



Investments to support students whose lives and education were disrupted.



Investments to come back as the District our students deserve and revisit "ImagineBPS", our strategic plan.

# Finance Division Goals

**Goal 1: Improve equitable allocation of resources across the district**

Ensure equity remains the focus of major Finance initiatives: the City's \$100M commitment to education, additional revenue from the Federal government, BuildBPS capital spending, and equitable procurement

**Goal 2: Partner with schools, families and the community in all major initiatives**

Create new and innovative approaches to working with our key stakeholders in the decision making process

**Goal 3: Increase transparency and accountability of resource use and decision making**

Make BPS financial proposals and decisions available to the public in ways that are easily understandable in order to enable public accountability for the use of district resources; build on internal accountability structures to maintain faith in BPS as good financial stewards



# Finance Division Team Projects

Goal 1: Improve equitable allocation of resources across the district



Goal 2: Partner with schools, families and the community in all major initiatives



Goal 3: Increase transparency and accountability of resource use and decision making



BuildBPS;  
Planning &  
Analysis

7-12 Redesign

Capital Budget Engagement

Facilities Condition Index

Budget &  
Grants

Weighted Student Funding and Resource Allocation Review  
ESSER Investments

Tiered Supports to Schools  
Budget Process Training and Engagement  
ESSER Investments

Student Activity Accounts  
ESSER Investments

Business  
Services

Equitable Procurement

Business Services Guide

Improved Reports

Special  
Projects

On-going Equity Analysis of Capital and Operating Budgets

Financial Transparency Web Tools

## Finance - Goal 1

## OAG Policy Goals Alignment

Improve equitable allocation of resources across the district - Make sure equity remains the focus of major Finance initiatives: the City's \$100M commitment to education, additional revenue from the Federal government, BuildBPS capital spending, and equitable procurement

OBJECTIVE 5.2: Demonstrate equity in student assignment, enrollment, and school closings.  
OBJECTIVE 5.3: Demonstrate equity, quality, and impact in funding and resources.  
OBJECTIVE 5.4: Demonstrate how opportunities such as access to rigorous curriculum, early childhood education, and extended learning time are being expanded to all students of color and other marginalized groups.

## Overarching Goals 2020-2025

*The Finance division is currently running or is planning to start several key projects focused on equity and closing opportunity gaps.*

- *Our Business Services team in collaboration with our partners at City Hall have started training all procurement managers on the City's new equitable procurement policy and tools*
- *Our Capital Planning and Planning & Analysis teams have taken on the work of BuildBPS to create a capital plan that ensures that all of our students have access to the high quality facilities that they deserve*
- *Our Budget and Grants teams are focused on improving tiered support systems to our highest needs schools and ensuring equity is at the center of any new resource allocations*
- *Across teams, we have special projects focused on reviewing our Weighted Student Funding system and other methods of allocating funds to schools, and doing equity analysis of current operating and capital spending*

## Finance - Goal 2

## OAG Policy Goals Alignment

Partner with schools, families and the community in all major initiatives - Create new and innovative approaches to working with our key stakeholders in the decision making process

OBJECTIVE 5.5: Demonstrate how, in collaboration with the City of Boston, BPS fosters strong parent-community-school ties to mitigate the effects of concentrated poverty and institutional racism citywide as a strategy to eliminate gaps.

OBJECTIVE 6.1: Demonstrate how students are engaged as partners in eliminating opportunity and achievement gaps, while promoting student engagement and agency in active learning.

OBJECTIVE 6.2: Demonstrate how parents are engaged as partners in eliminating opportunity and achievement gaps.

OBJECTIVE 6.3: Demonstrate how community partners are engaged with the District to eliminate opportunity and achievement gaps.

## Overarching Goal 2020-2025

*The Finance Division is focused on all of our projects being driven by the needs of students, families and the broader BPS community. To do this we know we need to continue to build on training and engagement opportunities with groups like OAG and EL Task Forces, School Site Councils, and BSAC, as well as including community engagement meetings in all major initiatives.*

## Finance - Goal 3

## OAG Policy Goals Alignment

Increase transparency and accountability of resource use and decision making - Make BPS financial proposals and decisions available to the public in ways that are easily understandable in order to enable public accountability for the use of district resources; build on internal accountability structures to maintain faith in BPS as good financial stewards

OBJECTIVE 5.5: Demonstrate how, in collaboration with the City of Boston, BPS fosters strong parent-community-school ties to mitigate the effects of concentrated poverty and institutional racism citywide as a strategy to eliminate gaps.

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OBJECTIVE 6.3: Demonstrate how community partners are engaged with the District to eliminate opportunity and achievement gaps.

## Overarching Goal 2020-2025

*As a Finance department we want to ensure that the public feels that BPS is both transparent and accountable in our use of public resources. This means continuing to improve web tools and reports that promote transparency and understanding of our district budget, such as the Budget and Explore Budget websites, as well as ensuring that we have the proper processes and procedures in place to make sure that our schools and departments are spending money in line with our equity goals as well as federal and state law.*

# What we have accomplished so far

## SY 2020-21

- Establishing the Foundation for Quality
- Investments in Family Liaisons, Social Workers, STEAM, and Instructional Facilitators focused in Transformation schools
- New policies and procedures for Student Activity Accounts and Before & After-school programs
- Reorganization of Capital Planning into Finance
- Equitable procurement trainings beginning

## SY 2021-2022 Planning

- Hold harmless for schools experiencing enrollment decline
- Expansion of Social Workers & Family Liaisons to all schools

## SY2021-22 Action Items

- ESSER Planning in collaboration with Eva Mitchell and the Division of Accountability
- Begin review of school allocation methodology including Weighted Student Funding
- Create more transparency around BuildBPS, including a standard equity analysis and publish it with the Capital Budget and an annual BPS Capital Budget hearing schedule
- Expand financial planning and transparency tools for schools and the community
- Expand equitable procurement trainings and accountability