



## Foxborough Regional Charter School

### Monthly Board of Trustees Meeting

March 14, 2023

Published on March 9, 2023 at 4:59 PM EST

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#### Date and Time

Tuesday March 14, 2023 at 6:15 PM EDT

#### Location

**NOTE: due to inclement weather, tonight's meeting will be held via zoom ONLY.**

Edwards Conference Room/Virtual

Join Zoom Meeting

<https://foxboroughrcs-org.zoom.us/j/84275562278?pwd=Y2lkamxQT1YweVh5S2hxOC9iTXNNQT09>

Meeting ID: 842 7556 2278

Passcode: 102349

One tap mobile

+16465588656,,84275562278#,,,,\*102349# US (New York)

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#### Meeting Format

Whether in person or online, the public is welcome to attend Board/Committee Meetings and have access to meeting minutes. Meetings are held once a month and additionally, as determined by the Board/Committee Chair. All meeting Agendas are posted on the school website at least 48 hours in advance of each public meeting.

During the meeting, the Board and its committees follow the published agenda. Gallery members are not part of the formal discussion or deliberations. Those wishing to speak at a meeting are asked to follow our [Privilege of the Floor Policy](#). To request to

speak at a meeting, please complete the following [google form](#) before the start of the meeting.

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**Agenda**

	Purpose	Presenter	Time
<b>I. Opening Items</b>			<b>6:15 PM</b>
A. Attendance		Todd Tetreault	1 m
B. Call the Meeting to Order		Kathleen Crawford	1 m
C. Privilege of the Floor		Kathleen Crawford	15 m
<b>II. Leadership Report</b>			<b>6:32 PM</b>
A. Leadership Report	Discuss	Eddie Ingram	5 m
		<ul style="list-style-type: none"> <li>• Swatting</li> <li>• FY24 Enrollment Recommendation</li> <li>• Professional Development Series</li> </ul>	
B. Personnel Update	Discuss	Mallory St Brice	5 m
		<ul style="list-style-type: none"> <li>• Vacancies by Building</li> <li>• HR Board Dashboard</li> </ul>	
C. Enrollment Update	FYI	Heidi Berkowitz	5 m
		<ul style="list-style-type: none"> <li>• Current Enrollment</li> <li>• Registration Update</li> </ul>	
<b>III. Board Business</b>			<b>6:47 PM</b>
A. Administrative / Housekeeping Items	Discuss	Todd Tetreault	5 m
		<ul style="list-style-type: none"> <li>• Board Clerk Position Update</li> </ul>	

	Purpose	Presenter	Time
• Board on Track service renewal			
<b>B.</b> Board Training - Document any training Board Members Attended this month	Discuss	Todd Tetreault	3 m
<b>C.</b> Executive Director Search	Vote	Anissia Vixamar	10 m
<b>D.</b> Review of Board Committees	Discuss	Todd Tetreault	10 m

In an effort to ensure we are in alignment and up to date on our committee structure and activities, this is a request to:

- Have a discussion of the board on the status of committees
- Confirm committee membership and roles

<b>E.</b> Board Planning Meeting	Discuss	Todd Tetreault	5 m
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Todd Tetreault requests a discussion of the board on annual planning. Goal is to elicit approaches to creating structure for longer-range planning.

**IV. Community Group Updates 7:20 PM**

<b>A.</b> Advisory Groups	FYI	Heidi Berkowitz	3 m
<b>B.</b> English Language Parent Advisory Committee (ELPAC)	FYI	Heidi Berkowitz	1 m
<b>C.</b> Special Education Parent Advisory Committee (SEPAC)	FYI	Heidi Berkowitz	1 m
• March 2, 2023 SEPAC Meeting Minutes			
<b>D.</b> Partners in Education (PIE)	FYI	Heidi Berkowitz	1 m

**V. Policy Review 7:26 PM**

<b>A.</b> First Reading	Discuss	Todd Tetreault	
<b>B.</b> Second Reading	Vote	Todd Tetreault	

**VI. Committees 7:26 PM**

	Purpose	Presenter	Time
<b>A. Finance</b>	Discuss	Matthew Yezukevich	5 m
<ul style="list-style-type: none"> <li>• General Committee Update (Yezukevich)</li> <li>• Current Budget Trends (Calvert)</li> </ul>			
<b>B. Facilities</b>	Discuss	Badawi Dweik	10 m
<ul style="list-style-type: none"> <li>• General Committee Update (Dweik)</li> <li>• Project Updates (Michelot)</li> </ul>			
<b>C. Governance</b>	Discuss	Kathleen Crawford	5 m
<ul style="list-style-type: none"> <li>• General Committee Update (Crawford)</li> <li>• Board Clerk Position (Berkowitz)</li> </ul>			
<b>D. Diversity, Equity, &amp; Inclusion</b>	Discuss	Anissia Vixamar	3 m
<ul style="list-style-type: none"> <li>• General Committee Update (Vixamar)</li> </ul>			
<b>E. Appeals</b>	Discuss	Kathleen Crawford	
<ul style="list-style-type: none"> <li>• General Committee Update (Crawford)</li> </ul>			
<b>F. Staff Recruitment &amp; Retention</b>	Discuss	Todd Tetreault	
<ul style="list-style-type: none"> <li>• General Committee Update (Tetreault)</li> </ul>			
<b>G. Student Recruitment &amp; Retention</b>	Discuss	Kathleen Crawford	
<ul style="list-style-type: none"> <li>• General Committee Update (TBD)</li> </ul>			
<b>VII. Closing Items</b>			<b>7:49 PM</b>
<b>A. Approval of Minutes</b>	Vote	Todd Tetreault	30 m
<ul style="list-style-type: none"> <li>• 10 January 2023</li> </ul>			

\*Note, minutes are in draft form; links will only work for the public once minutes are approved and published.

	Purpose	Presenter	Time
<b>B. Adjourn Meeting</b>	Vote	Kathleen Crawford	1 m

Adjourn to Executive session for strategy discussion with respect to collective bargaining, not returning to public session.

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The listed matters are those reasonably anticipated by the Chair to be discussed at the meeting. Not all items listed may in fact be discussed and other items not listed may be brought up for discussion to the extent permitted by law.

# Coversheet

## Leadership Report

**Section:** II. Leadership Report  
**Item:** A. Leadership Report  
**Purpose:** Discuss  
**Submitted by:**  
**Related Material:** FY24 Enrollment Recommendation - 3923.docx



**FY24 Enrollment Recommendation  
March 14, 2023**

Grade	Current FY22 Enrollment	Recommended FY24 Enrollment	Additional Seats
Kindergarten	145	145	145
Grade 1	145	145	
Grade 2	148	145	
Grade 3	146	145	
Grade 4	141	145	
Grade 5	122	130	0
Grade 6	125	130	8
Grade 7	104	130	5
Grade 8	109	110	6
Grade 9	105	110	
Grade 10	94	105	
Grade 11	88	94	
Grade 12	86	88	
<b>Total</b>	<b>1558</b>	<b>1622</b>	<b>164</b>

- Pre-Enrollment Report Submitted to DESE      1675 (Due to DESE March 15)
- Enrollment Goal      1622
- Budget Number      1600

# Coversheet

## Personnel Update

**Section:** II. Leadership Report  
**Item:** B. Personnel Update  
**Purpose:** Discuss  
**Submitted by:**  
**Related Material:** FY23\_HR Board Dashboard- February 2023- CORRECTIONS.pdf  
FY23 Board Update-Vacancies by Building 3.6.23.pdf  
FY23\_HR Board Dashboard\_March 2023 (1).pdf



## 2/7/2023- CORRECTIONS IN RED

### Head Count



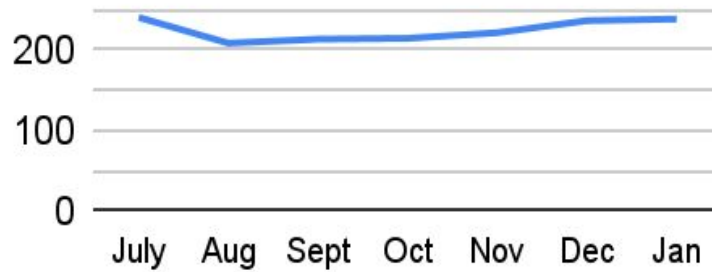
**238\***

As of 2/7/23

based on most recent payroll period.

Includes 27 per diem subs on roster, mostly w/ limited and seasonal availability.

### Head Count



Monthly Ending Head Count SY223-23

### Absences Rate ↓

(Employee Engagement Indicator)



**4.5%** as of 2/7/23

Correction reflected- previously 3.1% was reported.

### Current Vacancies

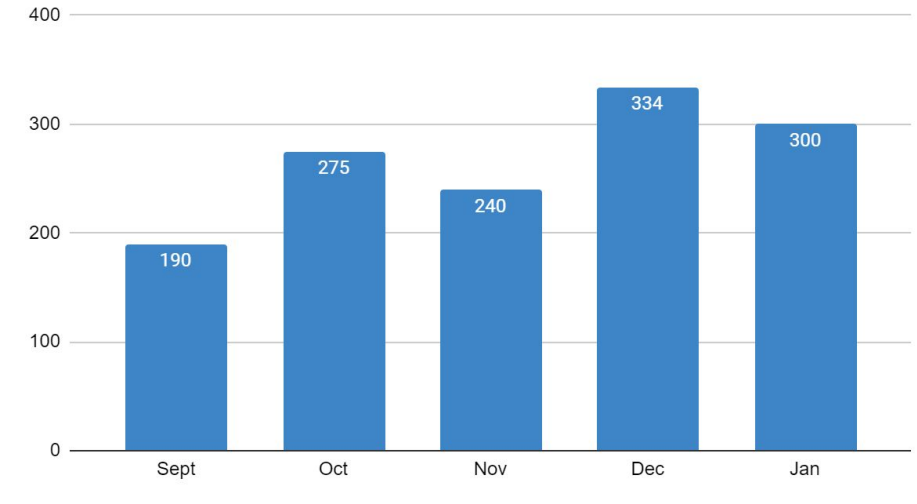
**24 total**

Previously 22 was reported. There were 2 new positions added not reflected in the count.

District K-12/BOT	<b>7</b>
Elementary	9
Middle School	<b>7</b>
High School	1
<b>TOTAL</b>	<b>24</b>

### Absence Trend September-January

Absences Count by Month



Includes sick and personal days

### Employee Separations | Avg. Tenure 2.8 Yrs\*

\*Includes outlier staff with 15+ years.

Period	Q1	Q4
<b>Terminations</b>		
<i>Voluntary</i>	2	14
<i>Involuntary/RIF</i>	<b>NA</b>	<b>NA</b>
<i>Upcoming Voluntary</i>	1	
<b>Turnover Rate to Date</b>	0.85%	6.5%

**56.4%**

Annualized Turnover Rate (Jan '22-Jan'23)

Mainly due to mass separations in August. Does not include per diem subs in headcount.

Powered by BoardOnTrack.com.

### Recent Hires +

**5**

since last update on 1/5/23, status as of 2/7/23

- **1 HR Talent Acquisition Specialist, District**
  - **1 HR Substitute Coordinator, District**
  - **1 District Food Service Assistant, District**
  - **1 Instructional Technology Manager, District**
  - **1 ES General Education Teacher, K-4 (Grade 4)**
- Also note some internal shifts to fill core vacancies:**
- **1 Nurse sub hired to FT ES Nurse**
  - **1 Per diem sub hired to FT MS Building Sub & LTS Sub**
  - **1 Per diem sub hired to FT Paraprofessional**
  - **1 ES Paraprofessional hired to ES Spanish Teacher**

**Foxborough Regional Charter School- Vacancies by Building- 3.8.23**

Buidling/Dept	Jobs-Location	Jobs - Title
Culture & Climate Team- District Office	District	Substitute School Nurse, K-12 District [SY22-23]
Human Resources Team	District	District Wide K-12 Substitute Teachers Pool [SY22-23]
Operations Team - District Office	District	Food Service Assistant [SY22-23]
Pupil Services - District Office	District	Director of Special Education, District [SY2223]
Elementary School	Elementary School	Behavior Interventionist, Elementary K-4 Long Term Substitute
Elementary School	Elementary School	Administrative Assistant, Elementary School Office
Elementary School	Elementary School	Paraprofessional, Substantially Separate Classroom, Elementary K-4 [SY22-23]
Elementary School	Elementary School	Librarian, Elementary K-4 [SY22-23]
Pupil Services - District Office	Elementary School	Teacher, English as a Second Language (ESL), Elementary K-4 [SY22-23]
Pupil Services - District Office	Elementary School	Special Education Teacher, Substantially Separate Classroom, Elementary K-4 [SY22-23]
Pupil Services - District Office	Elementary School	Paraprofessional, Special Education, Elementary K-4 [SY22-23]
Culture & Climate Team- District Office	High School	Adjustment Counselor, High School 9-12 [SY22-23]
Culture & Climate Team- District Office	Middle School	Guidance Counselor, Middle School 5-8, {SY22-23}
Middle School	Middle School	School Based Building Substitute Teacher, Middle School 5-8 [SY22-23]
Middle School	Middle School	Teacher, English Language Arts, Middle School 5-8 [SY22-23]
Middle School	Middle School	Adjustment Counselor, Middle School 5-8 [SY22-23]
Pupil Services - District Office	Middle School	Teacher, Special Education (Inclusion), Middle School 5-8 [SY22-32]
Teaching & Learning - District Office	Middle School	Instructional Coach, Middle/High School 5-12 [SY2223]

District	4
Elementary	7
Middle School	6
High School	1

TOTAL 18

Source: Talent Ed Active Job Postings Report

<b>Changes from 2.7.23</b>	
<b>Positions Removed:</b>	<b>Reason:</b>
District/BOT- PT Admin. Clerk for BOT	Hiring in progress
District/Outreach- Admmissions Specialist	Filled
District- SEL Behavioral and Mental Health Grant Assessment/Screenner Coordinator	TBD for SY24.
Elementary School- Intergrated Arts Teacher (PE&Art) K-4	Filled
Elementary School - Principal, K-4	Filled

Elementary School, Clinician, BRYT Program, Elementary K-4	Too late in current SY. Will hire for SY24
Elementary School, Clinician, BRYT Program, Elementary K-4	Too late in current SY. Will hire for SY24
Elementary School- Teacher, General Education, Elementary K-4, Grade 3	Long-term sub filled position
Middle School- Behavior Interventionist, Gr. 5-8	Filled
<b>Positions Added:</b>	<b>Reason:</b>
Elementary School- Librarian	New position
Elementary School- Administrative Assistant	Incumbent hired for another internal position
Elementary School- Behavior Interventionist Long-term Sub	Staff leave of absence

## Head Count



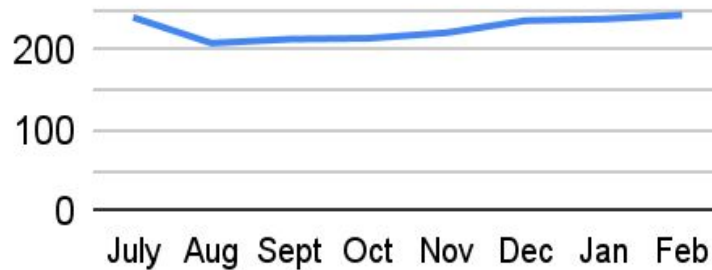
**243\*** ↑

As of 2/28/23

based on most recent payroll period.

Includes 31 per diem subs on roster, mostly w/ limited and seasonal availability.

### Head Count



Monthly Ending Head Count SY223-23

## Absences Rate ↓

(Employee Engagement Indicator)



**4.45%** as of 2/28/23

Down from 4.92% in January.

## Current Vacancies

**18** ↓

**District** 4

**Elementary** 7

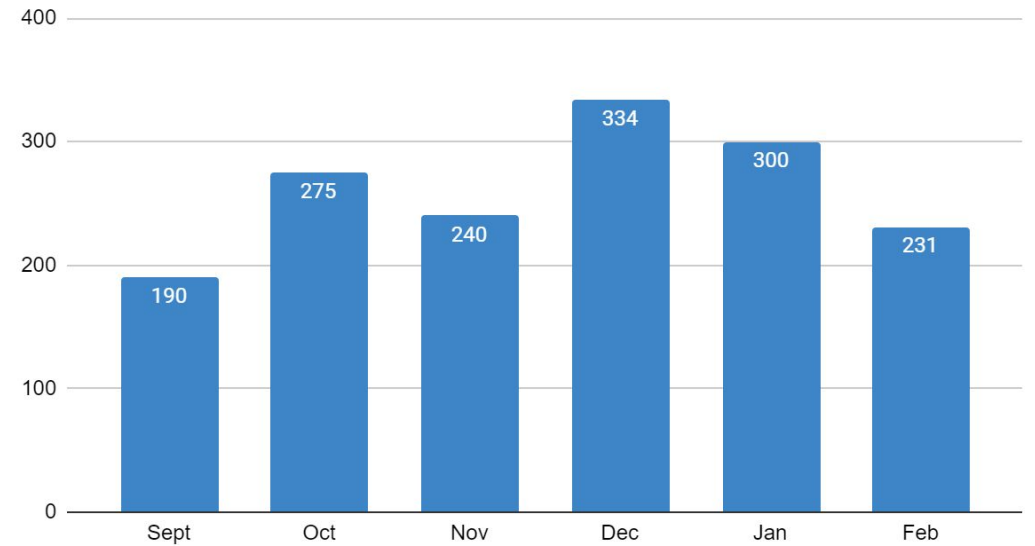
**Middle School** 6

**High School** 1

**TOTAL** 18

Additional vacancy details attached.

## Absences Count by Month



Includes sick and personal days.

- **5 leaves of absence**

## Employee Separations | Avg. Tenure 2.8 Yrs\*

\*Includes outlier staff with 15+ years.

Period	Q1	Q4
<b>Terminations</b>	*No new separations since 1/31/23.	
Voluntary	*2	14
Involuntary/RIF	NA	NA
Upcoming Voluntary	1	
<b>Turnover Rate to Date</b>	↓ 0.83%	6.5%

## Recent Hires

**8**

Since last update on 2/7/23, status as of 3/8/23

- **1 Elementary School Principal !!**
- **1 MS Behavior Interventionist**
- **3 per diem subs, 1 Long-term Sub for elementary school**
- **1 Integrated Arts Teacher K-4**
- **1 Admissions Specialist (internal hire)**

# Coversheet

## Enrollment Update

**Section:** II. Leadership Report  
**Item:** C. Enrollment Update  
**Purpose:** FYI  
**Submitted by:**  
**Related Material:** Board Update - Enrollment Status 3-9-23.pdf



## Enrollment Update – March 9, 2023

**District Summary:**

Grade	Enrollment Goal	Current Enrollment	Withdrawals to Date
Kindergarten	145	145	26 Declinations, 5 WD
Grade 1	145	145	21
Grade 2	145	148	16
Grade 3	145	146	20
Grade 4	145	141	23
Grade 5	130	122	28
Grade 6	130	125	30
Grade 7	130	104	41
Grade 8	130	109	28
Grade 9	130	105	42
Grade 10	109	94	19
Grade 11	94	88	10
Grade 12	77	86	1
Total	1655	1558	310

\* The deadline to make offers for the 22-23 SY was Wednesday, February 15, 2023.

**Withdrawal by Town**

Town	Withdrawals
Attleboro	59
North Attleboro	36
Brockton	46
Foxborough	34
Mansfield	18
Norton	16

**Notes:**

Last month the admissions team extended offers on February 14<sup>th</sup> (ahead of the February 15<sup>th</sup> deadline) to eight 7<sup>th</sup> grade siblings and 1 3<sup>rd</sup> grade student. Five 7<sup>th</sup> grade students and the one 3<sup>rd</sup> student accepted those offers and have been enrolled at FRCS.

**2023-2024 Enrollment:**

Our Enrollment Lottery for the 2023-2024 school year was held on Wednesday, March 1<sup>st</sup>. We received 681 applications from December 1, 2022 – February 17, 2023. 165 Kindergarten offers were extended immediately following the lottery. All other students were placed on the Waitlist for the time being. Offers to those students will be made throughout the spring months.

Kindergarten registration will be held from Monday, 3/13-Monday 3/20. At the time of this report 112 families have scheduled an appointment to register their incoming Kindergarten student.

**Spring Registration Schedule:**

Siblings: 4/3/23 - 4/12/23

Grades 1-9: 5/1/23 - 5/9/23

# Coversheet

## Special Education Parent Advisory Committee (SEPAC)

**Section:** IV. Community Group Updates  
**Item:** C. Special Education Parent Advisory Committee (SEPAC)  
**Purpose:** FYI  
**Submitted by:**  
**Related Material:** March meeting minutes.pdf

## FRCS SEPAC Committee Minutes

**Date: 3/2/23 Time: 7-7:45pm via Zoom**

**Members (absent):** Ebony Griffin (Chair), Laurie Bryant, Jason Paynich.

**Guest:** Samantha Storey, Special Needs Advocacy Network

Issue	Discussion	Action
1. Meeting called to order	8:00 via Zoom by Ebony	Na
1. Organizational Matters	NA	Na
1. Approval of Minutes	Na	Na
1. Old Business	NA	Na
1. New Business:	Presentation Samantha Storey, Pres. Of Special Needs Advocacy Network  Personal webpage: <a href="http://www.lessardlearning.com">www.lessardlearning.com</a>	Presented  Lunch-n-Learn classes presented  SEPAC has 1 free membership to SNAN  SNAN can add SEPAC directory information  Resource library information  Discussed SEPAC role and activities, and how to make more effective for families  Noted yearly Basic Rights Training requirement for SEPAC leadership



	<p>Summer camp search links presented</p>	<p>Discussed SEPAC advocacy role with FRCS</p> <p>Link below for Basic Rights required training (for SEPAC Board)</p> <p><a href="https://fcsn.org/information-center-2/">https://fcsn.org/information-center-2/</a></p> <p>SNAN can attend school meetings with parents and assist parent in understanding the nuance of impending decisions.</p> <p>SNAN can help file a PRS (Problem Resolution System) document</p> <p>Areas of highest concern are receiving services, getting a 504 vs. IEP, lack of transition program.</p> <p>Links were sent to Amanda for placement on the SEPAC webpage.</p>
<p>1. Adjournment</p>		<p>Meeting adjourned at 7:15pm</p>

Recorder: Jason Paynich



# Coversheet

## Finance

**Section:** VI. Committees  
**Item:** A. Finance  
**Purpose:** Discuss  
**Submitted by:**  
**Related Material:** Foxborough RCS - Grid Comparison to Neighboring Communities.pdf  
FRCS Pay Matrix Analysis v2.pdf  
Sample Grid.xlsx  
Feb 2023 Balance Sheet Summary.pdf  
Feb 2023 Budget to Actual Comparative.pdf

## Foxborough Regional Charter School FY 2023 Proposed Teacher Salary Matrix Comparison

<b>Bachelor of Arts Grade</b>								
	FY 2023	FY 2021	FY 2022	FY 2022	FY 2023	FY 2023	FY 2023	FY 2022
	<b>FCRS</b>	<b>Foxborough</b>						
<b>Step</b>	<b>Proposed</b>	<b>Easton PS</b>	<b>PS</b>	<b>Mansfield PS</b>	<b>Norfolk PS</b>	<b>Sharon PS</b>	<b>Walpole PS</b>	<b>Wrentham PS</b>
1	51,000.00	49,328.00	51,827.00	47,960.00	50,011.00	50,793.25	53,831.00	41,221.00
2	53,800.00	51,593.00	54,209.00	49,638.00	53,623.00	53,281.79	57,060.00	45,345.00
3	56,600.00	55,810.00	58,961.00	52,371.00	56,723.00	55,890.56	60,483.00	47,699.00
4	59,400.00	58,363.00	61,345.00	54,934.00	60,412.00	58,630.04	62,297.00	50,526.00
5	62,200.00	61,031.00	63,724.00	57,777.00	64,339.00	61,502.31	64,116.00	53,355.00
6	65,000.00	63,805.00	68,482.00	60,541.00	68,521.00	64,516.78	66,092.00	55,747.00
7	67,800.00	66,738.00	70,867.00	63,081.00	72,976.00	67,677.64	68,073.00	58,179.00
8	70,600.00	69,778.00	73,241.00	65,970.00	77,717.00	70,994.28	70,117.00	61,123.00
9	73,400.00	72,968.00	75,632.00	68,547.00	79,298.00	74,475.09	72,219.00	67,068.00
10	76,200.00	81,864.00	78,009.00	71,437.00	81,246.00	78,123.20	74,385.00	67,069.00
11	79,000.00		82,000.00	75,083.00	84,656.00	84,573.52	76,619.00	70,132.00
12	81,800.00			79,594.00	85,360.00	84,573.52	78,916.00	73,196.00
13	84,600.00			84,104.00	86,069.00		81,285.00	76,345.00

## Foxborough Regional Charter School FY 2023 Proposed Teacher Salary Matrix Comparison

<b>Masters of Arts Grade</b>								
	FY 2023	FY 2021	FY 2022	FY 2022	FY 2023	FY 2023	FY 2023	FY 2022
	<b>FCRS</b>	<b>Foxborough</b>						
<b>Step</b>	<b>Proposed</b>	<b>Easton PS</b>	<b>PS</b>	<b>Mansfield PS</b>	<b>Norfolk PS</b>	<b>Sharon PS</b>	<b>Walpole PS</b>	<b>Wrentham PS</b>
1	55,500.00	53,086.00	56,494.00	51,870.00	52,678.00	56,798.15	58,222.00	47,402.00
2	58,400.00	55,351.00	58,876.00	53,688.00	55,391.00	58,784.79	61,717.00	49,972.00
3	61,300.00	59,636.00	63,626.00	56,646.00	58,990.00	60,842.53	65,419.00	52,869.00
4	64,200.00	61,287.00	66,014.00	59,418.00	62,826.00	65,102.32	67,381.00	55,712.00
5	67,100.00	64,871.00	68,384.00	62,489.00	66,906.00	67,381.73	69,403.00	58,537.00
6	70,000.00	67,661.00	73,162.00	65,489.00	71,257.00	69,739.56	71,484.00	51,156.00
7	72,900.00	70,563.00	75,537.00	68,229.00	75,890.00	72,181.04	43,628.00	63,586.00
8	75,800.00	73,632.00	77,911.00	71,353.00	80,821.00	77,232.35	75,839.00	66,301.00
9	78,700.00	76,809.00	80,296.00	74,143.00	82,470.00	79,935.23	78,114.00	68,733.00
10	81,600.00	84,720.00	82,683.00	77,267.00	84,494.00	82,733.26	80,456.00	71,174.00
11	84,500.00	89,654.00	85,059.00	81,210.00	88,045.00	88,524.85	82,871.00	73,876.00
12	87,400.00		88,318.00	86,047.00	90,246.00	94,721.09	85,356.00	76,883.00
13	90,300.00		90,084.00	90,885.00	92,503.00		97,916.00	82,010.00



September 1, 2022

***Personal and Confidential***

Ms. Karen Calvert  
 Director of Finance  
 Foxborough Regional Charter School  
 131 Central Street  
 Foxborough, MA 02035

***Re: Pay Matrix Design***

Dear Ms. Calvert:

Per your request, we have analyzed various methods concerning Foxborough Regional Charter School’s pay matrix design for their teacher employees and the impact on payroll over the next 5 years. For our analysis, we evaluated the following methods:

- Method #1: All employees currently below the proposed pay matrix will be brought in line with this matrix in fiscal 2024.
- Method #2: All employees currently below the proposed pay matrix will have their pay increased 33% of the difference in fiscal 2024, 67% of the difference in fiscal 2026 and in line with the matrix in fiscal 2028
- Method #3: All employees currently below the proposed pay matrix will have their pay increased 50% of the difference in fiscal 2024, 75% of the difference in fiscal 2026 and in line with the matrix in fiscal 2028

Fiscal Year	Method #1	Method #2	Method #3
2024	100%	33%	50%
2025	100%	33%	50%
2026	100%	67%	75%
2027	100%	67%	75%
2028	100%	100%	100%

To perform this analysis, various assumptions need to be made. While there are many, the key assumptions that have the greatest impact are:

- When will employees leave employment, whether through termination or retirement?
- What are the demographics of the newly hired employees that will fill those vacant roles?
- What is the likelihood an employee will move up in grade / ladder between school years?



The results are as follows:

<b>Fiscal Year</b>	<b>Baseline</b>	<b>Method 1</b>	<b>Method 2</b>	<b>Method 3</b>
<b>2023</b>	\$ 7,765,466.15	\$ 7,765,466.15	\$ 7,765,466.15	\$ 7,765,466.15
<b>2024</b>	\$ 7,998,430.13	\$ 8,472,600.92	\$ 8,070,495.07	\$ 8,171,021.70
<b>2025</b>	\$ 8,238,383.04	\$ 8,739,928.46	\$ 8,254,381.49	\$ 8,375,768.45
<b>2026</b>	\$ 8,485,534.53	\$ 9,018,220.02	\$ 8,475,801.48	\$ 8,611,406.31
<b>2027</b>	\$ 8,740,100.57	\$ 9,231,182.92	\$ 8,651,199.55	\$ 8,796,195.53
<b>2028</b>	\$ 9,002,303.58	\$ 9,516,247.62	\$ 9,516,247.62	\$ 9,516,247.62

<b>Change From Baseline</b>			
	<b>Method 1</b>	<b>Method 2</b>	<b>Method 3</b>
<b>Year 1 Cost</b>	\$ 707,134.77	\$ 305,028.92	\$ 405,555.55
<b>Year 2 Cost</b>	\$ 501,545.42	\$ 15,998.45	\$ 137,385.41
<b>Year 3 Cost</b>	\$ 532,685.49	\$ (9,733.05)	\$ 125,871.78
<b>Year 4 Cost</b>	\$ 491,082.36	\$ (88,901.01)	\$ 56,094.97
<b>Year 5 Cost</b>	\$ 513,944.04	\$ 513,944.04	\$ 513,944.04

**Data**

We used historical and current census and pay information provided to us by Foxborough Regional Charter School. This data included the name, age, service, salary, position & educational level for all staff members.

## Disclosures

The actuarial computations made above are for the purposes of evaluating the potential impacts of implementing a pay matrix used by Foxborough Regional Charter School for their teacher employees. Determinations for purposes other than that may yield results significantly different than those reported here. As such, additional determinations may be needed for other purposes.

It is important to note that any proposed pay matrix/grid is based on the current situation, a desired destination / goal, assumptions, budget, and other intangibles. The current pay structure contains various anomalies that make the imposition of a “no losers” grid impractical. The desire to move to a grid approach which is internally consistent that fits within your budget will yield one that shows salaries that increase with service up to some limit and provides for an educational premium for certain degrees or progress therein (our proposal grid only has two grades per our conversations, but you may wish to expand in the future once the structure is adopted).

So, if the starting point (current situation) and end point (proposed grid) are known, the question becomes one of how to navigate that transition – that is ultimately a balance of human resource and financial needs of the organization.

As always, if you or your team have questions regarding the analysis, please reach out at any time.

Sincerely,



Parker E. Elmore, ASA, EA, FCA, MAAA  
President, CEO & Actuary



Andrew D. Taggart, ASA, EA, ACA, MAAA  
Consulting Actuary



**APPENDIX**  
**ASSUMPTIONS**

**Mortality** – 2022 IRS Optional Combined Mortality Table for Small Plans

**Salary Increase Rate** – 3.00% annually

**Termination Rates** – Sample rates below from 2006-2011 PERAC experience study.

<b>Service</b>	<b>Male</b>	<b>Female</b>
0	15.00%	15.00%
5	7.60%	7.60%
10	5.40%	5.40%
15	3.30%	3.30%
20	2.00%	2.00%

**Retirement Rates** – Sample rates below from 2006-2011 MTRS experience study

<b>Age</b>	<b>Male Teachers</b>	<b>Female Teachers</b>
45 - 49	0.00%	0.00%
50 - 51	2.00%	1.50%
52	2.00%	1.50%
53	2.00%	1.50%
54	2.00%	2.00%
55	6.00%	5.00%
56	20.00%	15.00%
57	40.00%	35.00%
58	50.00%	35.00%
59	50.00%	35.00%
60	40.00%	35.00%
61	40.00%	35.00%
62	35.00%	35.00%
63	35.00%	35.00%
64	35.00%	35.00%
65	35.00%	35.00%
66	40.00%	35.00%
67	40.00%	30.00%
68	40.00%	30.00%
69	40.00%	30.00%
70	100.00%	100.00%
71	100.00%	100.00%
72	100.00%	100.00%

**APPENDIX**

**ASSUMPTIONS (CONTINUED)**

**Grade Change Matrix -**

Grade Movement	
Steps	Grade
	Masters of Arts / Ph. D.
1	0%
2	0%
3	10%
4	10%
5	15%
6	15%
7	25%
8	25%
9	33%
10	33%
11	40%
12	40%
13	50%

**New Hire Demographics -**

Age	Percentage
25	45%
35	30%
45	20%
55	5%

Age 25		
Step	Grade	Age Weight
1	1	67%
2	2	33%

Age 35		
Step	Grade	Age Weight
1	2	25%
5	2	25%
6	2	15%
7	2	35%

Age 45		
Step	Grade	Age Weight
2	1	20%
2	2	30%
5	2	20%
9	2	30%

Age 55		
Step	Grade	Age Weight
2	1	20%
6	1	15%
5	2	20%
7	2	45%

**APPENDIX**  
**PROPOSED PAY MATRIX**

<b>Proposed Pay Matrix<sup>1</sup></b>		
<b>Steps<sup>2</sup></b>	<b>Grades</b>	
	<b>Bachelor of Arts</b>	<b>Masters of Arts / Ph. D.</b>
<b>1</b>	51,000	55,500
<b>2</b>	53,800	58,400
<b>3</b>	56,600	61,300
<b>4</b>	59,400	64,200
<b>5</b>	62,200	67,100
<b>6</b>	65,000	70,000
<b>7</b>	67,800	72,900
<b>8</b>	70,600	75,800
<b>9</b>	73,400	78,700
<b>10</b>	76,200	81,600
<b>11</b>	79,000	84,500
<b>12</b>	81,800	87,400
<b>13</b>	84,600	90,300

<sup>1</sup> The Proposed Pay Matrix was chosen based on Odyssey’s experience and data collected from working with many school districts and municipal entities across Massachusetts and the United States.

<sup>2</sup> Steps represent the number of years of service with the Foxborough Regional Charter School (This includes 100% of the service accumulated at Foxborough and 50% of the service accumulated at other organizations). 13 steps were chosen as it is industry practice to have between 10-15 steps.

## Notice

The following file is attached to this PDF. You will need to open this packet in an application that supports attachments to pdf files, e.g. [Adobe Reader](#):

Sample Grid.xlsx

**Financial Report - Balance Sheet (Summary)****Foxborough Regional Charter School**

For 2/28/2023

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	2/28/2023	6/30/2022	Change
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash - operations	15,289,382.20	11,849,679.53	3,439,702.67
Cash - debt service reserve	1,982,557.03	3,141,451.64	(1,158,894.61)
Accounts Receivable:			
Intergovernmental	0.00	1,151,260.78	(1,151,260.78)
Other	83,763.75	57,029.99	26,733.76
Prepaid Expenses	0.00	758.64	(758.64)
<b>Total Current Assets</b>	<b>17,355,702.98</b>	<b>16,200,180.58</b>	<b>1,155,522.40</b>
<b>Capital Assets</b>			
Right-Of-Use-Asset	334,525.00	334,525.00	0.00
Land/Building Improvements	47,556,557.39	47,556,557.39	0.00
Furniture, equipment and software	5,923,793.32	5,923,793.32	0.00
Less: accumulated depreciation and amortization	(17,969,192.60)	(16,372,371.64)	(1,596,820.96)
<b>Total investment in capital assets</b>	<b>35,845,683.11</b>	<b>37,442,504.07</b>	<b>(1,596,820.96)</b>
Loss on defeasance (2017 bonds)	3,541,114.47	3,541,114.47	0.00
<b>TOTAL ASSETS</b>	<b>56,742,500.56</b>	<b>57,183,799.12</b>	<b>(441,298.56)</b>
<b>LIABILITIES AND NET ASSETS</b>			
Accounts Payable	502,046.26	1,123,797.80	(621,751.54)
Accrued expenses	135,441.83	764,536.84	(629,095.01)
Accrued compensation	51,429.63	1,654,036.30	(1,602,606.67)
Bonds payable - US Bank	0.00	0.00	0.00
Deferred income	0.00	89,251.30	(89,251.30)
Lease Liability	187,962.96	214,076.00	(26,113.04)
<b>Total current liabilities</b>	<b>876,880.68</b>	<b>3,845,698.24</b>	<b>(2,968,817.56)</b>
BONDS PAYABLE 2017B	22,945,000.00	23,600,000.00	(655,000.00)
BOND PREMIUM 2017B	2,175,370.80	2,175,370.80	0.00
<b>Total bonds payable</b>	<b>25,120,370.80</b>	<b>25,775,370.80</b>	<b>(655,000.00)</b>
LOAN PAYABLE EASTERN BANK	3,622,744.33	3,953,770.15	(331,025.82)
<b>Total loans payable (Eastern)</b>	<b>3,622,744.33</b>	<b>3,953,770.15</b>	<b>(331,025.82)</b>
<b>Total liabilities</b>	<b>29,619,995.81</b>	<b>33,574,839.19</b>	<b>(3,954,843.38)</b>
<b>Net Assets</b>			
Investment in capital assets	0.00	0.00	0.00
Restricted - Board Capital	5,165,006.00	5,165,006.00	0.00
Unrestricted	18,443,953.93	14,057,036.52	4,386,917.41
Net income	3,513,544.82	4,386,917.41	(873,372.59)
<b>Total net assets</b>	<b>27,122,504.75</b>	<b>23,608,959.93</b>	<b>3,513,544.82</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>56,742,500.56</b>	<b>57,183,799.12</b>	<b>(441,298.56)</b>

## Financial Report - Budget to Actual (Comparative Summary)

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### Foxborough Regional Charter School For 2/28/2023

	Budget FY2023	YTD Actual 2/28/23	Current Year Budget - Actual	Current Year % of Budget	Budget FY2022	YTD Actual 2/28/22	Prior Year Budget - Actual	Prior Year % of Budget
<b>REVENUES</b>								
Per Pupil Tuition	27,462,500.00	18,370,576.00	(9,091,924.00)	(66.89)	24,790,000.00	17,686,032.00	(7,103,968.00)	(71.34)
Federal Grants/Reimbursements	1,202,382.00	433,547.30	(768,834.70)	(36.06)	3,673,321.00	1,823,101.27	(1,850,219.73)	(49.63)
State Grants/Reimbursements	0.00	20.00	20.00	0.00	0.00	0.00	0.00	0.00
Other Grant Revenues	0.00	3,000.00	3,000.00	0.00	0.00	0.00	0.00	0.00
Food Service Program	521,000.00	386,675.54	(134,324.46)	(74.22)	286,000.00	499,680.44	213,680.44	(174.71)
Extended Day Program	0.00	0.00	0.00	0.00	0.00	1,190.00	1,190.00	0.00
Transportation Program	901,072.00	629,201.71	(271,870.29)	(69.83)	861,750.00	615,219.94	(246,530.06)	(71.39)
Building Rental Revenue	60,000.00	45,250.00	(14,750.00)	(75.42)	69,615.00	26,000.00	(43,615.00)	(37.35)
Other Revenues	75,500.00	97,892.76	22,392.76	(129.66)	62,000.00	21,118.48	(40,881.52)	(34.06)
<b>Total Revenues</b>	<b>30,222,454.00</b>	<b>19,966,163.31</b>	<b>(10,256,290.69)</b>	<b>(66.06)</b>	<b>29,742,686.00</b>	<b>20,672,342.13</b>	<b>(9,070,343.87)</b>	<b>(69.50)</b>
<b>EXPENSES</b>								
<b>Personnel</b>								
Administration & Finance	1,327,446.00	744,813.27	582,632.73	56.11	1,024,223.00	630,220.54	394,002.46	61.53
Teaching & Learning	12,247,517.00	5,856,903.78	6,390,613.22	47.82	11,045,668.00	5,684,832.99	5,360,835.01	51.47
Student Activities	2,217,710.00	927,765.35	1,289,944.65	41.83	1,782,468.00	881,289.63	901,178.37	49.44
Operations	821,363.00	515,235.76	306,127.24	62.73	862,575.00	538,687.97	323,887.03	62.45
Grants	689,315.00	209,834.64	479,480.36	30.44	1,562,274.00	817,974.89	744,299.11	52.36
<b>Subtotal Personnel</b>	<b>17,303,351.00</b>	<b>8,254,552.80</b>	<b>9,048,798.20</b>	<b>47.70</b>	<b>16,277,208.00</b>	<b>8,553,006.02</b>	<b>7,724,201.98</b>	<b>52.55</b>
<b>Operating Costs</b>								
Administration & Finance	814,715.00	436,006.99	378,708.01	53.52	563,135.00	293,802.79	269,332.21	52.17
Teaching & Learning	762,878.00	160,422.53	602,455.47	21.03	441,800.00	129,801.80	311,998.20	29.38
Student Activities	2,798,457.00	1,812,247.15	986,209.85	64.76	2,393,565.00	1,435,881.28	957,683.72	59.99
Operations	2,093,130.00	1,423,503.50	669,626.50	68.01	2,015,320.00	1,438,268.25	577,051.75	71.37
Employee Benefits	2,592,646.00	1,295,374.54	1,297,271.46	49.96	2,360,500.00	1,271,256.30	1,089,243.70	53.86
Grants	443,067.00	236,758.04	206,308.96	53.44	2,088,847.00	1,226,853.09	861,993.91	58.73
<b>Subtotal Operating Costs</b>	<b>9,504,893.00</b>	<b>5,364,312.75</b>	<b>4,140,580.25</b>	<b>56.44</b>	<b>9,863,167.00</b>	<b>5,795,863.51</b>	<b>4,067,303.49</b>	<b>58.76</b>
<b>Total Expenses</b>	<b>26,808,244.00</b>	<b>13,618,865.55</b>	<b>13,189,378.45</b>	<b>50.80</b>	<b>26,140,375.00</b>	<b>14,348,869.53</b>	<b>11,791,505.47</b>	<b>54.89</b>
<b>NET BUDGET FROM OPERATIONS</b>	<b>3,414,210.00</b>	<b>6,347,297.76</b>	<b>2,933,087.76</b>	<b>(185.91)</b>	<b>3,602,311.00</b>	<b>6,323,472.60</b>	<b>2,721,161.60</b>	<b>(175.54)</b>
Capital Outlay	890,000.00	575,919.90	314,080.10	64.71	613,795.00	355,996.30	257,798.70	58.00
Debt Service	2,477,216.00	661,497.60	1,815,718.40	26.70	2,471,691.00	796,117.04	1,675,573.96	32.21
Depreciation	0.00	1,596,820.96	(1,596,820.96)	0.00	0.00	1,570,011.34	(1,570,011.34)	0.00
Board Capital Reserve	0.00	0.00	0.00	0.00	(9,000.00)	0.00	(9,000.00)	0.00
<b>NET BUDGET RESERVED</b>	<b>46,994.00</b>	<b>3,513,059.30</b>	<b>3,466,065.30</b>	<b>(7,475.55)</b>	<b>525,825.00</b>	<b>3,601,347.92</b>	<b>3,075,522.92</b>	<b>(684.89)</b>

# Coversheet

## Facilities

**Section:** VI. Committees  
**Item:** B. Facilities  
**Purpose:** Discuss  
**Submitted by:**  
**Related Material:** Operations\_Department\_Update March 14 2023.docx



**Operations Department Update  
March 14, 2023**

- MS Roof: Tony Pina the Owner's Project Manager (OPM) will attend the Board meeting to update the trustees on the Middle School Roof Project. We have set milestone dates of March 30<sup>th</sup> for 60% completion and April 13<sup>th</sup> for 100% completion for the design of the roof. Hitting these milestones will determine our ability to start the project this summer.
- The Operations departments are working on preparing their budgets to have first draft numbers submitted by the end of the month.



# Coversheet

## Diversity, Equity, & Inclusion

**Section:** VI. Committees  
**Item:** D. Diversity, Equity, & Inclusion  
**Purpose:** Discuss  
**Submitted by:**  
**Related Material:** DEI Committee Update 09 Mar 2023.docx

## Summary from Diversity, Equity & Inclusion Committee

**Date:** 09 Mar 2023

**Date of Last Meeting:** 15 Feb 2023

**Next Meeting:** 15 Mar 2023

**Members:** Anissia Vixamar, Dana Benton-Johnson, Kathleen Foley, Mallory St. Brice, Heidi Berkowitz, Eddie Ingram, Cathy Alix, Teresa Peavey, Justin Hester, Ebony McQueen, Tahir Husain, Malaz Abdelhadi

**Policies Currently Under Review:**

- N/A

**General Update**

- FRCS staff are working on internal processes/procedural updates to support the survey.
- Pilot run of survey technology will be conducted with student group to identify process gaps or updates required.
- Pending newsletter article and opt-out form are ready (once roll-out dates are finalized).
- Timeline: TBD – pending completion of FRCS staff action items.