



# Foxborough Regional Charter School

## Board Meeting

Published on December 8, 2023 at 2:13 PM EST

---

### Date and Time

Tuesday December 12, 2023 at 6:00 PM EST

### Location

Edwards Conference Room/Zoom

<https://foxboroughrcs-org.zoom.us/j/87990446343?pwd=dU9zQ3ZQUmdLdDZxR2xjb3ZFK0ZZZz09>

---

### 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.

---

### Agenda

	Purpose	Presenter	Time
I. Opening Items			6:00 PM

	Purpose	Presenter	Time
<b>A.</b> Attendance		Kathleen Crawford	1 m
<b>B.</b> Call the Meeting to Order		Kathleen Crawford	1 m
<b>C.</b> Privilege of the Floor		Kathleen Crawford	5 m
<b>II. Leadership Report</b>			<b>6:07 PM</b>
<b>A.</b> A. Leadership Report Discipline Presentation/Review	FYI	Heidi Berkowitz	15 m
<ul style="list-style-type: none"> <li>• Nicole Ouimet, Elementary School Principal</li> <li>• Scott Johnson, Middle School Assistant Principal</li> </ul>			
<b>B.</b> Personnel Update	FYI	Mallory St Brice	5 m
<ul style="list-style-type: none"> <li>• Vacancies by Building</li> <li>• HR Board Dashboard</li> </ul>			
<b>C.</b> Enrollment Update	FYI	Heidi Berkowitz	5 m
<ul style="list-style-type: none"> <li>• Enrollment Report</li> </ul>			
<b>III. Board Business</b>			<b>6:32 PM</b>
<b>A.</b> Board Business	Vote	Kathleen Crawford	25 m
<ul style="list-style-type: none"> <li>• MIAA vote to participate in League</li> <li>• Review of Board self-assessment</li> <li>• Review Leadership Evaluation FY23</li> </ul>			
<b>B.</b> Board Training - Document any training Board Members Attended this month	Discuss	Todd Tetreault	3 m
<b>C.</b> Executive Director Search	Discuss	Kathleen Crawford	10 m
<ul style="list-style-type: none"> <li>• Review Interim Executive Director leadership</li> </ul>			

	Purpose	Presenter	Time
<b>D. Review of Board Committees</b>	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
- Communication stakeholders to solicit membership

<b>E. Board Planning Meeting</b>	Discuss	Todd Tetreault	5 m
----------------------------------	---------	----------------	-----

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 7:25 PM**

<b>A. Advisory Groups</b>	FYI	Heidi Berkowitz	3 m
---------------------------	-----	-----------------	-----

<b>B. English Language Parent Advisory Committee (ELPAC)</b>	FYI	Heidi Berkowitz	3 m
--	-----	-----------------	-----

<b>C. Special Education Parent Advisory Committee (SEPAC)</b>	FYI	Heidi Berkowitz	3 m
---	-----	-----------------	-----

<b>D. Family Engagement Alliance (FEA)</b>	FYI	Heidi Berkowitz	10 m
--	-----	-----------------	------

- Leadership transition update

<b>E. Academic Excellence</b>	Discuss	Kathleen Crawford	10 m
-------------------------------	---------	-------------------	------

- DRAFT definition of scope of work

**V. Policy Review 7:54 PM**

<b>A. Second Reading</b>	Discuss	Dana Benton-Johnson	5 m
--------------------------	---------	---------------------	-----

- Bullying intervention program

**VI. Committees 7:59 PM**

	Purpose	Presenter	Time
<b>A. Finance and Facilities</b> <ul style="list-style-type: none"> <li>• General Committee Update (Yezukevich)</li> <li>• Current Budget Trends (Calvert)</li> <li>• Annual Facilities Plan Update (Dweik)</li> <li>• Project Updates (Michelot)</li> </ul>	Discuss	Matthew Yezukevich/Badawi Dweik	20 m
<b>B. Governance</b> <ul style="list-style-type: none"> <li>• Board Planning and Guidance Update (Crawford)</li> <li>• FY24 Calendar</li> </ul>	Discuss	Kathleen Crawford	10 m
<b>C. Diversity, Equity, &amp; Inclusion</b> <ul style="list-style-type: none"> <li>• General Committee Update (Vixamar)                             <ul style="list-style-type: none"> <li>• First Reading Diversity, Equity and Inclusion Scope</li> </ul> </li> </ul>	Discuss	Anissia Vixamar	3 m
<b>D. Appeals</b> <ul style="list-style-type: none"> <li>• General Committee Update (Crawford)                             <ul style="list-style-type: none"> <li>◦ 2 Enrollment appeals - both approved</li> </ul> </li> </ul>	Discuss	Kathleen Crawford	
<b>VII. Closing Items</b>			<b>8:32 PM</b>
<b>A. Approval of Minutes</b> <ul style="list-style-type: none"> <li>• September 12</li> <li>• September 21</li> <li>• October 10, 2023</li> </ul> <p>*Note, minutes are in draft form; links will only work for the public once minutes are approved and published.</p>	Vote	Todd Tetreault	5 m
<b>B. Adjourn to Executive Session</b> <p>Adjourn to Executive Session for the purpose of discussing strategy with respect to non union personnel. It is not expected that the Board will return to open session.</p>	Vote	Kathleen Crawford	5 m

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

---

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

## A. Leadership Report

**Section:** II. Leadership Report  
**Item:** A. A. Leadership Report  
**Purpose:** FYI  
**Submitted by:**  
**Related Material:** Sep-Nov 2023 ALC Referral Data - ES 12 8 23.pdf  
FRCS Discipline Board Update MSHS 12 8 23.pdf



# Sep-Nov 2023 ALC Referral Data

By Abigail Malone, ES Behavior Interventionist

# Culture Goals for 2023-2024 School Year

- Maximize classroom learning time
- Limit the amount of time students spend out of class

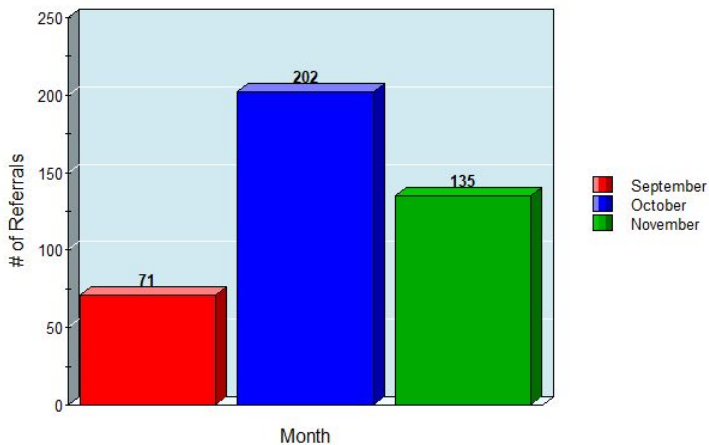


# What constitutes an Out of Class Referral?

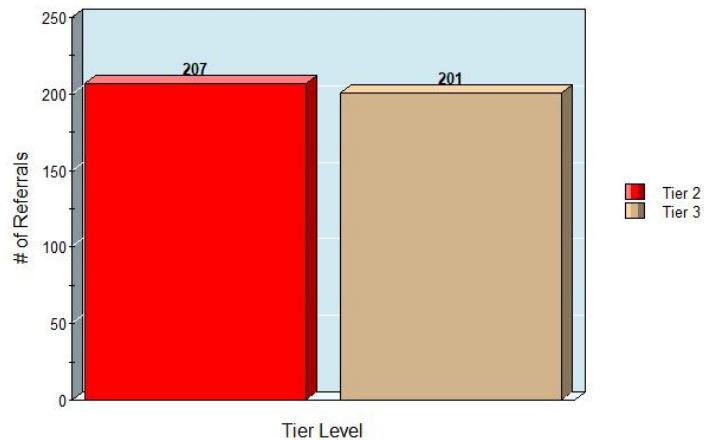
- Prolonged Tier 2 behaviors that are taking away from the learning of other students
- Tier 3 behaviors that impact student or staff safety

# Total Referrals

**Sep-Nov 2023 Total Referrals**

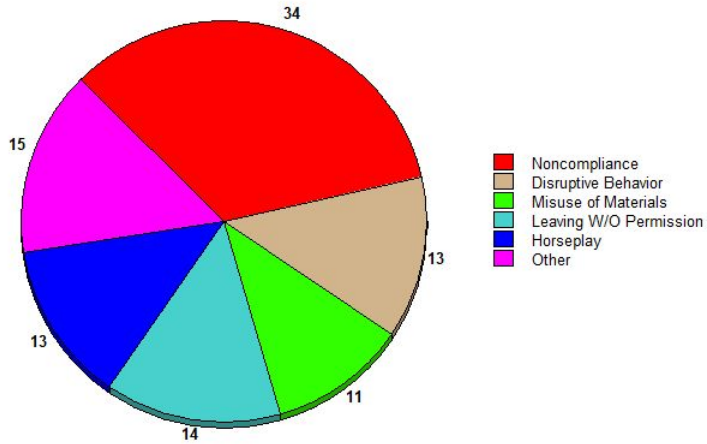


**Sep-Nov 2023 ALC Referrals by Tier**

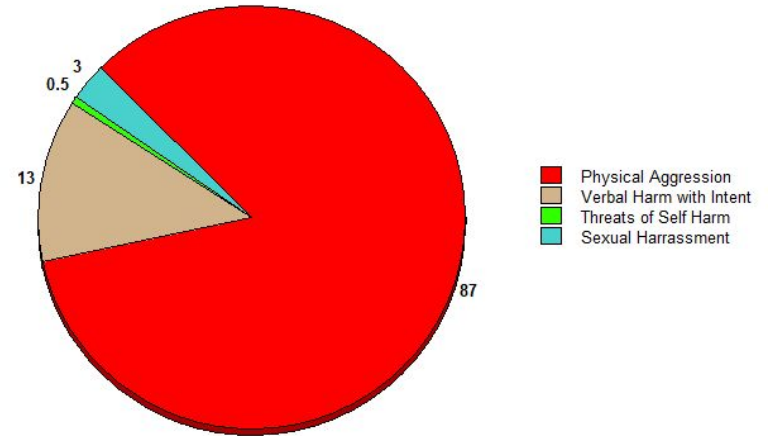


# Tier 2 and Tier 3 Behaviors

**Sep-Nov 2023 Tier 2 Referrals (%)**



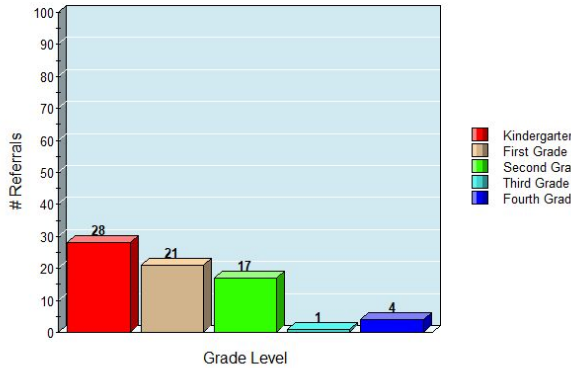
**Sep-Nov 2023 Tier 3 Referrals (%)**



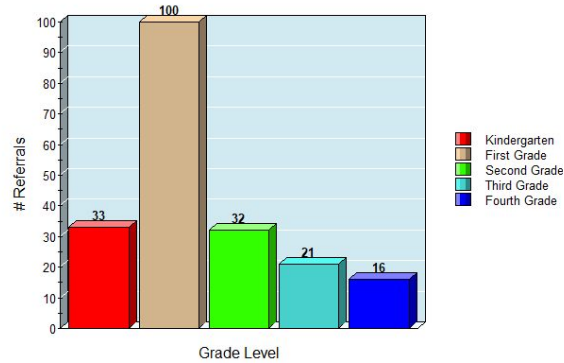
(Other Tier 2 behaviors include profanity, instigating others, and dysregulation)

# Referrals by Grade

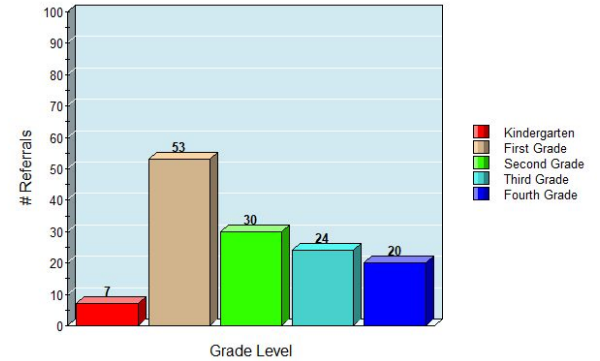
September Referrals by Grade



October Referrals by Grade

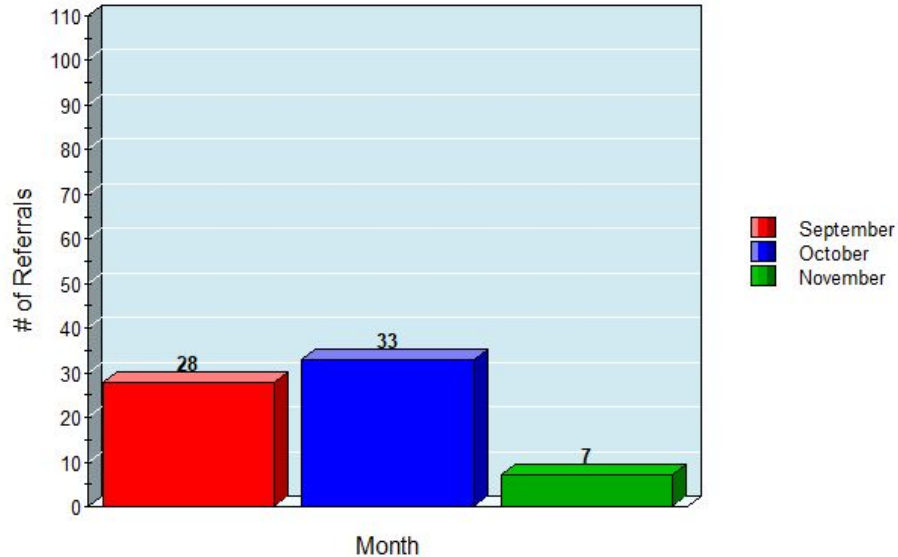


November Referrals by Grade



# Kindergarten Referrals by Month

**Sep-Nov 2023 Kindergarten Referrals**



In September,

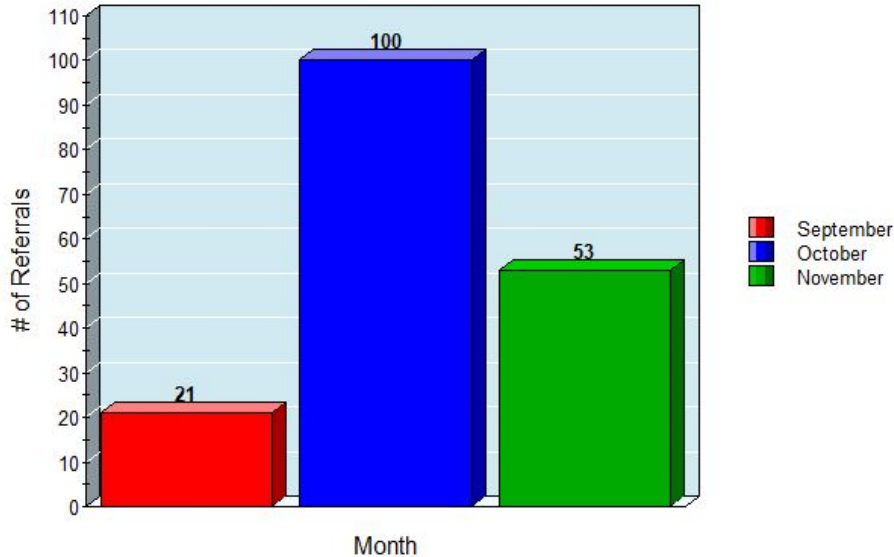
- 11 referrals were from one student
- 6 referrals were from one student

In October,

- 13 referrals were from one student

# First Grade Referrals by Month

**Sep-Nov 2023 First Grade Referrals**



In September,

- 8 referrals were from one student
- 6 referrals were from one student
- 5 referrals were from one student

In October,

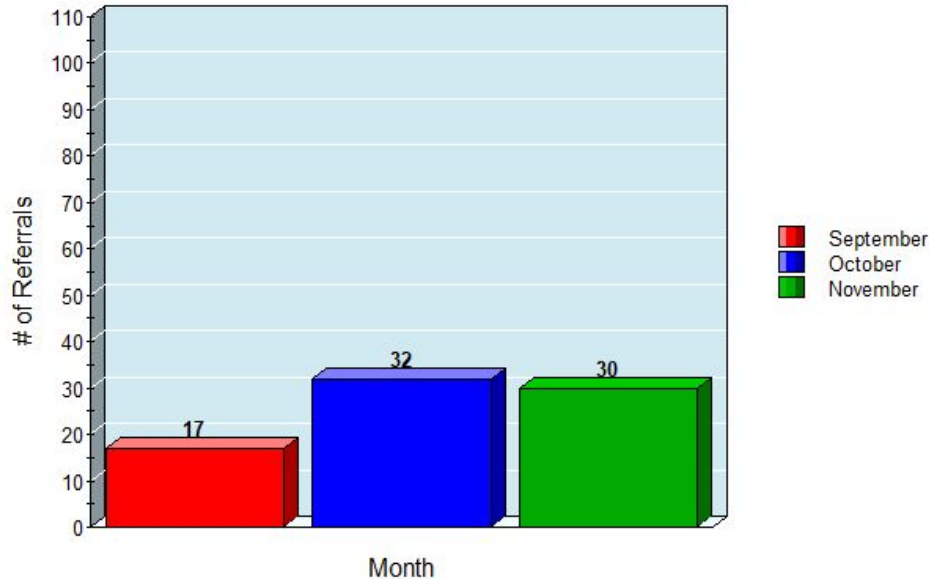
- 17 referrals were from one student
- 14 referrals were from one student
- 10 referrals were from one student
- 9 referrals were from one student
- 7 referrals were from one student

In November,

- 11 referrals were from one student
- 10 referrals were from one student
- 5 referrals were from one student

# Second Grade Referrals by Month

**Sep-Nov 2023 Second Grade Referrals**



In October,

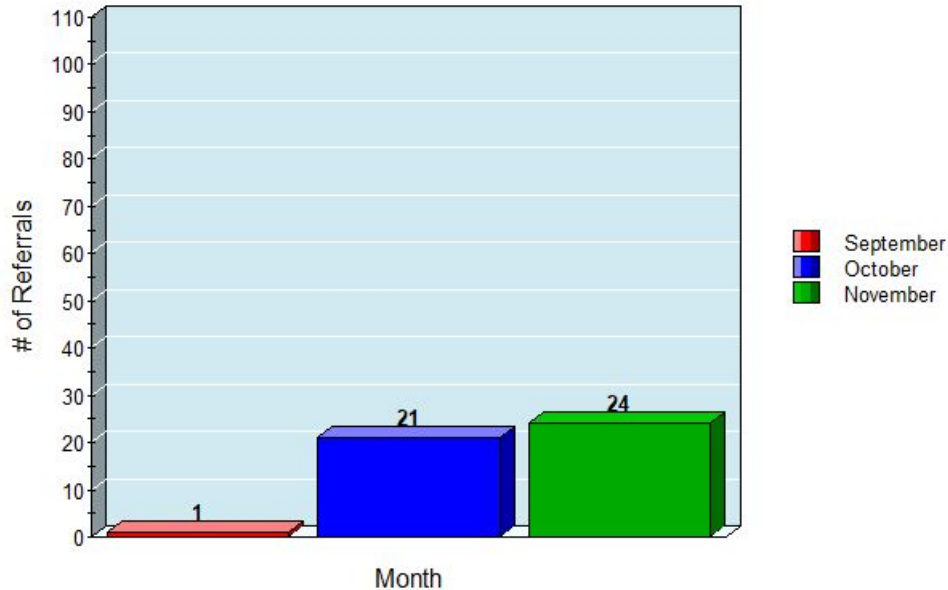
- 13 referrals were from one student

In November,

- 6 referrals were from one student
- 5 referrals were from one student

# Third Grade Referrals by Month

**Sep-Nov 2023 Third Grade Referrals**



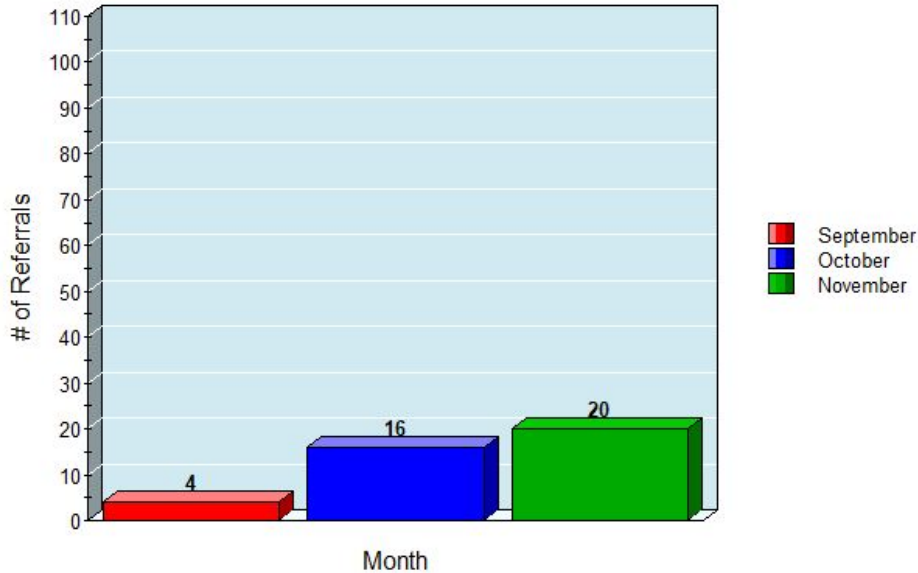
In November,

- 5 referrals were from one student
- 4 referrals were from one student



# Fourth Grade Referrals by Month

**Sep-Nov 2023 Fourth Grade Referrals**



In October,

- 6 referrals were from one student

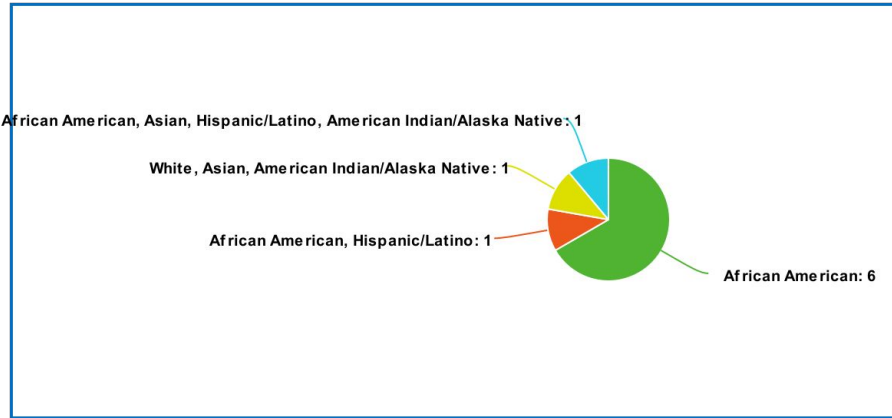
In November,

- 8 referrals were from one student
- 4 referrals were from one student

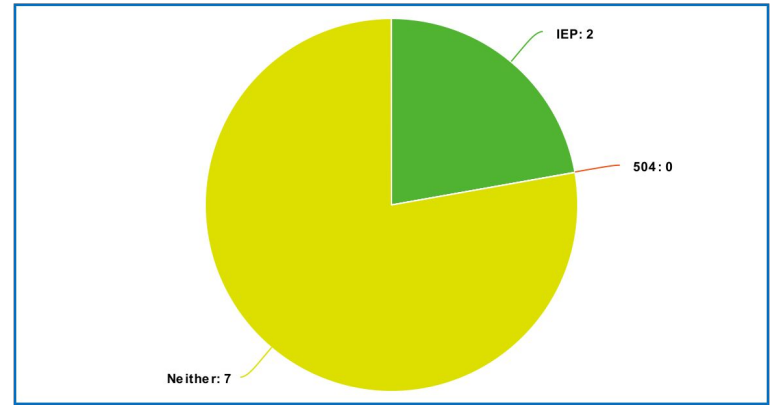
# Demographic Data

- 408 Referrals during September to November
- 9 students earned 38.7% of the referrals (158 of 408)
- Here is demographic information for those nine students:

Racial Demographic Info



Racial Demographic Info



- African American
- African American, Hispanic/Latino
- White, Asian, American Indian/Alaska Native
- White, African American, Asian, Hispanic/Latino, American Indian/Alaska Native

- IEP
- 504
- Neither

meta-chart.com

meta-chart.com

# Middle/ High School Discipline Update

# **Most Common Major Infractions**

## **Disruptive/ Non-Compliant Behavior**

**Cutting Class/ Out of Bounds/ Leaving class without permission**

**Abusive Language/ Profanity**

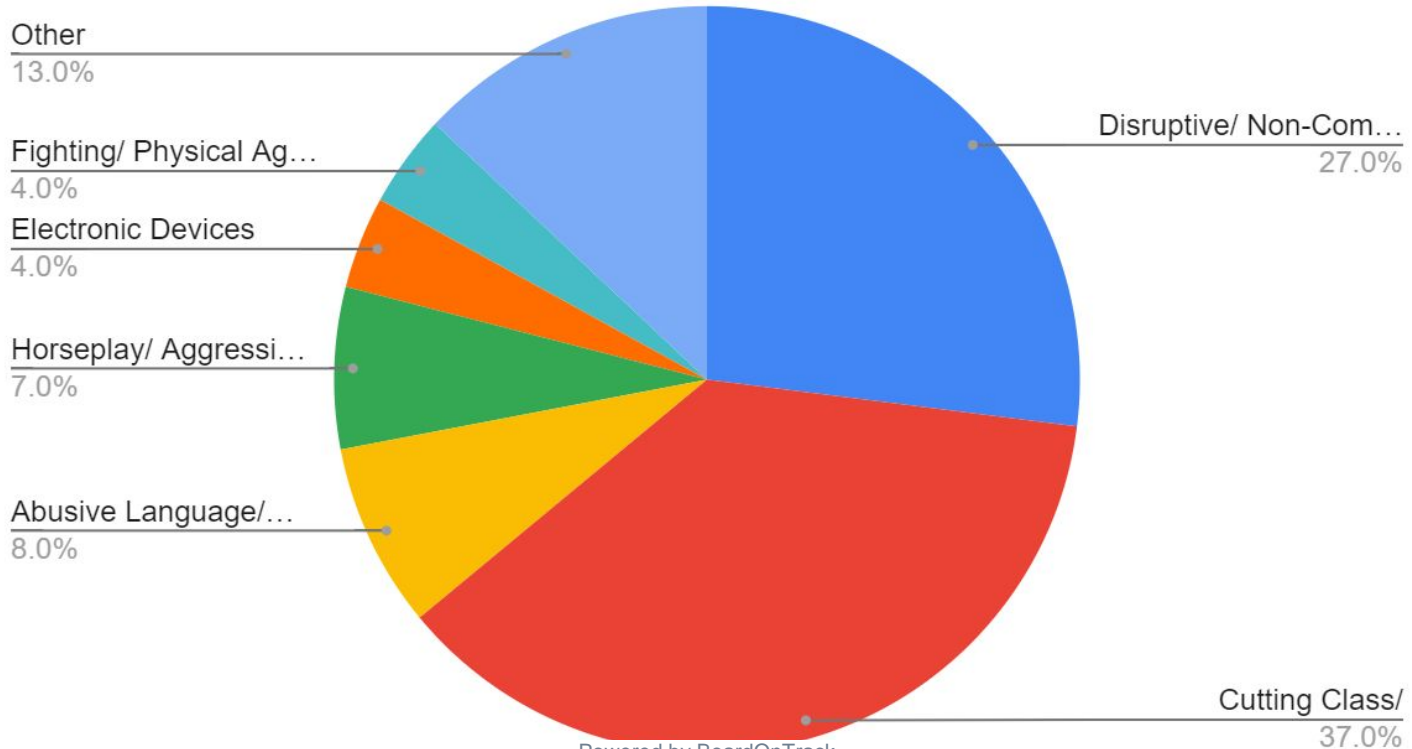
**Horseplay/ Aggressive Behavior**

**Electronic Devices**

**Fighting/ Physical Aggression**

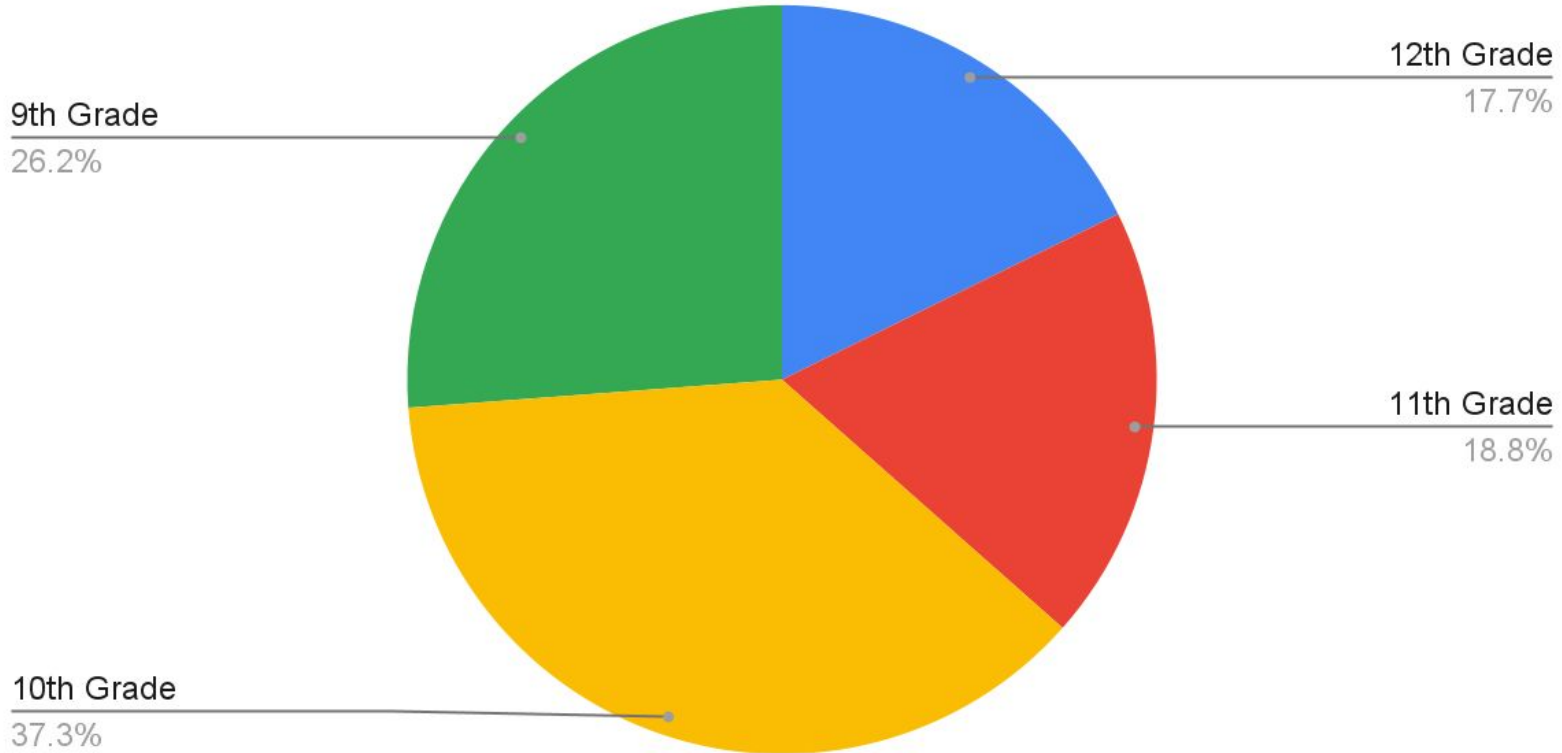
# Middle School and High School Most Common Major Infractions

Percentage

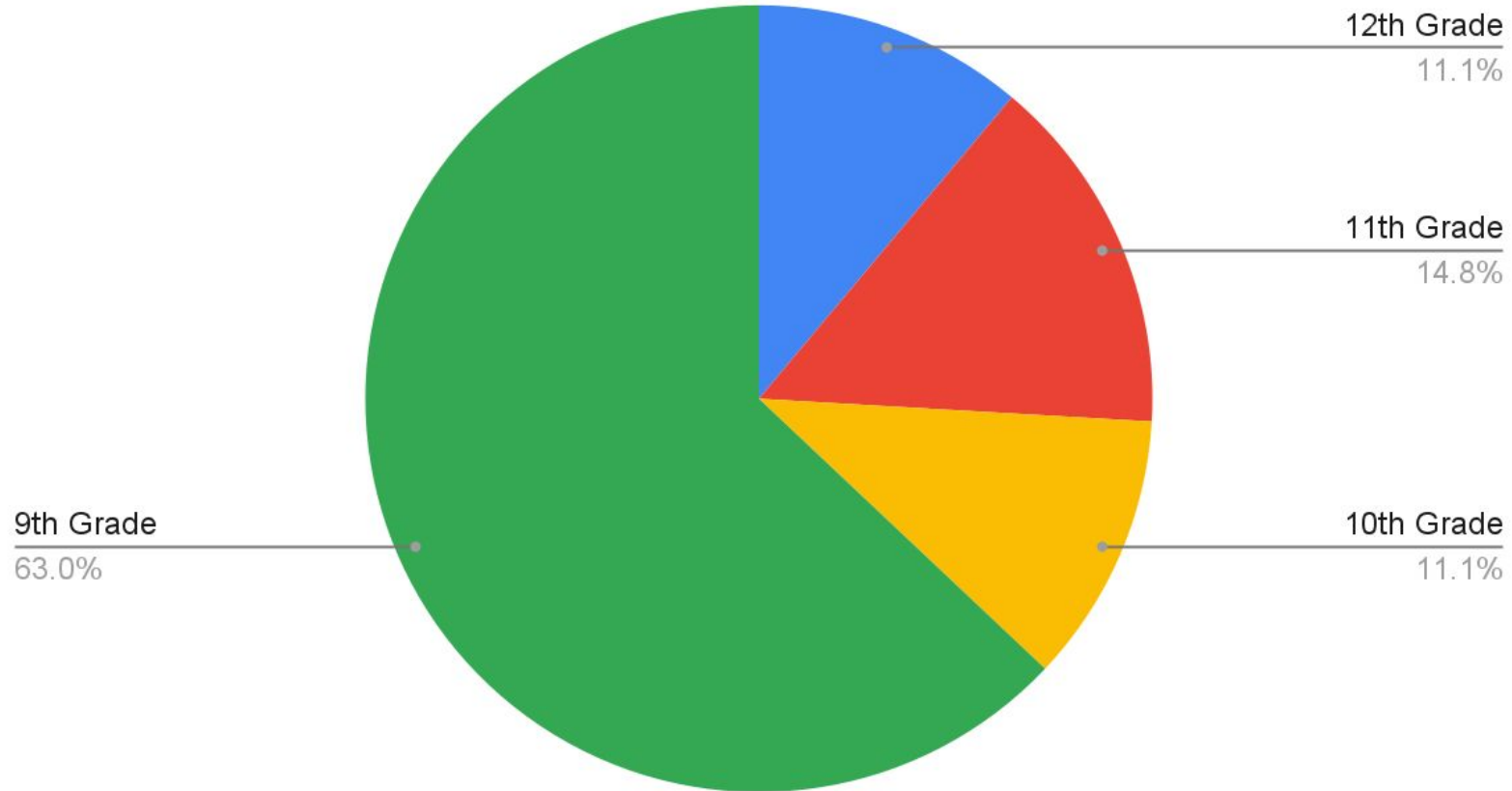


# High School Specific Data

# Cutting Class/ Out of Bounds/

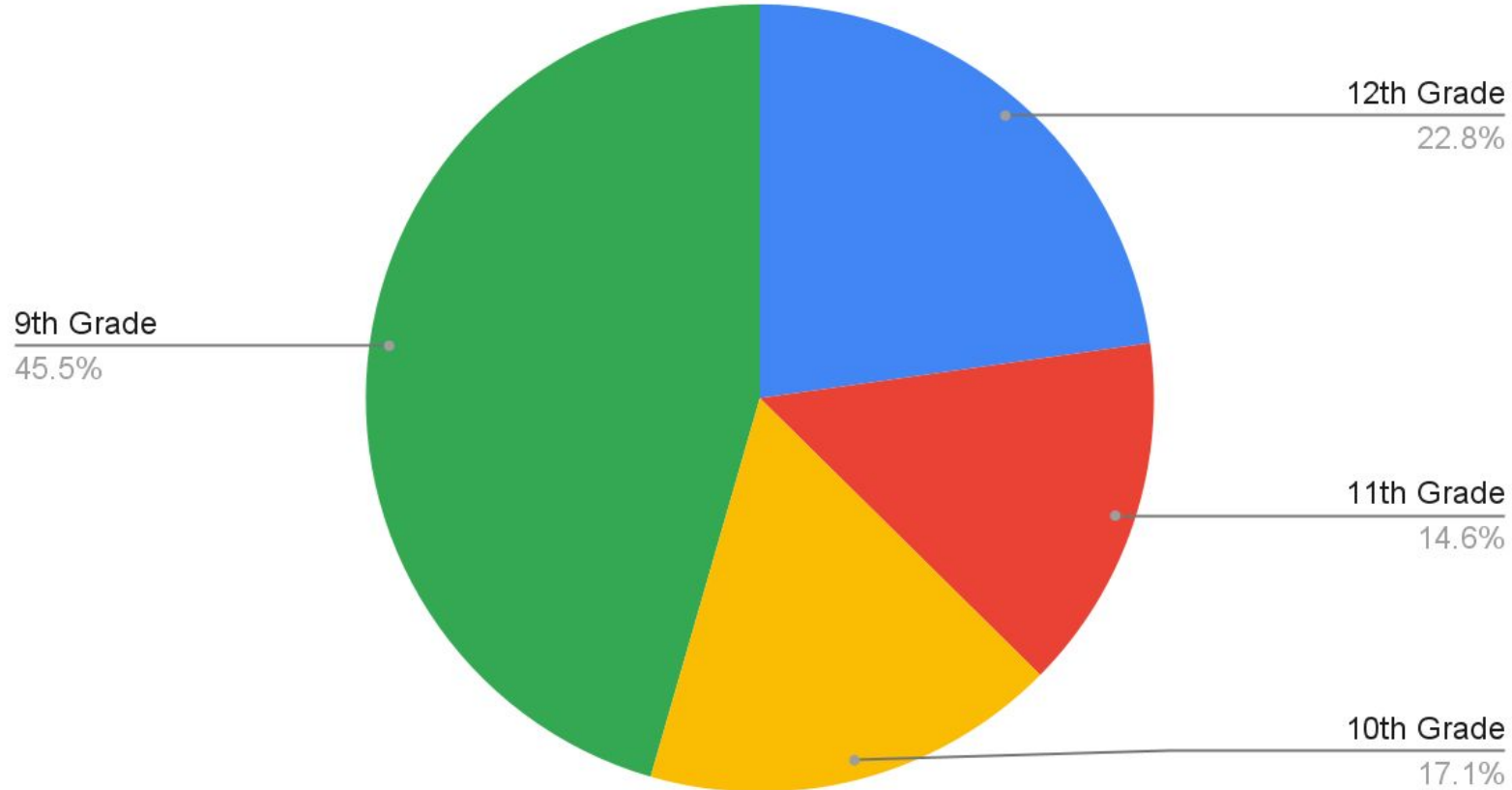


## Abusive Language/ Profanity vs. Grade

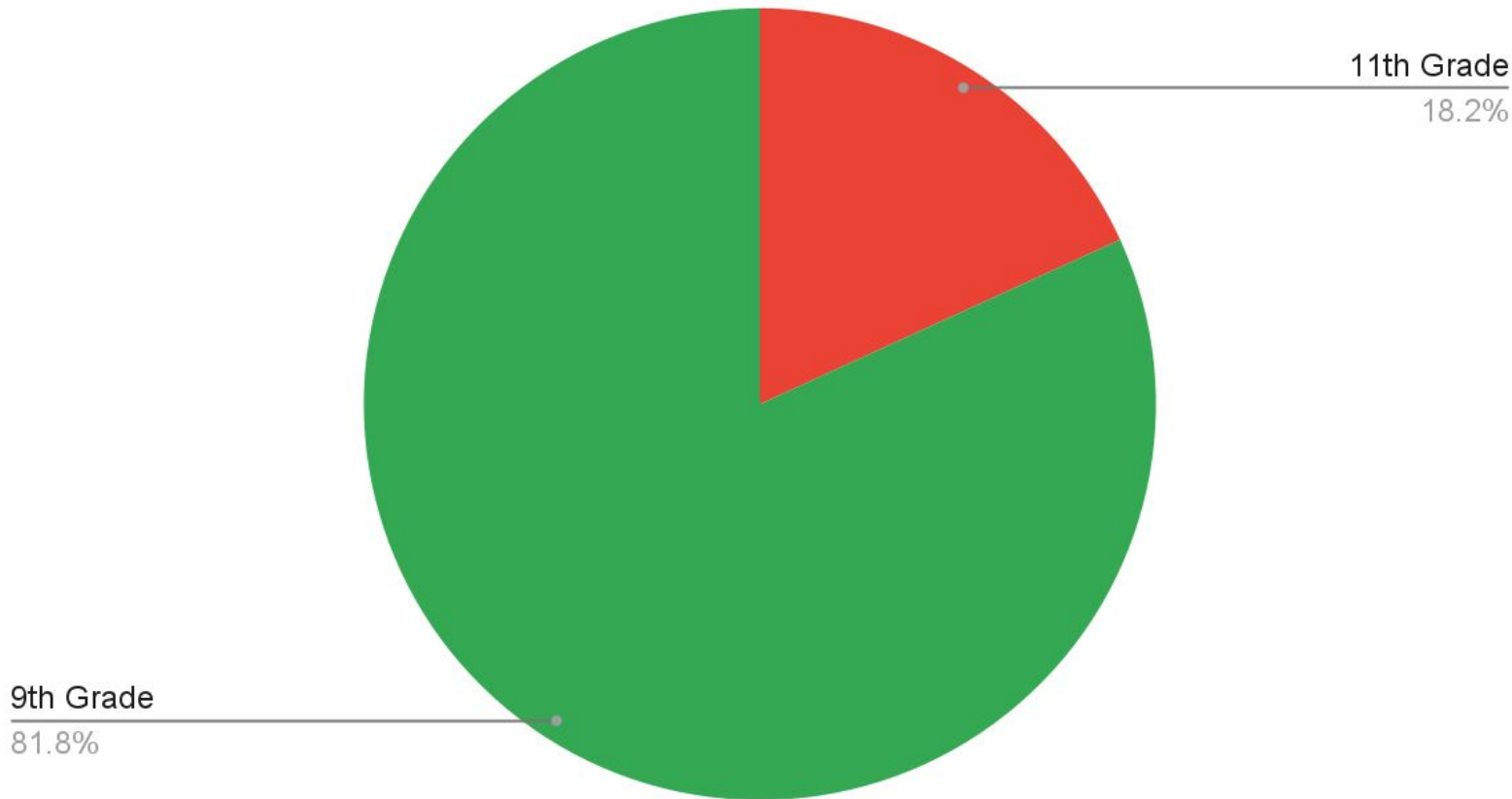




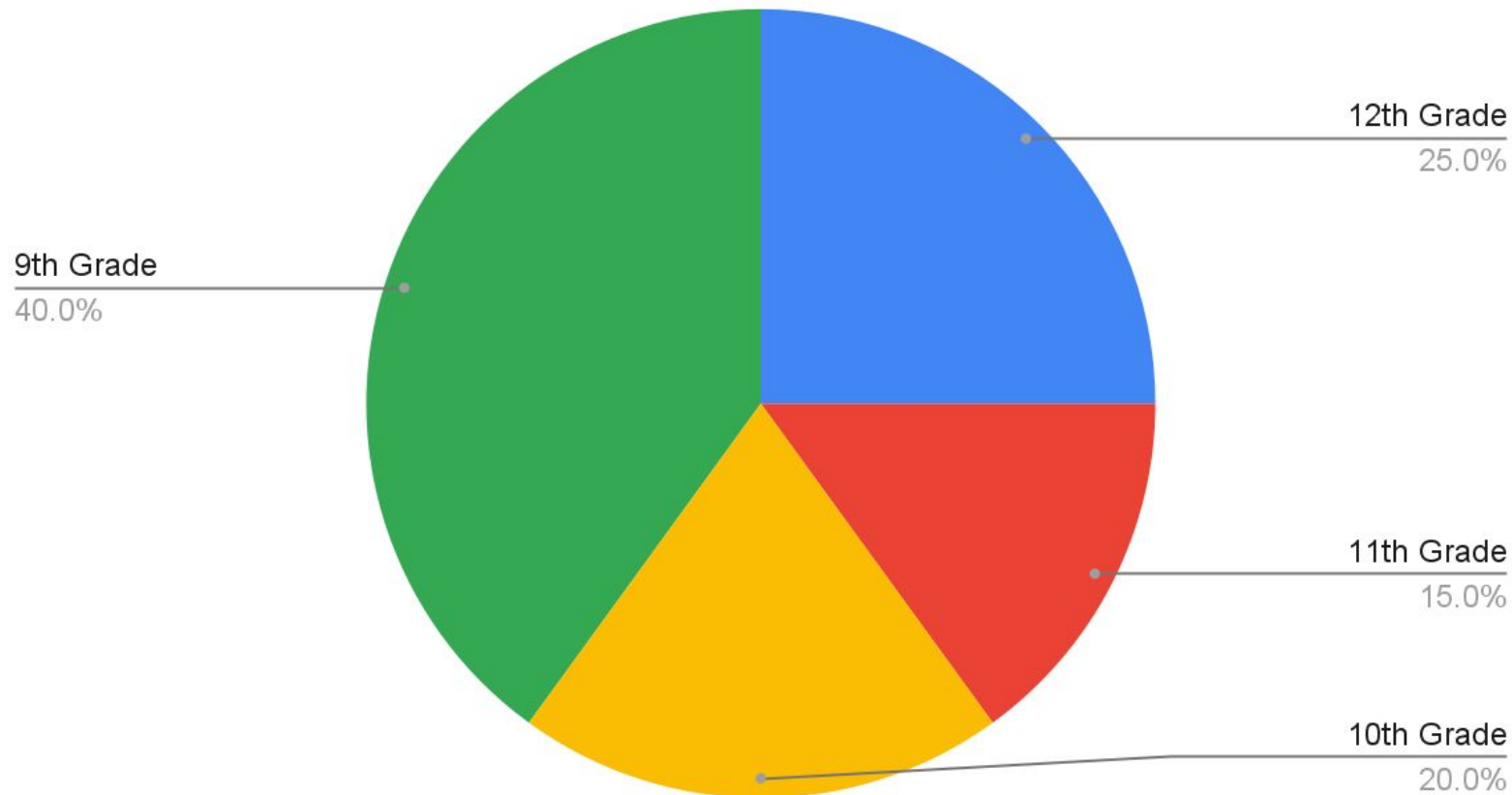
# Disruptive/ Non-Compliant Behavior vs. Grade



# Horseplay/ Aggressive Behavior vs. Grade

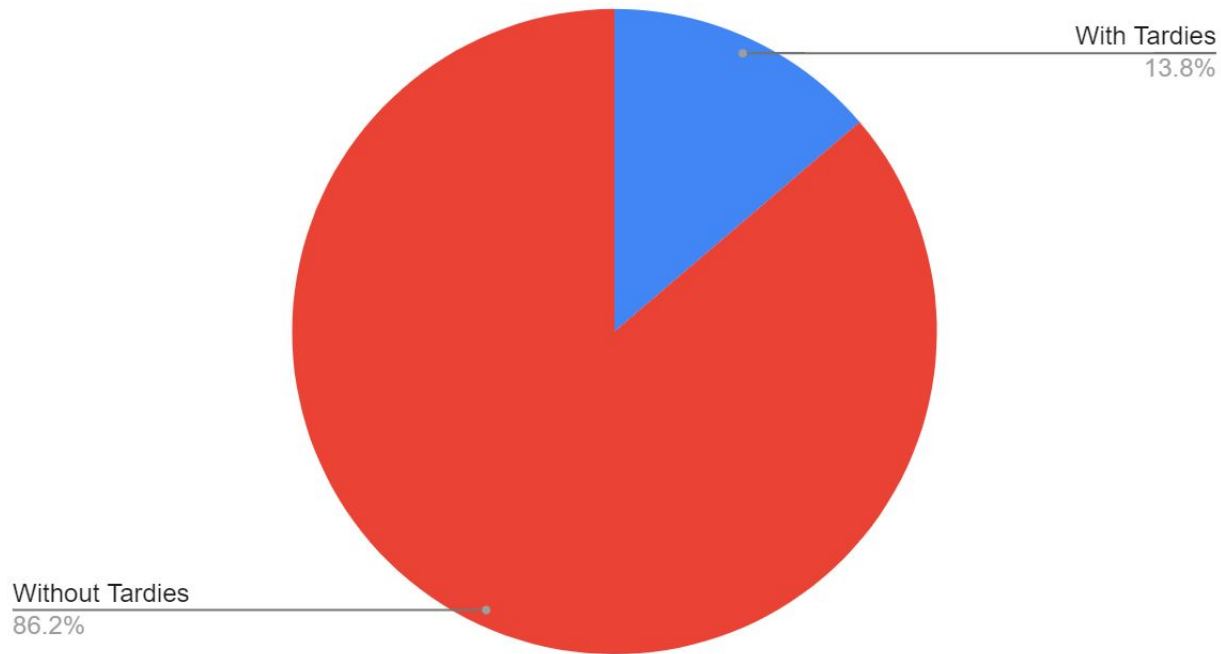


# Electronic Devices vs. Grade

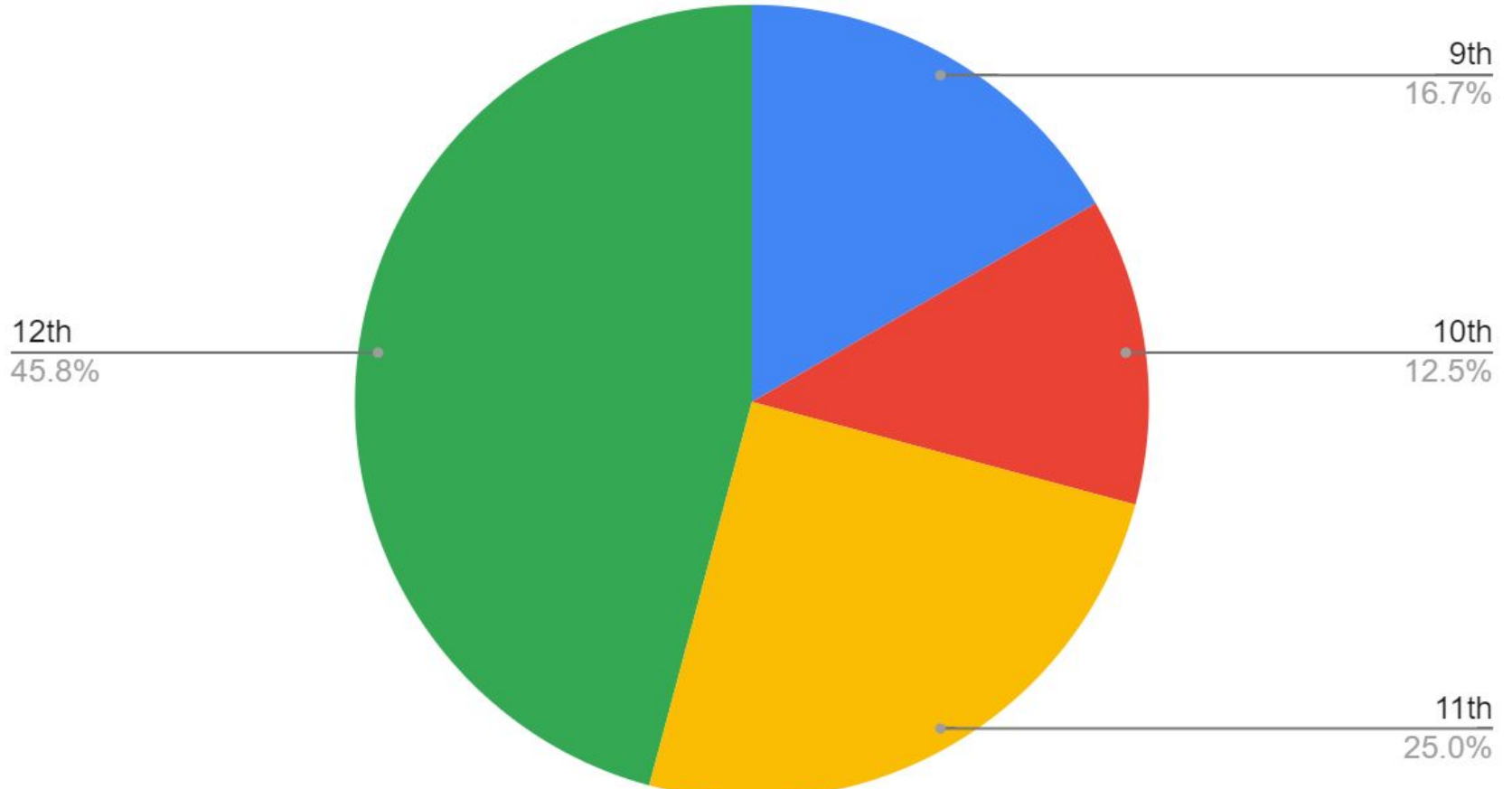


# HS Tardy to School

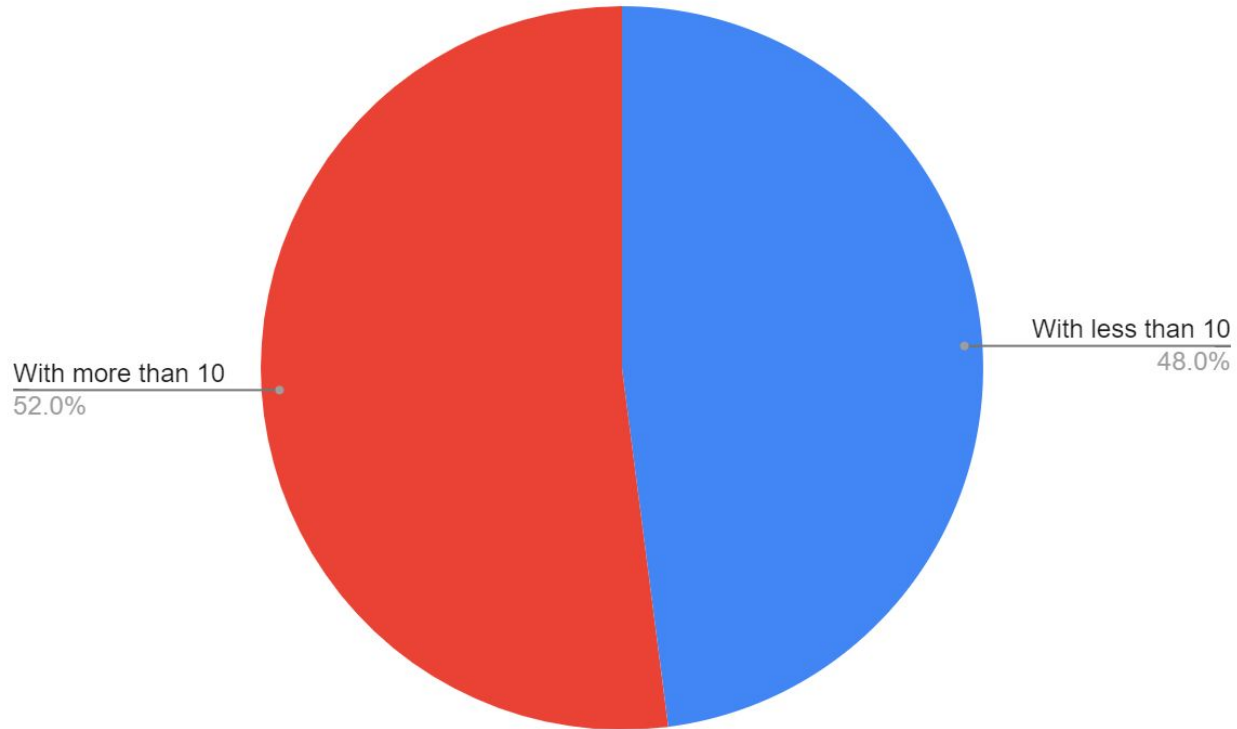
# of Students



# Students and # Tardies

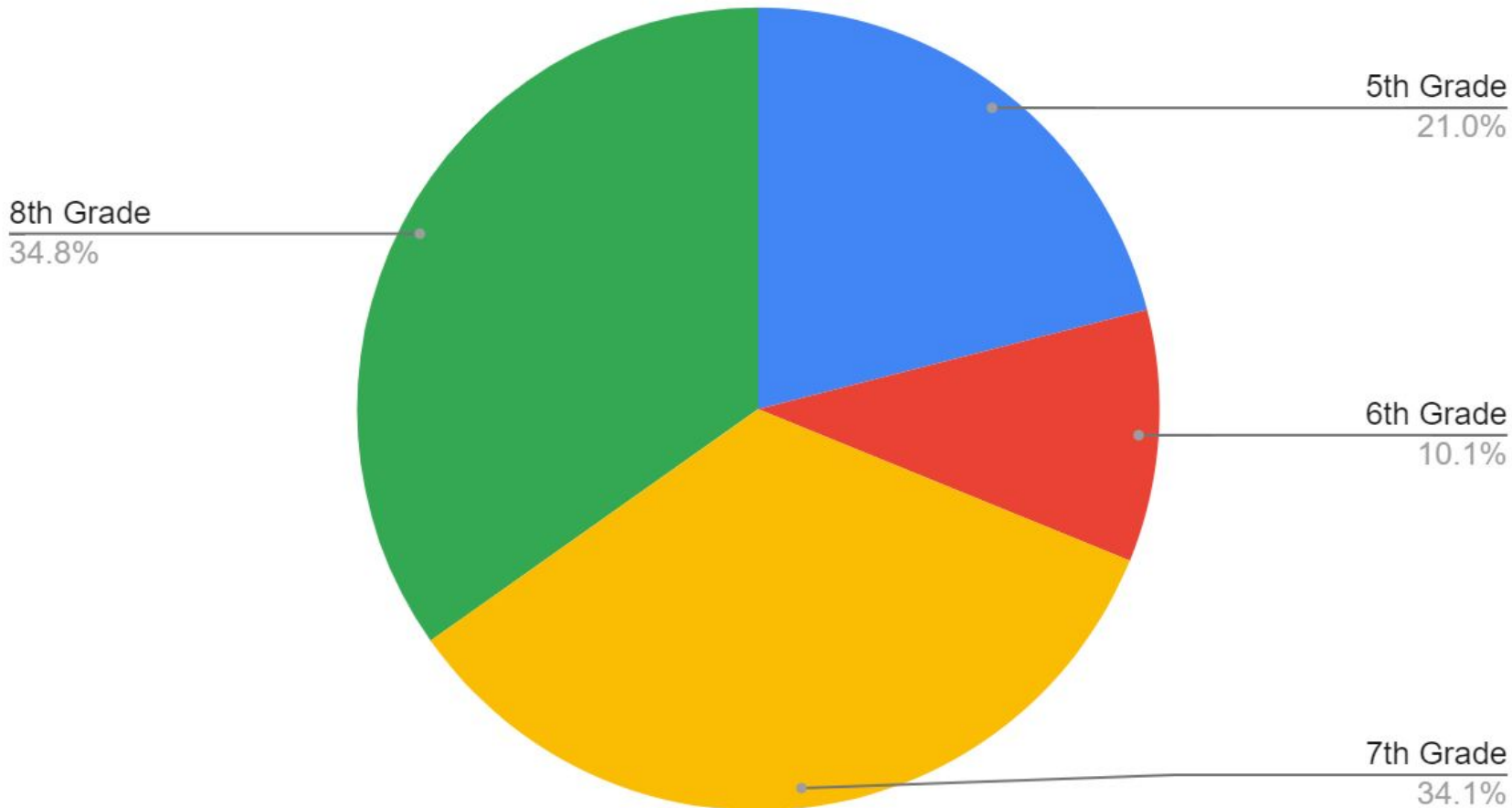


# HS Period Tardies



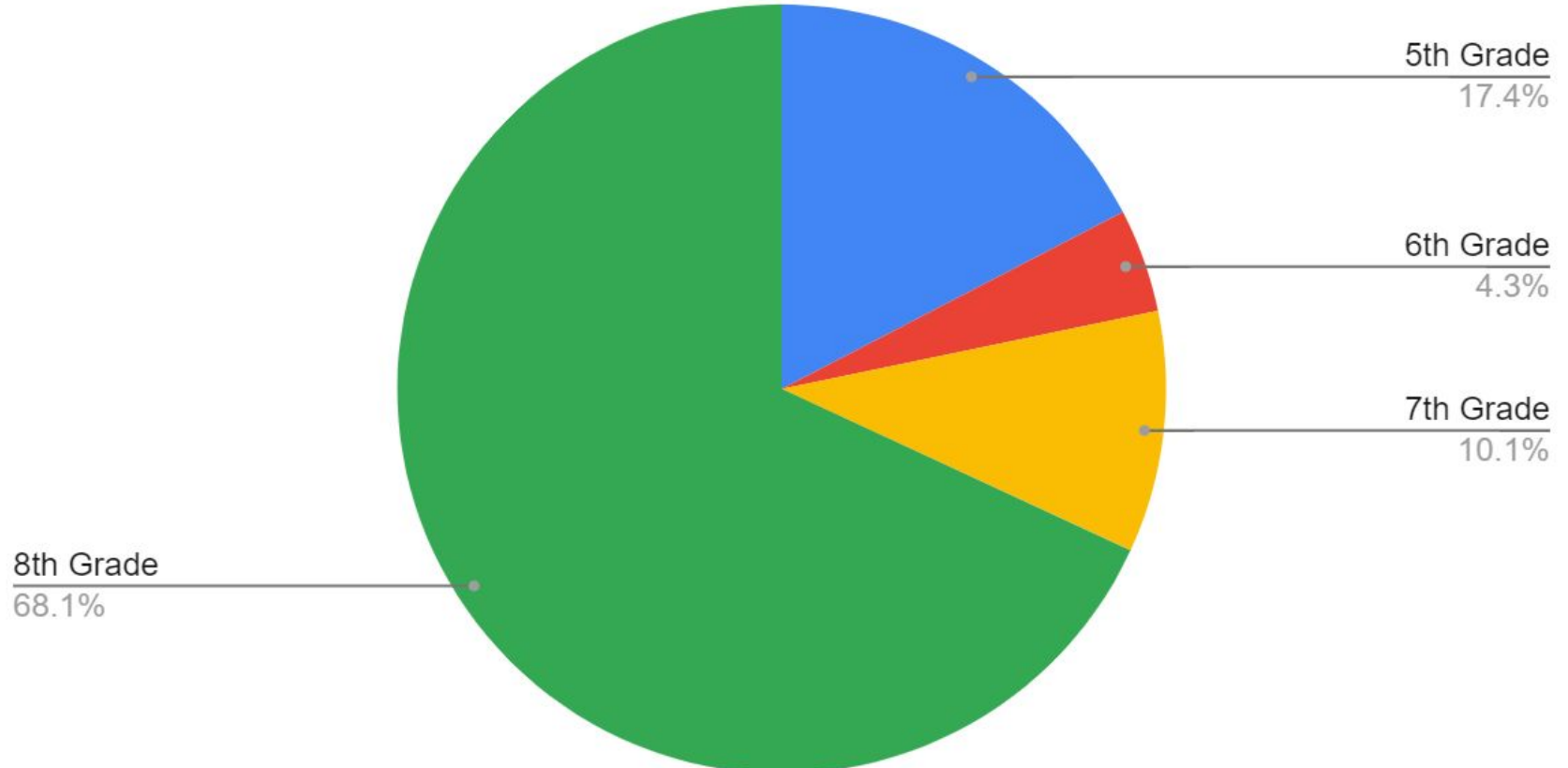
# Middle School Data

# Disruptive/ Non-Compliant Behavior

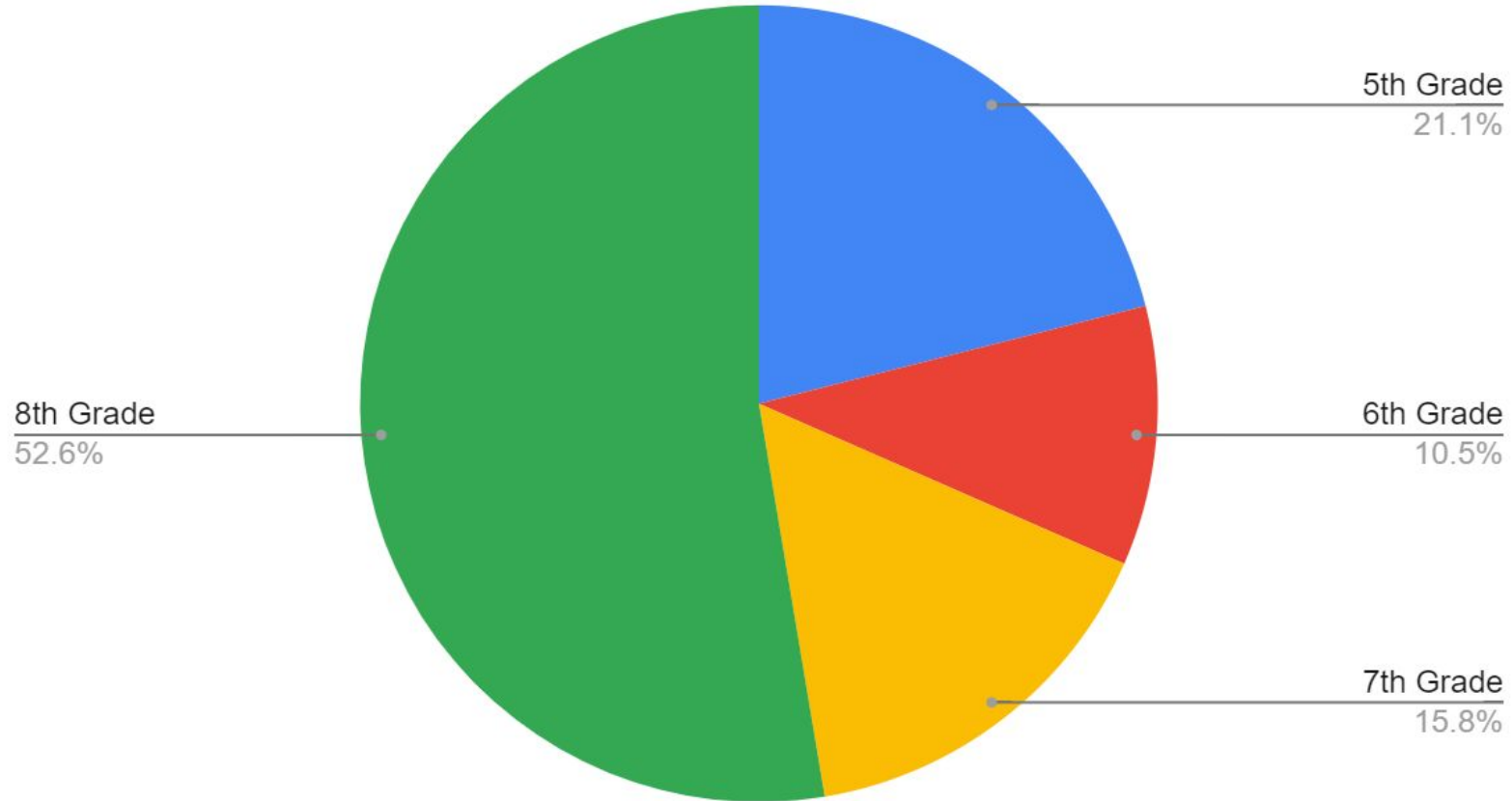




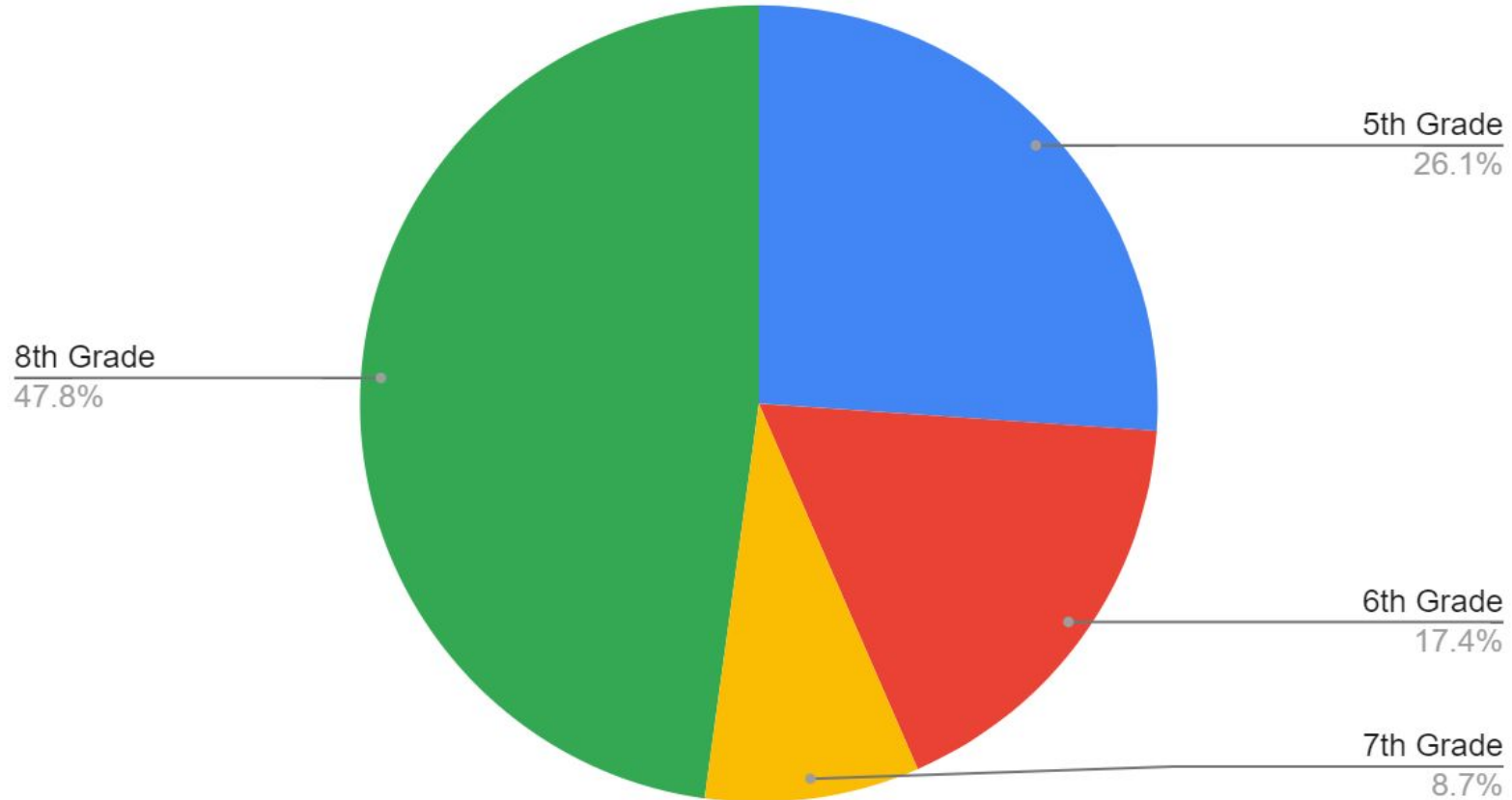
# Cutting Class/ Out of Bounds/



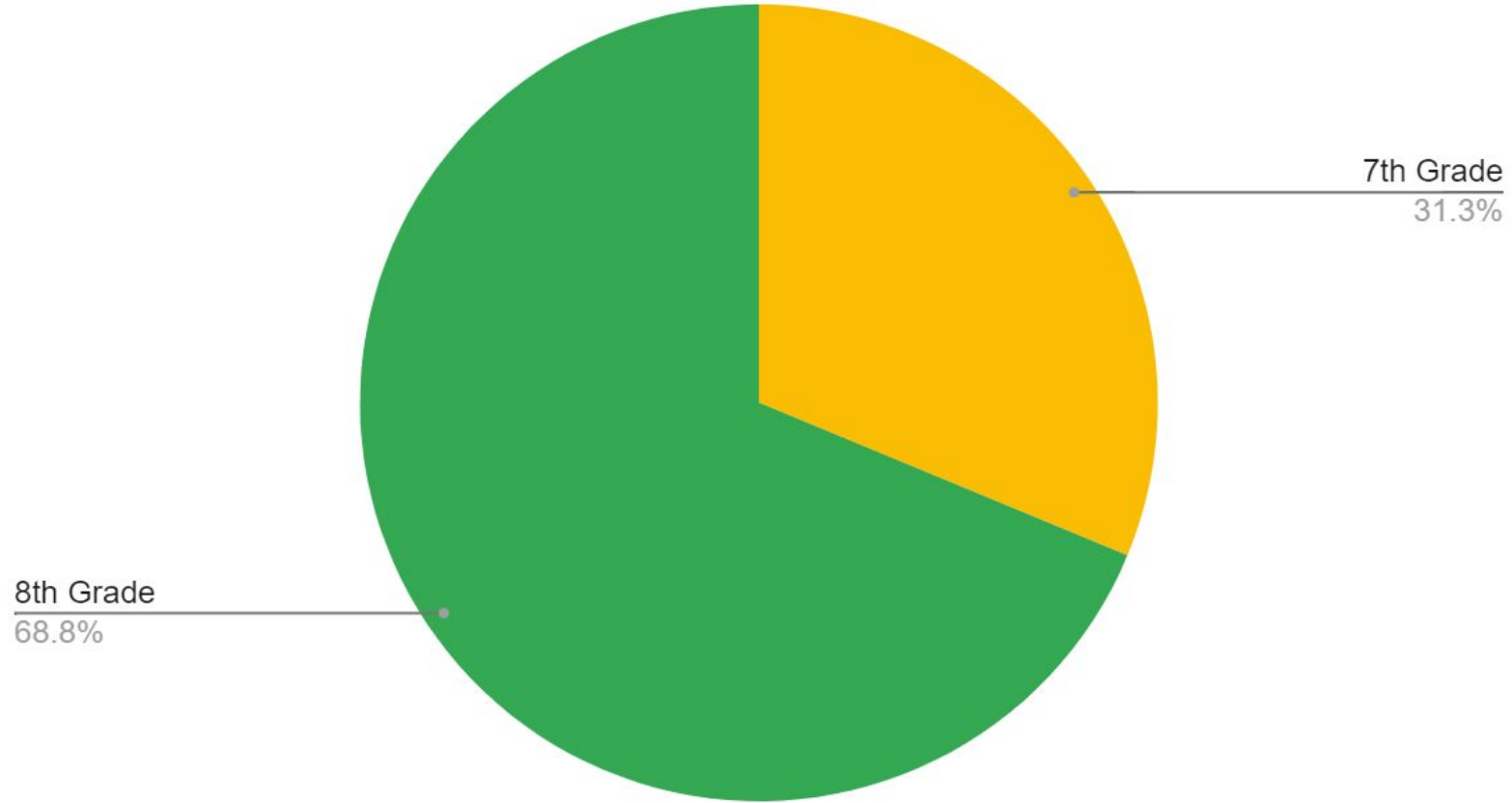
# Abusive Language/ Profanity



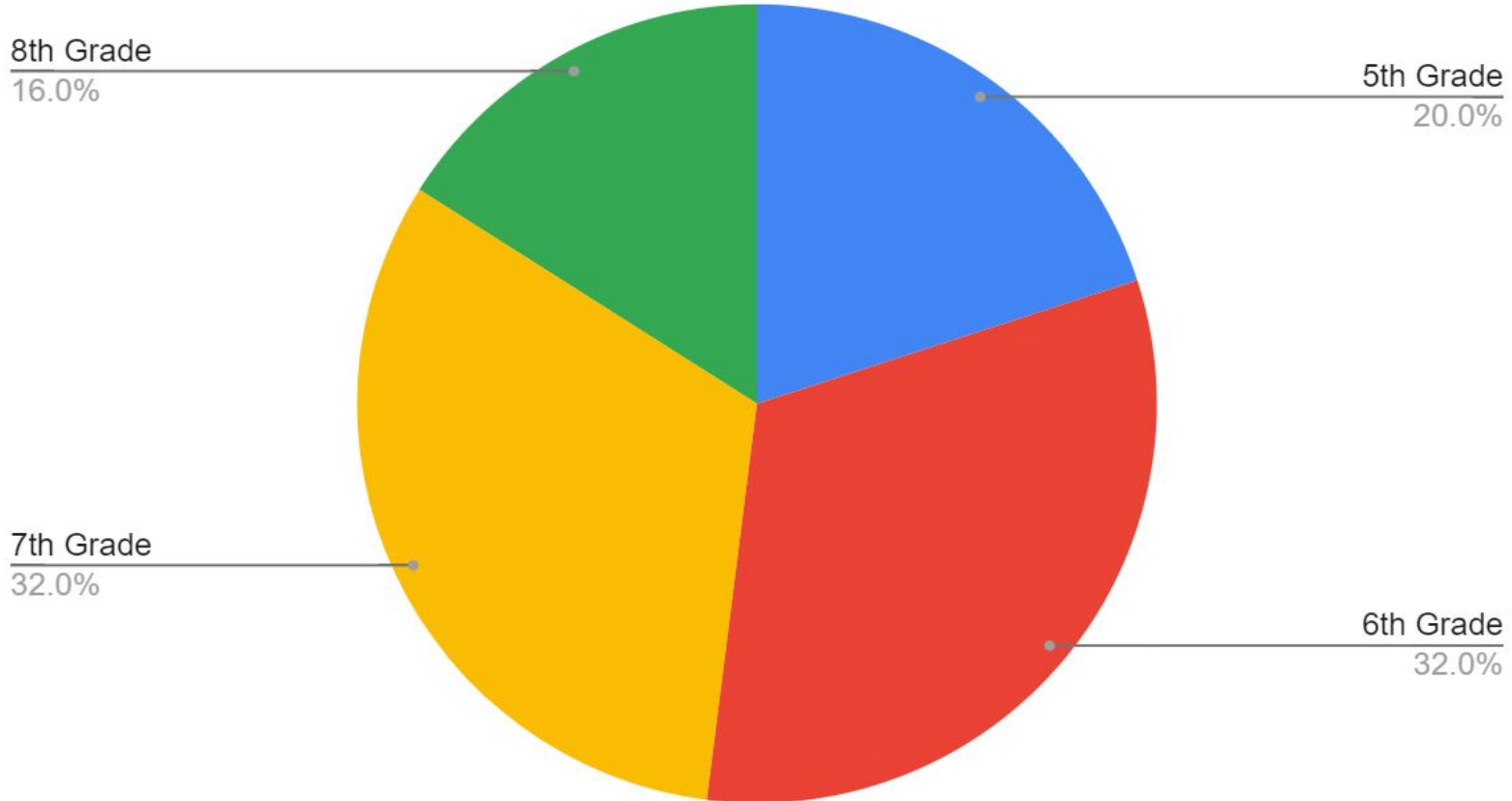
# Horseplay/ Aggressive Behavior



# Electronic Devices



# Fighting/ Physical Aggression



Multiple incident response

Recess Detention

Parent Contact

Verbal Warning/Redirection(just added)

Verbal Warning

Phone Call or Email Home(just added)

Administrative Conference with Student

Check-In/Check-Out with School Behavior Intervention Team Member w/

Administrative Conference with Parent (just added)

LEGO Detention

Out-of-School Suspension

Mediation (Teacher-Student or Student -Student)(just added)

Falcon Learning Center

Pass Restriction/ Increased Supervision During Transitions(just added))

Cell Phone Restriction

Social Probation

## Types of Actions/ Consequences

Parent Conference

Lunch Detention

Other

Emergency Removal

Conference w/ Admin., Teacher, and Student

Bus Suspension

Alternative Learning Room (1-2 Periods)

Administrative Afterschool Detention(just added)

Phone Conference w/Staff, Student, and Home

After School Detention

Redirection

Any combination of corrective consequences and interventions listed under Level 1 a

Parent Signed Apology

Restitution

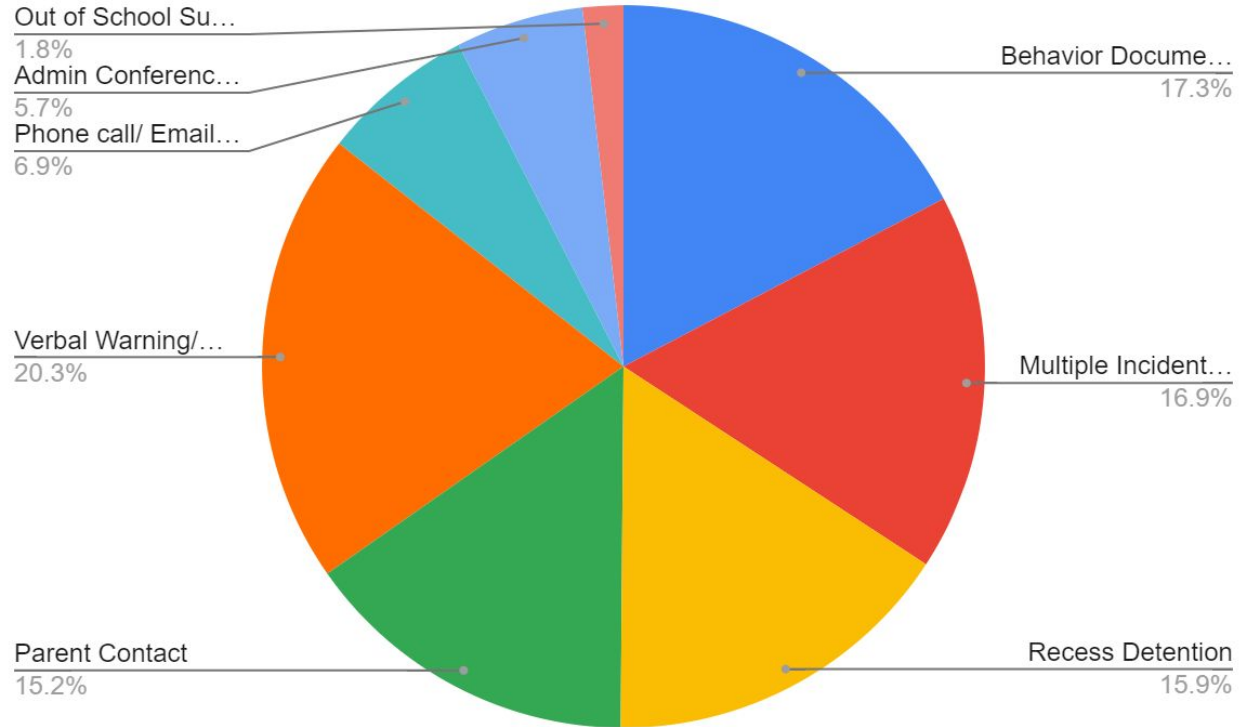
Stay Away Agreement

Recess Reflection

Any combination of corrective consequences and interventions listed under Level 1.(j

# Most Common Actions (Consequences)

<b>Behavior Documented</b>
<b>Multiple Incident Response</b>
<b>Recess Detention</b>
<b>Parent Contact</b>
<b>Verbal Warning/ Redirection</b>
<b>Phone call/ Email home</b>
<b>Admin Conference with Student</b>
<b>Out of School Suspension</b>

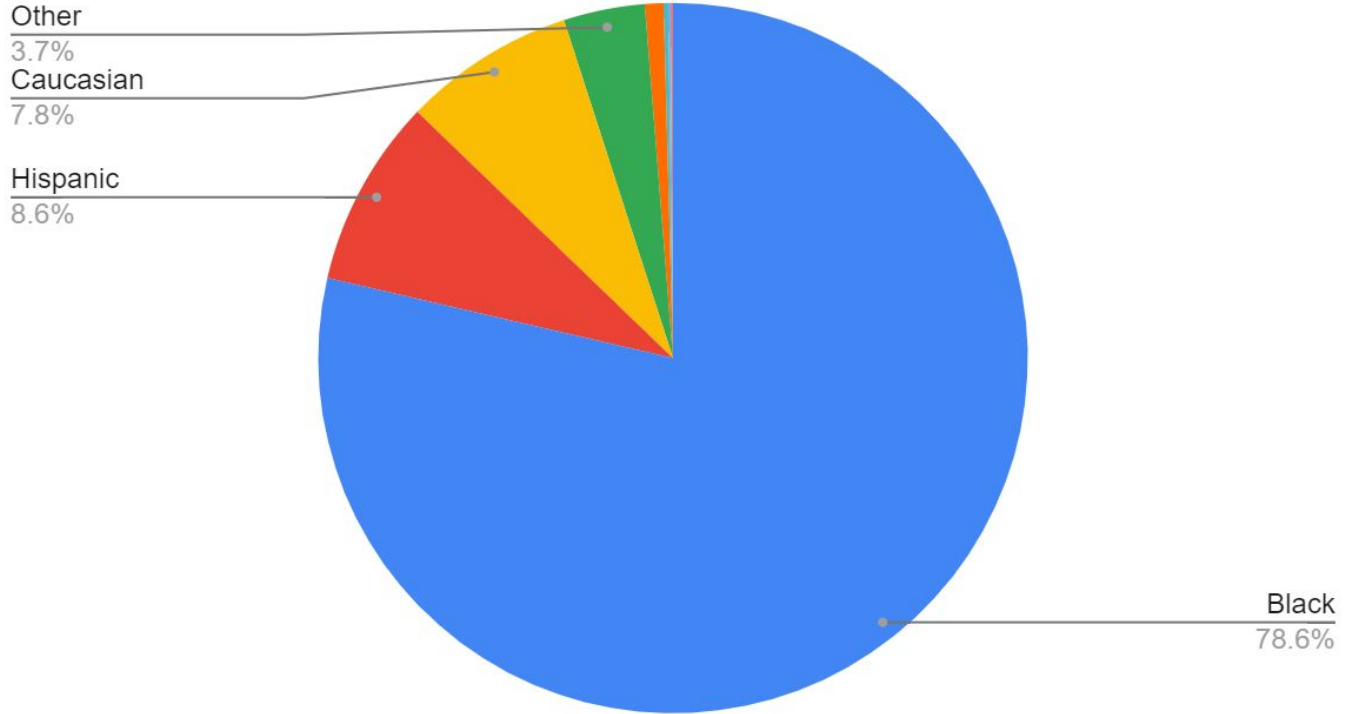


# Demographical Data

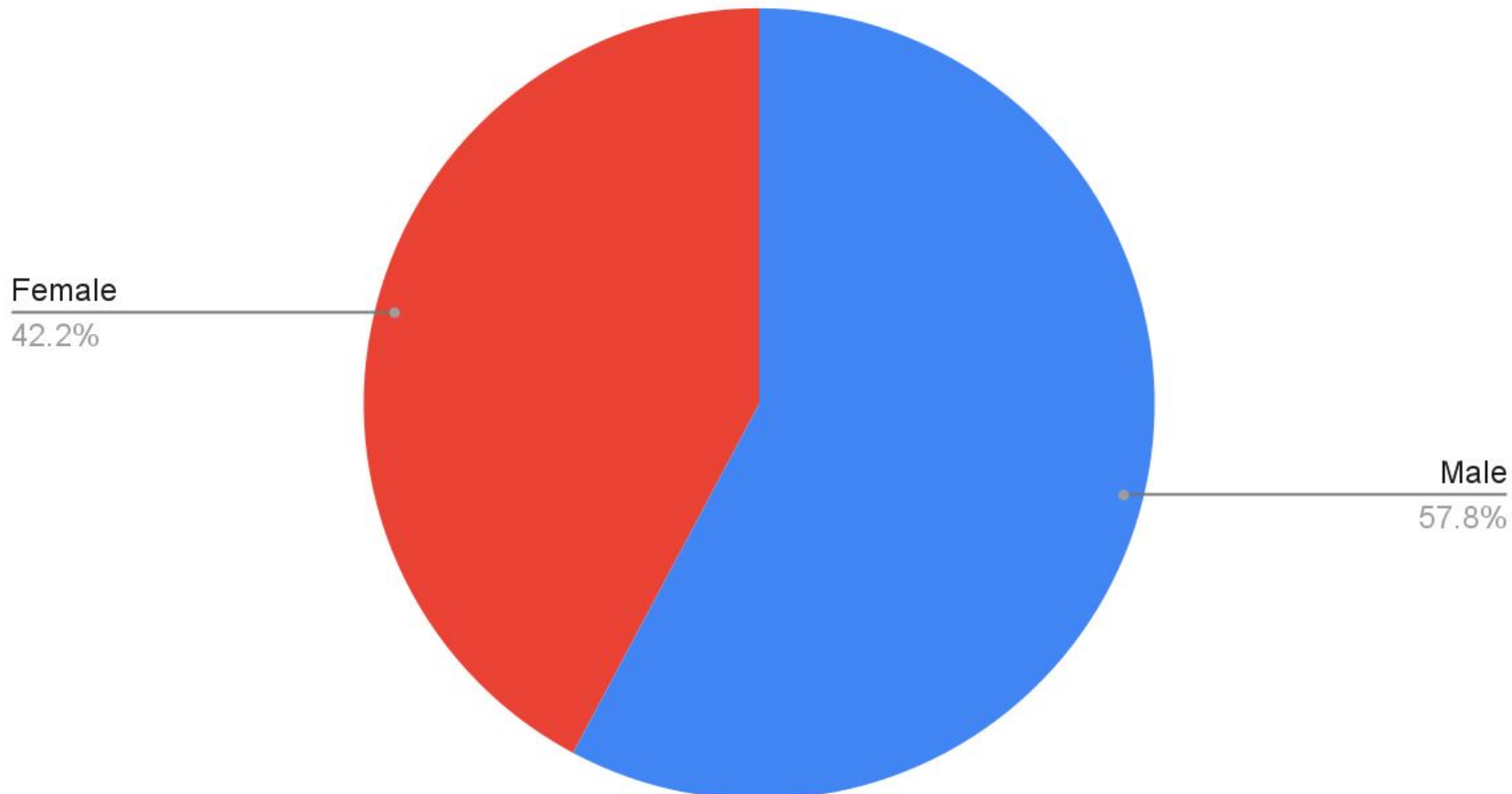


# FRCS Incidents MS/ HS by Race

## Race

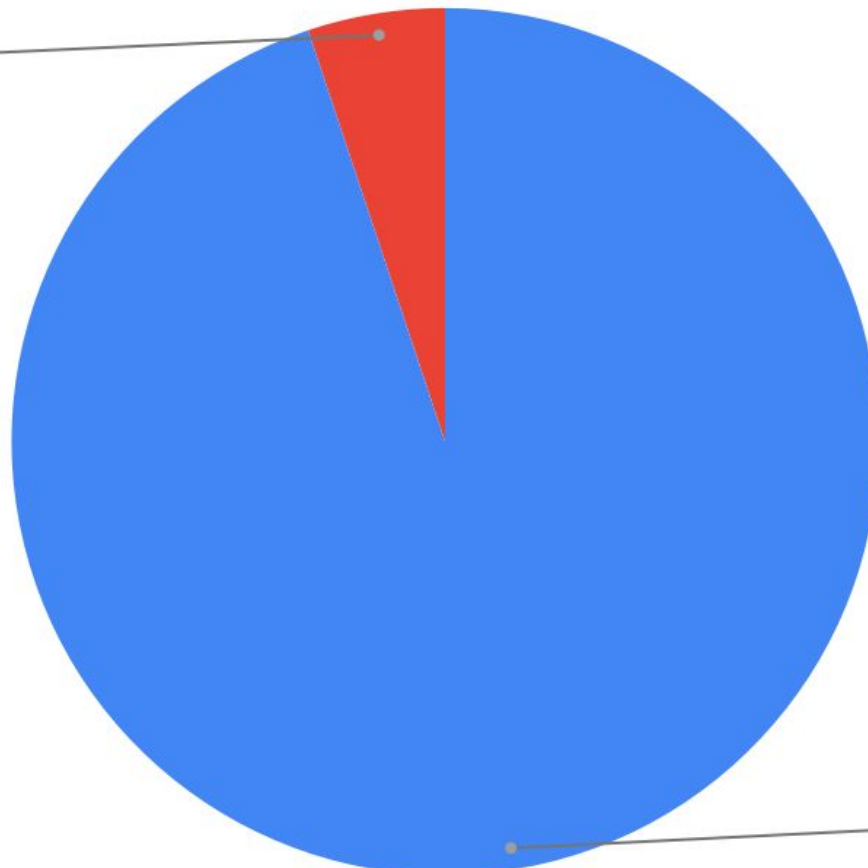


# Incidents



# 504 Plan

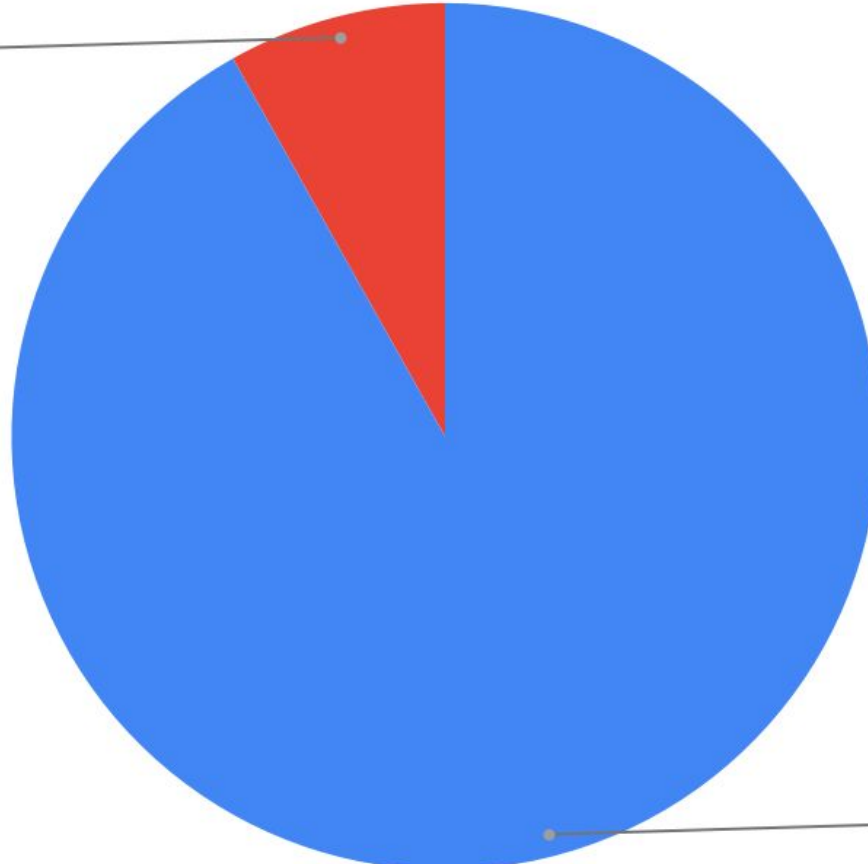
**Yes**  
5.1%



**No**  
94.9%

# ELL

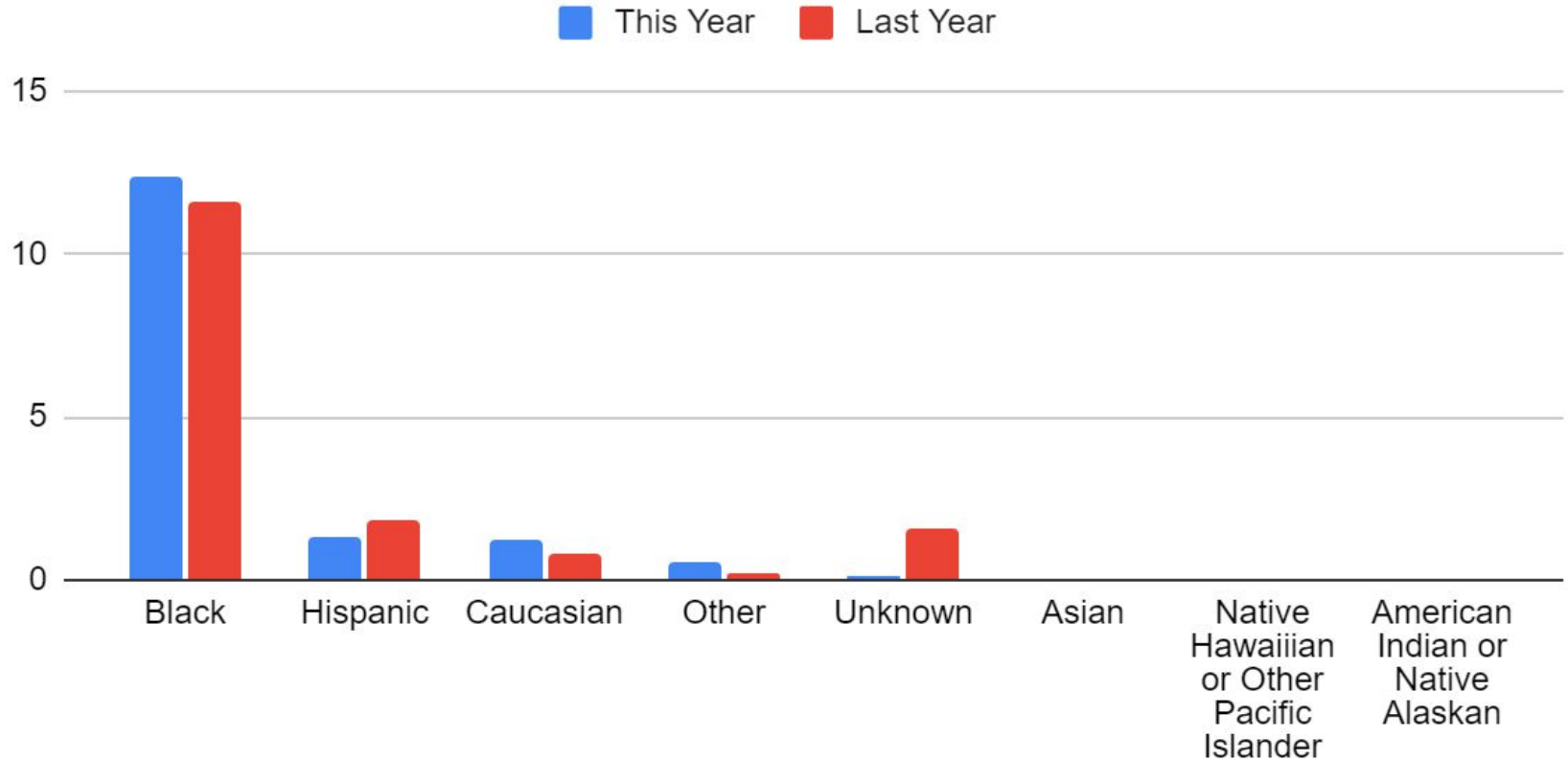
**Yes**  
8.1%



**No**  
91.9%

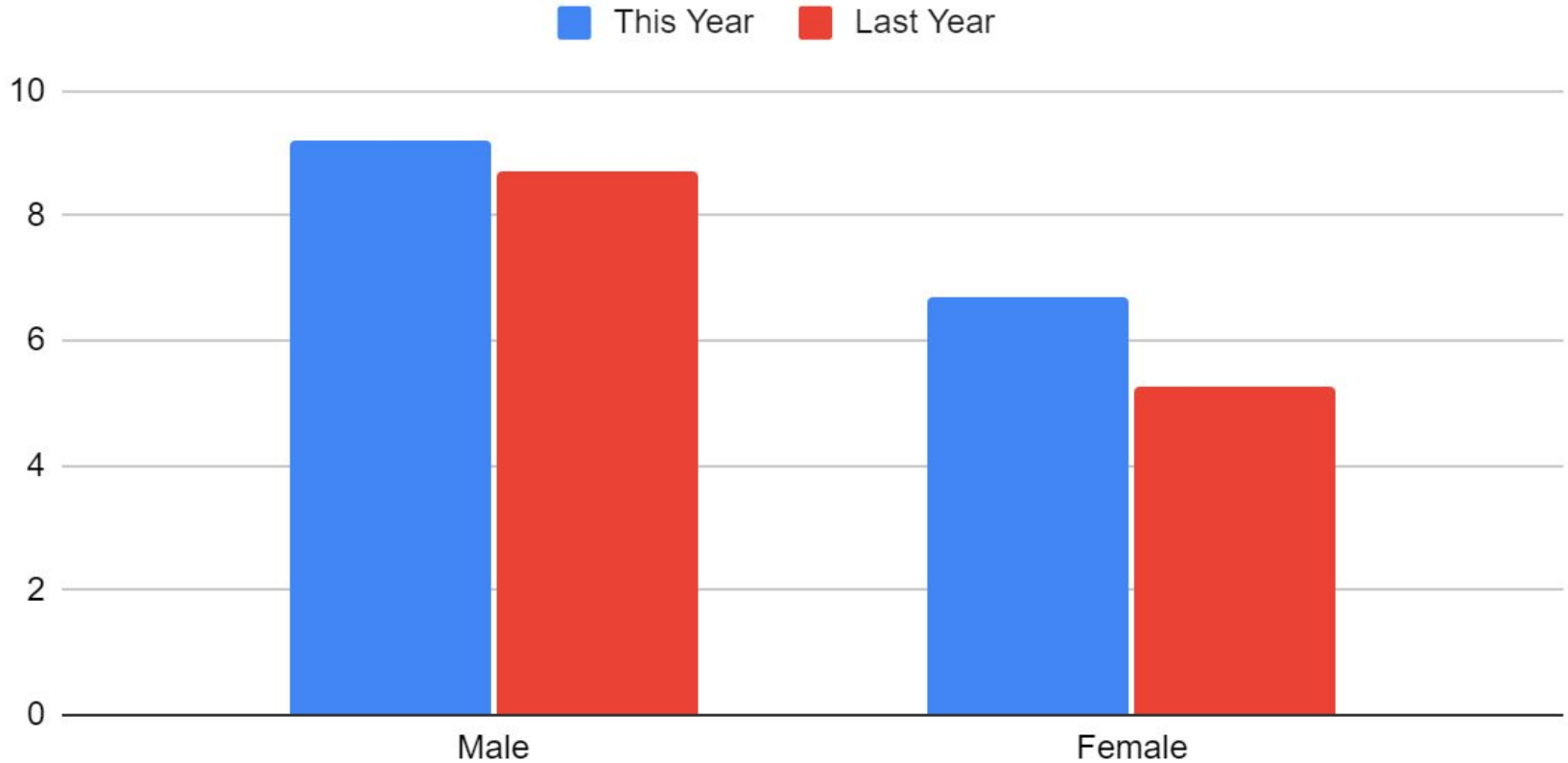
# Historical Comparison

# This Year and Last Year



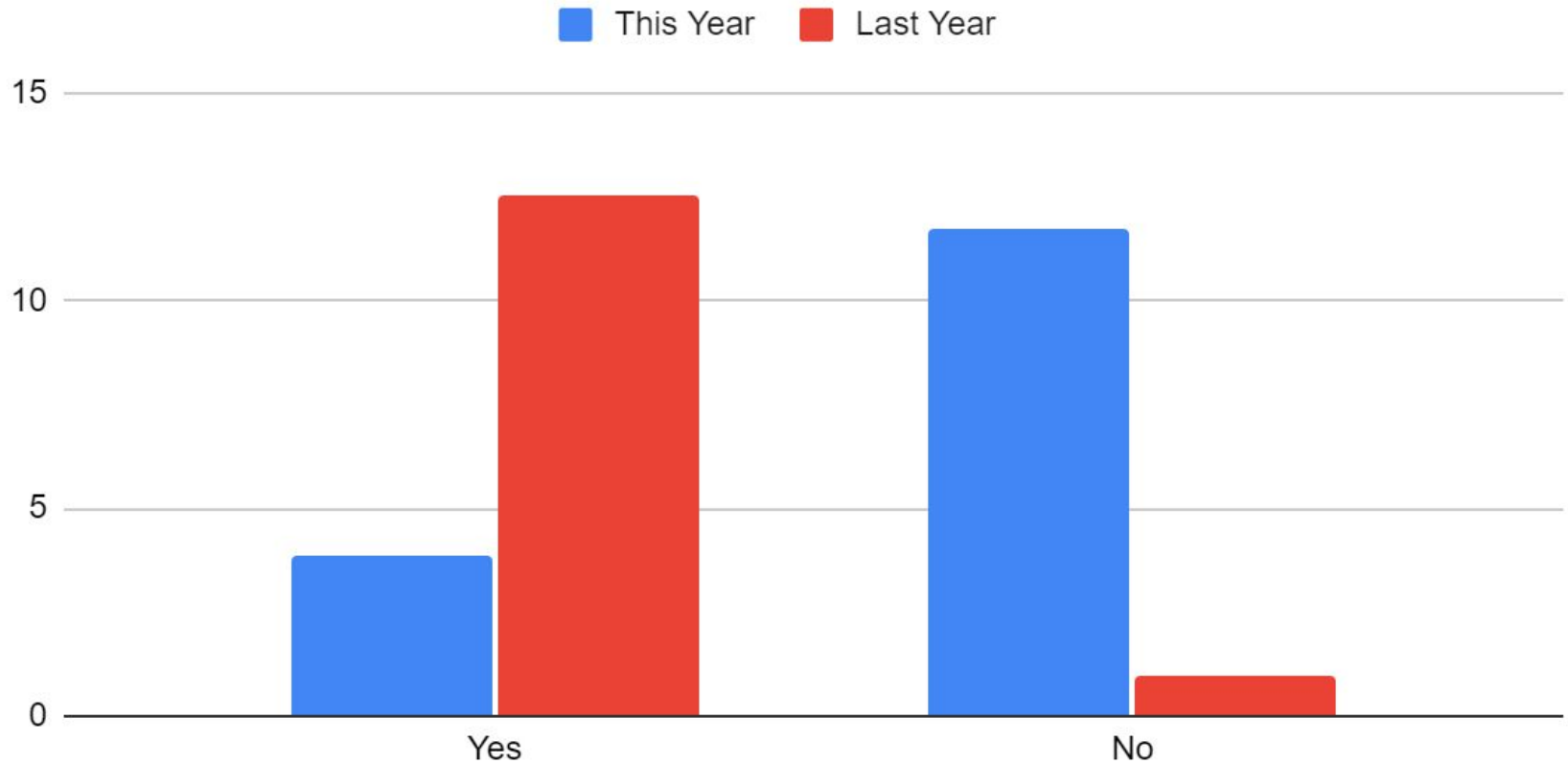
Race

# This Year and Last Year



Gender

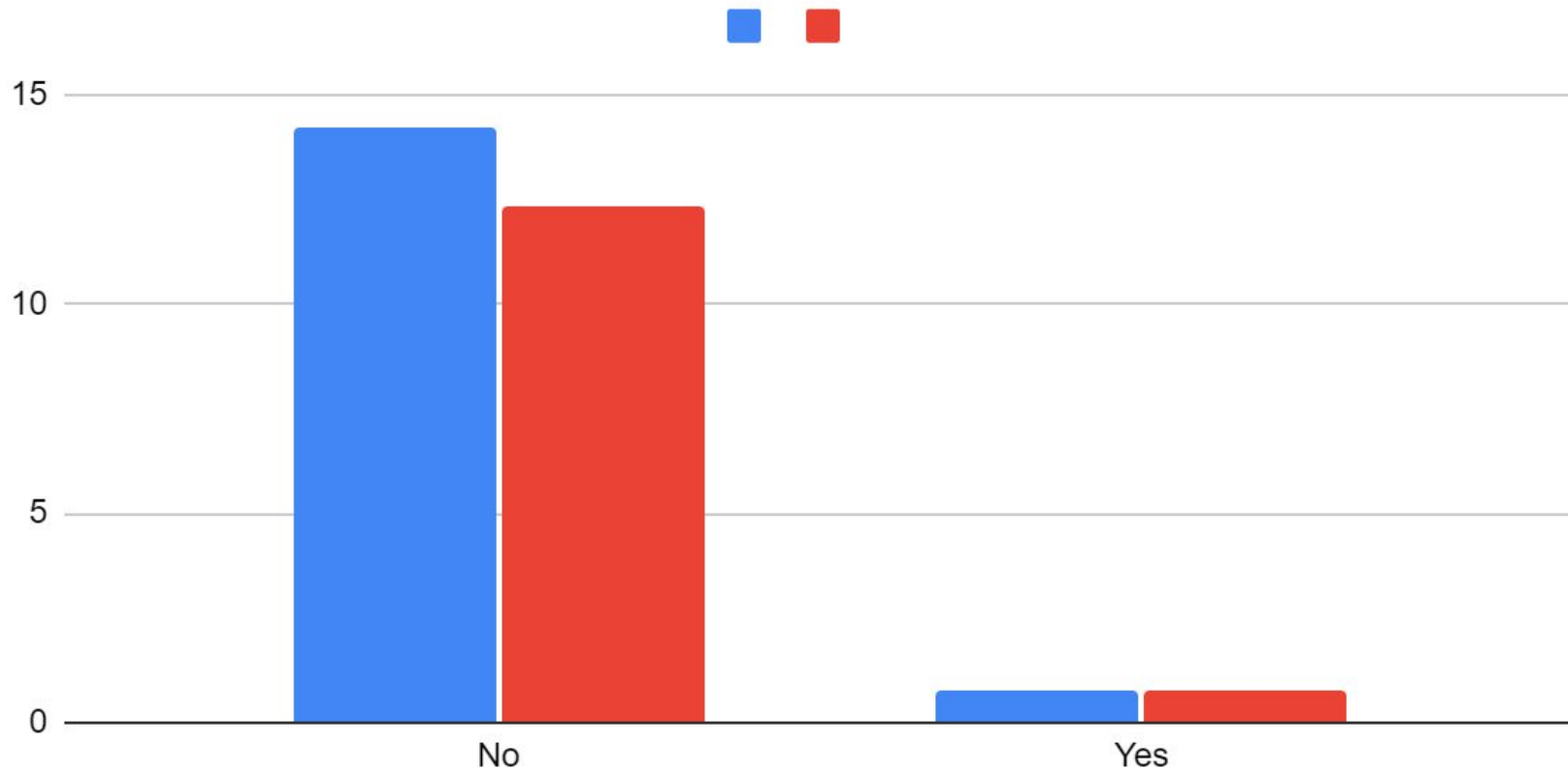
# This Year and Last Year



IEP



and



504 Plan

# Coversheet

## Personnel Update

**Section:** II. Leadership Report  
**Item:** B. Personnel Update  
**Purpose:** FYI  
**Submitted by:**  
**Related Material:** Board of Trustees Update 12\_6 (1).pdf  
Open Positions\_12.6.23.pdf



**Board of Trustees  
Human Resources Update  
12/6/2023**

You will notice that this month the HR department did not submit the usual dashboard. We are working on multiple projects that include restructuring how we work as a team and how we collect and report data and the building the overall structure of the HR function at FRCS. We feel it important to focus on these items and provide a complete dashboard and narrative on a quarterly basis for the remainder of the year.

While this work is ongoing, one main factor is the launch of our new absence management system, Frontline Absence Manager, that will launch in January 2024, which has taken up a lot of our time (at least 5 hours weekly). This tool will automatically generate the absence reports that provide an insight into employee engagement, among other things.

The current process for managing substitutes and coverage is challenging to sustain and teach someone everytime there is a transition. This tool is part self-service and part managed coverage assignments when needed.

Benefits of Frontline Absence Management:

- **More easily manage substitute scheduling, including internal coverage assignments.** Manage substitute hours to maintain compliance with labor laws and stay on top of what the district is \$pending on employee absences. Make it easy for substitutes to accept jobs around the clock even outside of school hours using the Frontline mobile app, thus improving fill rates. This will include internal coverage- more on that TBD.
- **Engage substitutes and provide them the knowledge they need to be successful.** Attach useful documents like lesson plans/sub plans and notes to each absence. We can also offer online training or tutorials to help our substitutes grow as effective educators. Overall this can improve education for students.
- **Use skill settings, preference lists, and exclusion lists to find the substitute who is the most qualified to cover each absence.** When teachers are out, learning can suffer. This tool can help free up more time to find quality subs. We



- can use skill settings, preference lists, and exclusion lists to find the substitute who is the most qualified to cover each absence, when available.
- **Proactively identify trends and address opportunities to improve employee attendance.** This will help with planning for extra subs, staff meetings, or gaging staff issues, engagement, and planning interventions to support staff and the district overall for a healthier school environment.

We have some key goals by transitioning to this tool:

- **Streamlining & Efficiency-** Once all kinks are worked out after piloting it in January, we hope that Frontline will make substitute and coverage assignments more streamlined for substitutes, human resources and employees, reducing time spent. This will improve legal compliance and allow us to track for equity in internal assignments/coverage more easily. The tool is only as good as how it is used and exploited; full end user participation is critical to its success.
- **Sustainability-** Implement a more sustainable process for assigning subs and coverage in the district (this is only part of a district-wide plan to make this function more sustainable and a process that can work well regardless of who is managing it.)
- **Improved Communication w/ Subs-** Streamline communication between teachers and subs by providing a secure space to share notes, lesson plans, and sub binders with subs. Subs can also share notes from the day's activities with the teachers.
- **Time-and-Labor-Saving Data Collection-** Quicker access to absences data and reports; reducing the hours spent on downloading and manually manipulating the data for auditing and reporting purposes. This will also enable us to more easily drill down to the building level. Frontline will also produce a daily absence report after the cut-off time that can be disseminated to managers and front office staff each morning as usual, saving us more time.

Additionally, the HR team is working on sustainability and continuity. This involves projects such as assessing electronic record keeping that is not only secure but allows electronic personnel files to have restricted access and be searchable by indexes and key words, thus increasing efficiencies in file management, and more complete file keeping. We are also working on a procedures manual for HR to document and codify practices and how we carry out policies in the employee handbook and state statutes. A major goal for the 2024 calendar year is to develop an annual calendar and work plan inclusive of marketing and recruitment targets.



Last but not least, for at least the next six months, we will be engaging with a consultant, Chante Chambers of North Star Consulting, to help us build our competencies in diversity, equity and inclusion practice on the leadership team and in the organization as a whole.

##

**FOXBOROUGH REGIONAL CHARTER SCHOOLS - OPEN POSITIONS - 12/6/23**

Jobs - Location	Jobs - Title	Comment
Elementary School	Instructional Coach, Elementary School K-4 [SY23-24]	
Elementary School	Kindergarten Teacher [SY23-24]	New resignation
Elementary School	Teacher, English as a Second Language (ESL), Elementary K-4 [SY22-23]	
High School	Assistant Principal, High School 9-12 [SY23-24]	
High School	Principal, High School 9-12 [SY23-24]	
High School	School Based Building Substitute Teacher, High School 9-12 [SYXX-XX]	Internal Move
High School	High School ELA Long Term Sub [SY23-24]	Leave
Human Resources Team	Long Term Substitutes needed SY 23-24	
Human Resources Team	District Wide K-12 Substitute Teachers Pool [SY23-24]	
Middle School	Middle School STEM Teacher [SY23-24]	
Middle School	School Based Building Substitute Teacher, Middle School 5-8 [SYXX-XX]	
Middle School	Reading Specialist Special Education SY 23-24	
MS/HS	School Psychologist (District 5-12) SY23-24	
MS/HS	Instructional Coach, Middle/High School 5-12 [SY23-24]	
Teaching & Learning - District Office	Curriculum and Professional Development Specialist	
Teaching & Learning - District Office	Data Analytics and Assessment Specialist	

District 2  
 Elementary School 3  
 Middle School 3  
 High School 4  
 MS/HS 2  
 Hiring Pools (Rolling) 2  
 TOTAL 16

# Coversheet

## Enrollment Update

**Section:** II. Leadership Report  
**Item:** C. Enrollment Update  
**Purpose:** FYI  
**Submitted by:**  
**Related Material:** Enrollment Report Final December 2023\_FINAL.pdf



## Enrollment Update December 7, 2023

### SY 23-24 Enrollment

Grade	Enrollment Goal	Enrollment Total as of 12/7/23	Withdrawals to Date
K	145	126	4
Grade 1	145	143	23
Grade 2	145	137	26
Grade 3	145	148	23
Grade 4	145	143	27
Grade 5	130	129	25
Grade 6	130	115	42
Grade 7	130	120	24
Grade 8	110	109	18
Grade 9	105	89	40
Grade 10	105	90	12
Grade 11	94	85	8
Grade 12	88	85	4
<b>Total</b>	<b>1617</b>	<b>1515</b>	<b>274</b>

### Withdrawals by Grade/Town

	Attleboro	Brockton	N. Attleboro	Mansfield	Foxborough	Norton
Kindergarten	0	1	1	0	0	0
Grade 1	5	4	2	0	1	1
Grade 2	3	6	4	0	3	1
Grade 3	6	4	5	0	0	0
Grade 4	8	5	5	1	1	1
Grade 5	7	2	5	0	3	5
Grade 6	7	10	5	4	4	0
Grade 7	2	6	1	1	0	2
Grade 8	4	6	1	1	0	1
Grade 9	11	8	2	1	1	1
Grade 10	3	3	0	2	0	0
Grade 11	1	2	0	0	0	2
Grade 12	0	2	0	0	0	0
<b>Total</b>	<b>57</b>	<b>60</b>	<b>29</b>	<b>10</b>	<b>14</b>	<b>14</b>



## **SY 24-25 Enrollment Application**

The application is open for new students entering Grades K-9. FRCS has received 233 applications thus far. The application window closes February 16, 2024.

<b>Grade</b>	<b># of Applications</b>
Kindergarten	70
Grade 1	18
Grade 2	12
Grade 3	22
Grade 4	18
Grade 5	20
Grade 6	22
Grade 7	9
Grade 8	17
Grade 9	34
<b>Total</b>	<b>233</b>

## **5 sending districts with the highest number of applicants**

- Brockton: 99 applicants
- Taunton: 25 applicants
- Attleboro: 15 applicants
- Stoughton: 15 applicants
- Randolph: 13 applicants

## **Additional Notes:**

The Admissions Team continues to monitor enrollment numbers throughout the district. As reported last month, the application for the current school year that was re-opened closed on November 16<sup>th</sup>. Offers of enrollment were extended to Kindergarten and Grade 2 applicants (13 total). The registration window for these offers is 12/3-12/12. Seven families scheduled registration appointments. Students who complete registration will begin school at FRCS as soon as possible.

We also received applications for students in grade 6 and 7. The admissions team will work with the building principal to establish a timeline for extending enrollment offers to these applicants to ensure a smooth transition mid-school year. (Note: Grade 8 applicants were processed through an enrollment lottery and were added to the Grade 8 waitlist)

We have also re-opened the application for the current school year for another 30 days in an effort to continue to fill empty seats in Kindergarten and Grade 2.

# Coversheet

## Academic Excellence

**Section:** IV. Community Group Updates  
**Item:** E. Academic Excellence  
**Purpose:** Discuss  
**Submitted by:**  
**Related Material:** Scope Academic Excellence Committee 112023.docx

# FOXBOROUGH REGIONAL CHARTER SCHOOL

## SCOPE OF THE ACADEMIC EXCELLENCE COMMITTEE

---

**Reports to:** The Board of Trustees

**Term of Office:**

- Board of Trustees and 12-month employees September to August.
- Staff, Adults/Guardians & Students for one school year from September to June.

**Meeting Frequency**

- This committee will meet at least three times a year in October, March & June (unless agreed to by the committee) on the first Monday of the month.
- The committee shall call additional meetings as needed.

**General Purpose**

Support the Board of Trustees in the oversight of the School District by ensuring the Trustees are supported in their efforts, monitoring academic performance and adherence to local/state/federal agencies policies & laws.

**Purpose & Responsibilities**

The main purpose of the Academic Excellence Committee is to measure the academic results of the organization against the goals laid out in the organization's charter, accountability plan, and annual CEO goals. In one sense, the Academic Excellence Committee is similar to the Finance Committee: both exist to monitor performance against stated goals. For the Finance Committee, this means measuring financial results against the budgeted goals. For the Academic Excellence Committee, this means measuring organizational outcomes against stated goals for metrics such as:

- Performance on state tests
- Performance on nationally-normed standardized tests (e.g., the TerraNova, SAT 10, etc.)
- Performance on interim assessments (e.g., Achievement Network tests, the STEP, the DIBELS, or interim assessments created by the school)
- Attendance
- Surveys of family or staff satisfaction
- Student and staff retention

The overall role of the Academic Excellence Committee is to ensure that:

- The board and CEO have a clear and shared definition of "academic excellence" for the organization. (It should be written down and understood by all trustees.)
- The board and CEO have a clear and shared sense of how well the organization is currently performing in reaching that definition of excellence.
- The board and CEO agree on what the next steps the organization will take in order to reach that goal of excellence.

---

Approved by the Board of Trustees: 23AUG2022

Page 1 of 4

# FOXBOROUGH REGIONAL CHARTER SCHOOL

## SCOPE OF THE ACADEMIC EXCELLENCE COMMITTEE

---

- All trustees understand the promises in the charter and accountability plan and understand how well the organization is currently performing against those promises.
- All trustees understand what standardized assessments the school administers, what each one assesses, when each one is administered, and how the data from each is used to inform teaching and programmatic changes.
- The board and CEO have a clear and structured process for updating the board on the organization's performance on key academic outcomes on a regular basis (at least four times per year).
- When academic-outcome data is presented to the board, it is presented in a comparative context (e.g., against comparables of how the organization has performed in the past, how other schools in the area have performed, and how other high performing schools have performed) so that trustees can assess the organization's overall strength of performance meaningfully.
- Work with CEO to provide board training, as necessary, to understand how the organization is achieving the board approved goals.

### **Recommendations for Policy Review:**

The committee will annually review and shall bring to the Board of Trustees recommendations to change the following policies when appropriate.

- Mandatory Criminal Record (CORI) Checks (shared with Staff Recruitment & Retention Committee)
- FRCS Community Standards for Behavior
- Complaint Procedures

# FOXBOROUGH REGIONAL CHARTER SCHOOL

## SCOPE OF THE ACADEMIC EXCELLENCE COMMITTEE

---

- Non-Discrimination
- Family Education and Rights to Privacy

### **Review/Support Operational Activities**

- Annual Charter Renewal

### **Composition:**

- A member of the Board of Trustees will act as the Chair and V-Chair of this committee. If only one member of the Board of Trustees is on the Committee, then the V-Chair will be a member of the District Administration.
- Board of Trustee and District Administration appointments to the Committee shall be made at least annually in accordance with the FRCS Bylaws.
- The clerk/secretary to the committee is any adult member of the committee and is responsible for open meeting law compliance.
- Up to two additional members from the following stakeholders:
  - Staff Members
  - Parent/Guardians
  - Students

### **Out of Scope for this Committee**

The Executive Director

- Evaluation of teachers
- Selection, design, or review of the quality of curricula
- Plan for professional development for teachers
- Interactions with teachers or other staff members on a regular basis (i.e., daily or weekly)
- Interaction with families or students on a regular basis (i.e., daily or weekly)

The Board of Trustees and Executive Director have

- A clear and shared definition of “academic excellence” for the organization
- Sense of how well the organization is currently performing in reaching that definition of excellence
- Agree on what the next steps the organization will take in order to reach that goal of excellence.

# FOXBOROUGH REGIONAL CHARTER SCHOOL

## SCOPE OF THE ACADEMIC EXCELLENCE COMMITTEE

### Role of the Executive Director vs the Committees Role

	Executive Director Role	Committee Role
<b>Goal Setting</b>	<p>Develop goals/timeline for reporting on progress towards academic goals and propose them to the committee for discussion and feedback</p> <p>Present finalized goals/reporting timeline to the full board for approval</p>	<p>Review Executive Director's proposed goals/reporting timeline</p> <p>Ask questions to ensure that the goals are (1) ambitious and (2) achievable. (These judgments are made relative to the organization's charter promises, other schools' performances, the organization's own past performance.)</p> <p>Recommend finalized goals/reporting timeline to the full board for approval; ensure that all trustees understand goals</p>
<b>Progress Monitoring</b>	<p>Present the committee with data to assess progress towards goals on the agreed upon timeline</p> <p>Present updates on data to full board on agreed upon timeline</p>	<p>Review data to assess progress towards goals on agreed-upon timeline</p> <p>Ask probing questions to better understand the data and help the Executive Director to be thoughtful about the data</p> <p>Help Executive Director to frame data for presentation to the full board</p>
<b>Instructional Decision Making</b>	Select and implement curricula, training, and materials necessary for successful instruction	Sounding board for Executive Director's ideas on how to improve instructional practices and curricula based on student performance data
<b>Staff Oversight</b>	<p>Hire and train all staff</p> <p>Oversee and evaluate all staff</p>	<p>Ensure that Executive Director has created and implemented staff evaluation and feedback procedures</p> <p>Monitor results through annual/biannual staff surveys and through staff retention data</p>

# Coversheet

## Finance and Facilities

**Section:** VI. Committees  
**Item:** A. Finance and Facilities  
**Purpose:** Discuss  
**Submitted by:**  
**Related Material:** Nov. 2023 - Balance Sheet (Summary).PDF  
Nov. 2023 - Budget to Actual (Comparative Summary).PDF  
Nov. 2023 - Budget to Actual (Summary).PDF  
ES Roof Project Timeline (1).docx  
Operations\_Department\_Update\_Dec 13 2023.docx

**Financial Report - Balance Sheet (Summary)****Foxborough Regional Charter School****For 11/30/2023**

Run: 12/06/2023 at 11:10 AM

Page: 1

	11/30/2023	6/30/2023	Change
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash - operations	14,524,136.85	14,648,448.26	(124,311.41)
Cash - debt service reserve	2,545,146.77	3,058,064.88	(512,918.11)
Accounts Receivable:			
Intergovernmental	0.00	1,540,653.88	(1,540,653.88)
Other	23,378.75	4,063.68	19,315.07
Prepaid Expenses	0.00	649.00	(649.00)
<b>Total Current Assets</b>	<b>17,092,662.37</b>	<b>19,251,879.70</b>	<b>(2,159,217.33)</b>
<b>Capital Assets</b>			
Right-Of-Use-Asset	324,662.00	324,662.00	0.00
Land/Building Improvements	48,188,078.63	48,188,078.63	0.00
Furniture, equipment and software	6,381,879.83	6,381,879.83	0.00
Construction in progress	4,042,362.84	884,903.03	3,157,459.81
Less: accumulated depreciation and amortization	(19,815,859.06)	(18,861,107.32)	(954,751.74)
<b>Total investment in capital assets</b>	<b>39,121,124.24</b>	<b>36,918,416.17</b>	<b>2,202,708.07</b>
Loss on defeasance (2017 bonds)	3,466,614.47	3,466,614.47	0.00
<b>TOTAL ASSETS</b>	<b>59,680,401.08</b>	<b>59,636,910.34</b>	<b>43,490.74</b>
<b>LIABILITIES AND NET ASSETS</b>			
Accounts Payable	806,269.70	1,699,329.21	(893,059.51)
Accrued expenses	57,922.73	724,101.65	(666,178.92)
Accrued compensation	50,637.19	1,568,307.43	(1,517,670.24)
Bonds payable - US Bank	0.00	0.00	0.00
Deferred income	0.00	117,049.82	(117,049.82)
Lease Liability	119,768.81	149,777.52	(30,008.71)
<b>Total current liabilities</b>	<b>1,034,598.43</b>	<b>4,258,565.63</b>	<b>(3,223,967.20)</b>
BONDS PAYABLE 2017B	22,260,000.00	22,945,000.00	(685,000.00)
BOND PREMIUM 2017B	2,175,370.80	2,175,370.80	0.00
<b>Total bonds payable</b>	<b>24,435,370.80</b>	<b>25,120,370.80</b>	<b>(685,000.00)</b>
LOAN PAYABLE EASTERN BANK	3,240,386.71	3,453,560.85	(213,174.14)
<b>Total loans payable (Eastern)</b>	<b>3,240,386.71</b>	<b>3,453,560.85</b>	<b>(213,174.14)</b>
<b>Total liabilities</b>	<b>28,710,355.94</b>	<b>32,832,497.28</b>	<b>(4,122,141.34)</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	21,639,407.06	18,443,951.93	3,195,455.13
Net income	4,165,632.08	3,195,455.13	970,176.95
<b>Total net assets</b>	<b>30,970,045.14</b>	<b>26,804,413.06</b>	<b>4,165,632.08</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>59,680,401.08</b>	<b>59,636,910.34</b>	<b>43,490.74</b>



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

Run: 12/06/2023 at 11:10 AM

Page: 1

### Foxborough Regional Charter School For 11/30/2023

	Budget FY2024	YTD Actual 11/30/23	Current Year Budget - Actual	Current Year % of Budget	Budget FY2023	YTD Actual 11/30/22	Prior Year Budget - Actual	Prior Year % of Budget
<b>REVENUES</b>								
Per Pupil Tuition	28,387,350.00	12,951,698.00	(15,435,652.00)	(45.62)	27,462,500.00	12,089,297.00	(15,373,203.00)	(44.02)
Federal Grants/Reimbursements	1,164,325.00	149,485.30	(1,014,839.70)	(12.84)	1,278,261.00	244,619.30	(1,033,641.70)	(19.14)
State Grants/Reimbursements	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Other Grant Revenues	0.00	0.00	0.00	0.00	0.00	3,000.00	3,000.00	0.00
Food Service Program	650,000.00	(150.50)	(650,150.50)	0.02	521,000.00	115,216.37	(405,783.63)	(22.11)
Extended Day Program	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Transportation Program	1,213,095.00	497,851.63	(715,243.37)	(41.04)	901,072.00	453,888.30	(447,183.70)	(50.37)
Building Rental Revenue	60,000.00	18,000.00	(42,000.00)	(30.00)	60,000.00	26,750.00	(33,250.00)	(44.58)
Other Revenues	73,000.00	228,729.51	155,729.51	(313.33)	75,500.00	54,084.15	(21,415.85)	(71.63)
<b>Total Revenues</b>	<b>31,547,770.00</b>	<b>13,845,613.94</b>	<b>(17,702,156.06)</b>	<b>(43.89)</b>	<b>30,298,333.00</b>	<b>12,986,855.12</b>	<b>(17,311,477.88)</b>	<b>(42.86)</b>
<b>EXPENSES</b>								
<b>Personnel</b>								
Administration & Finance	1,465,942.00	502,965.19	962,976.81	34.31	1,327,446.00	434,259.86	893,186.14	32.71
Teaching & Learning	13,676,189.00	3,650,355.46	10,025,833.54	26.69	12,314,259.00	3,183,923.17	9,130,335.83	25.86
Student Activities	1,277,371.00	349,541.38	927,829.62	27.36	2,150,968.00	497,478.14	1,653,489.86	23.13
Operations	922,031.00	339,910.34	582,120.66	36.87	821,363.00	315,467.22	505,895.78	38.41
Grants	438,728.00	109,851.07	328,876.93	25.04	393,520.00	137,002.08	256,517.92	34.81
<b>Subtotal Personnel</b>	<b>17,780,261.00</b>	<b>4,952,623.44</b>	<b>12,827,637.56</b>	<b>27.85</b>	<b>17,007,556.00</b>	<b>4,568,130.47</b>	<b>12,439,425.53</b>	<b>26.86</b>
<b>Operating Costs</b>								
Administration & Finance	985,440.00	453,775.60	531,664.40	46.05	814,715.00	340,735.22	473,979.78	41.82
Teaching & Learning	718,150.00	143,970.58	574,179.42	20.05	762,878.00	98,972.33	663,905.67	12.97
Student Activities	3,511,675.00	1,063,372.46	2,448,302.54	30.28	2,798,457.00	950,746.58	1,847,710.42	33.97
Operations	2,390,026.00	993,326.77	1,396,699.23	41.56	2,093,130.00	883,395.90	1,209,734.10	42.20
Employee Benefits	2,480,651.00	810,799.20	1,669,851.80	32.68	2,592,646.00	770,694.53	1,821,951.47	29.73
Grants	665,597.00	45,017.12	620,579.88	6.76	814,741.00	143,187.06	671,553.94	17.57
<b>Subtotal Operating Costs</b>	<b>10,751,539.00</b>	<b>3,510,261.73</b>	<b>7,241,277.27</b>	<b>32.65</b>	<b>9,876,567.00</b>	<b>3,187,731.62</b>	<b>6,688,835.38</b>	<b>32.28</b>
<b>Total Expenses</b>	<b>28,531,800.00</b>	<b>8,462,885.17</b>	<b>20,068,914.83</b>	<b>29.66</b>	<b>26,884,123.00</b>	<b>7,755,862.09</b>	<b>19,128,260.91</b>	<b>28.85</b>
<b>NET BUDGET FROM OPERATIONS</b>	<b>3,015,970.00</b>	<b>5,382,728.77</b>	<b>2,366,758.77</b>	<b>(178.47)</b>	<b>3,414,210.00</b>	<b>5,230,993.03</b>	<b>1,816,783.03</b>	<b>(153.21)</b>
Capital Outlay	305,000.00	214,676.64	90,323.36	70.39	890,000.00	525,995.90	364,004.10	59.10
Debt Service	2,477,047.00	47,668.31	2,429,378.69	1.92	2,477,216.00	54,787.71	2,422,428.29	2.21
Depreciation	0.00	954,751.74	(954,751.74)	0.00	0.00	1,006,413.49	(1,006,413.49)	0.00
Board Capital Reserve	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>NET BUDGET RESERVED</b>	<b>233,923.00</b>	<b>4,165,632.08</b>	<b>3,931,709.08</b>	<b>(1,780.77)</b>	<b>46,994.00</b>	<b>3,643,795.93</b>	<b>3,596,801.93</b>	<b>(7,753.75)</b>

**Financial Report - Budget to Actual (Summary)****Foxborough Regional Charter School****For 11/30/2023**

Run: 12/06/2023 at 11:10 AM

Page: 1

	Budget	Actual	Budget - Actual	% of Budget
<b>REVENUES</b>				
Per Pupil Tuition	28,387,350.00	12,951,698.00	(15,435,652.00)	(45.62)
Federal Grants/Reimbursements	1,164,325.00	149,485.30	(1,014,839.70)	(12.84)
State Grants/Reimbursements	0.00	0.00	0.00	0.00
Other Grant Revenues	0.00	0.00	0.00	0.00
Food Service Program	650,000.00	(150.50)	(650,150.50)	0.02
Extended Day Program	0.00	0.00	0.00	0.00
Transportation Program	1,213,095.00	497,851.63	(715,243.37)	(41.04)
Building Rental Revenue	60,000.00	18,000.00	(42,000.00)	(30.00)
Other Revenues	73,000.00	228,729.51	155,729.51	(313.33)
<b>Total Revenues</b>	<b>31,547,770.00</b>	<b>13,845,613.94</b>	<b>(17,702,156.06)</b>	<b>(43.89)</b>
<b>EXPENSES</b>				
<b>Personnel</b>				
Administration & Finance	1,451,693.00	502,965.19	948,727.81	34.65
Teaching & Learning	13,690,438.00	3,650,355.46	10,040,082.54	26.66
Student Activities	1,277,371.00	349,541.38	927,829.62	27.36
Operations	922,031.00	339,910.34	582,120.66	36.87
Grants	438,728.00	109,851.07	328,876.93	25.04
<b>Subtotal Personnel</b>	<b>17,780,261.00</b>	<b>4,952,623.44</b>	<b>12,827,637.56</b>	<b>27.85</b>
<b>Operating Costs</b>				
Administration & Finance	985,440.00	453,775.60	531,664.40	46.05
Teaching & Learning	718,150.00	143,970.58	574,179.42	20.05
Student Activities	3,511,675.00	1,063,372.46	2,448,302.54	30.28
Operations	2,390,026.00	993,326.77	1,396,699.23	41.56
Employee Benefits	2,480,651.00	810,799.20	1,669,851.80	32.68
Grants	665,597.00	45,017.12	620,579.88	6.76
<b>Subtotal Operating Costs</b>	<b>10,751,539.00</b>	<b>3,510,261.73</b>	<b>7,241,277.27</b>	<b>32.65</b>
<b>Total Expenses</b>	<b>28,531,800.00</b>	<b>8,462,885.17</b>	<b>20,068,914.83</b>	<b>29.66</b>
<b>NET BUDGET FROM OPERATIONS</b>	<b>3,015,970.00</b>	<b>5,382,728.77</b>	<b>2,366,758.77</b>	<b>(178.47)</b>
Capital Outlay	305,000.00	214,676.64	90,323.36	70.39
Debt Service	2,477,047.00	47,668.31	2,429,378.69	1.92
Depreciation	0.00	954,751.74	(954,751.74)	0.00
Board Capital Reserve	0.00	0.00	0.00	0.00
<b>NET BUDGET RESERVED</b>	<b>233,923.00</b>	<b>4,165,632.08</b>	<b>3,931,709.08</b>	<b>(1,780.77)</b>

Project Name: Foxborough Regional Charter School Elementary School Roof Project  
 Start Date: September 26, 2023  
 End Date: August 30, 2024

As you may be aware, the Elementary School is facing a pressing issue with its aging roof, which has resulted in ongoing leaks that we have been patching as temporary solutions. However, we recognize that these patches are not a sustainable long-term strategy for ensuring the safety and well-being of our students and staff. Therefore, we have embarked on a comprehensive plan to address this issue and provide a safe, conducive learning environment for all.

We are pleased to inform you that we have initiated the procurement process for the much-needed roof replacement. Our goal is to begin the actual roof work at the conclusion of the 2023-2024 school year. Below, we have outlined a tentative timeline for the project, highlighting key milestones that require board approval. Please keep in mind that these dates are not exact and are intended as a general guide to help us navigate this critical project.

### **Procurement and Planning Phase**

Duration: 12 weeks

- [ X] September 26, 2023: RFP for OPM Submitted
- [ X] October 4, 2023: RFP Posted in the Sun Chronicle and Combuys
- [ X] October 18, 2023: Deadline for OPM Proposal Submission
- [ X] November 2, 2023: Select OPM and Award Contract
- [ X] November 14, 2023: **Board Approval**
- [X ] November 16, 2023: Conduct Kick-off Meeting with OPM
- [ X] November 20, 2023: Develop Procurement Plan
- [ X] November 30, 2023: Obtain Required Approvals if any

### **Design and Permitting Phase**

Duration: 16 weeks

- [ X] December 1, 2023: Design and Engineering Consultants
- [ ] TBD: **Board Approval**
- [ ] December 15, 2023: Begin Conceptual Design
- [ ] January 31, 2024: Complete Detailed Design
- [ ] February 5, 2024: Submit Design for Review and Approvals
- [ ] February 13, 2024: **Present Project Plan and Budget to Board for Approval**
- [ ] March 15, 2024: Obtain All Necessary Permits

## **Procurement of Contractors**

Duration: 8 weeks

- April 1, 2024: Issue RFP for Roofing Contractors
- April 15, 2024: Deadline for Contractor Bids
- April 30, 2024: Evaluate Contractor Bids and Award Contracts
- May 14, 2024: Board Approval
- May 15, 2024: Sign Contracts with Selected Contractors

## **Pre-Construction Phase**

Duration: 4 weeks

- May 20, 2024: Pre-construction Meeting with Contractors
- May 31, 2024: Finalize Construction Schedule
- June 7, 2024: Mobilize Equipment and Materials

## **Construction Phase**

Duration: 12 weeks

- June 24, 2024: Begin Roof Construction
- July 15, 2024: Regular Progress Inspections
- August 30, 2024: Complete Roof Installation

## **Post-Construction Phase**

Duration: 6 weeks

- September 1, 2024: Final Inspections and Quality Assurance
- September 15, 2024: Punch List and Deficiency Corrections
- September 30, 2024: Obtain Final Approvals and Certifications

## **Project Closeout**

Duration: 4 weeks

- October 15, 2024: Project Documentation and Records Compilation
- October 30, 2024: Final Payments to Contractors
- November 15, 2024: Project Closeout Meeting and Report

## **Project Timeline Summary**

Total Project Duration: 12 months (September 2023 to August 2024)

Project Budget: \$3,500,000

Key Milestones:

November 2, 2023: Select OPM and Award Contract

December 1, 2023: Design and Engineering Consultants

January 31, 2024: Complete Detailed Design

February 13, 2024: Present Project Plan and Budget to Board for Approval

April 1, 2024: Issue RFP for Roofing Contractors

April 30, 2024: Evaluate Contractor Bids and Award Contracts



Operations Department Update  
December 13, 2023

**Elementary School Roof Project Initiation:**

**Request for Qualifications (RFQ) for a Design Team:**

- We issued an RFQ to select a design team for the Elementary School Roof Project. Following the RFQ process, Studio Umbra, the architectural firm responsible for the Middle School Roof Project, achieved the highest score among the ten proposals received.

**Next Steps:**

- FRCS, in collaboration with our Owner's Project Manager (OPM), Terva, will negotiate a service fee agreement with Studio Umbra.
- The agreed-upon fee will first be reviewed and voted on by the finance committee, then presented to the board for final approval.

**Urgent Decision Required:**

- Prompt board approval of the design team fee is essential to adhere to the project's timeline once negotiations are concluded.

Attachments for Board Review:

1. Detailed timeline for the Elementary School Roof Project.