



Foxborough Regional Charter School

Board Meeting

Published on May 11, 2026 at 3:24 PM EDT

Date and Time

Wednesday May 13, 2026 at 6:15 PM EDT

Location

In Person and Remote

FRCS Edwards Conference Room

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.

Online meeting link: <https://foxboroughrcs-org.zoom.us/j/81031801860?pwd=Sa1FaADSrQL13vYX2InHdvqjdrtrRBI.1>

Agenda

	Purpose	Presenter	Time
I. Opening Items			6:15 PM
A. Call the Meeting to Order		Sergio Martin	1 m
B. Record Attendance		Sergio Martin	1 m
C. Privilege of the Floor		Sergio Martin	3 m
II. Leadership Report			6:20 PM
A. Leadership Report	FYI	Toby Romer	15 m
III. Board Business			6:35 PM
A. FY27 Budget Presentation	FYI	Karen Calvert	10 m
B. Student and Family Handbook Updates			5 m
			<ul style="list-style-type: none"> • No major changes planned • Updates to uniform expectations and family survey
C. Board Retreat Planning			5 m
			<p>Save the date for Thursday May 28th from 8 AM to 1 PM. Update on pre-work and outcomes.</p>
IV. Updates and Reports			6:55 PM
A. Policy Review and Approval	Discuss	Toby Romer	10 m
			<p>First Reading</p> <ul style="list-style-type: none"> • Student Withdrawal from School Policy
B. Committee Reports (Finance/Facilities, Governance, DEI/Culture and Community, Academic Excellence)	FYI	Various	10 m
			<p>Board Annual Calendar</p> <ul style="list-style-type: none"> • Board Self Assessment

	Purpose	Presenter	Time
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Board Committee Reports

- Finance and Facilities
 - Solar Installation Update
- Academic Excellence
- Governance
- DEI/Culture and Community

C.	Community Groups (FEA, Foundation, ELPAC, SEPAC)	FYI	Toby Romer	10 m
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V.	Meeting Summary and Items for Next Meeting			7:25 PM
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A.	Review Agenda Items for Next Meeting	FYI	Sergio Martin	5 m
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VI.	Consent Agenda			7:30 PM
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A. Field Trip Approval

- International Travel - April, 2027

B.	Meeting Minutes	Vote	Sergio Martin	15 m
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For Approval:

Regular Session minutes

- February 13, 2024
- December 23, 2025
- February 11, 2026
- February 24, 2026
- March 3, 2026
- April 8, 2026

Executive Session minutes

- August 8, 2023
- August 15, 2023
- September 18, 2023
- September 21, 2024
- February 21, 2024
- January 13, 2025

• March 11, 2026

	Purpose	Presenter	Time
VII. Executive Session			7:45 PM
A. Adjourn to Executive Session (If Necessary)	Vote	Sergio Martin	1 m
Adjourn to Executive session, not to return to open session in accordance with the Open Meeting Law, M.G.L. c. 30A, Section 21(a), as the Chair has determined that an open session would have a detrimental effect.			
VIII. Closing Items			7:46 PM
A. Adjourn Meeting	Vote	Sergio Martin	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

Leadership Report

Section: II. Leadership Report
Item: A. Leadership Report
Purpose: FYI
Submitted by:
Related Material: Executive Director Report 5-13-26.pdf
FRCS Staff Budget Update April 2026.pdf



Executive Director Board Update

May 13th, 2026

Recent & Upcoming Events

- International Trips
- HS Career Day
- ES and HS Art Shows
- ES Chorus Concert
- High Quality Work Events
- Spring Family Conferences

Save the Dates

- FRCS Foundation Rodman Ride this Saturday 5/16
- HS Graduation - May 29th 5 PM
- World Cup ½ Days - 6/16 and 6/23
- Last Day of School - June 25th
- FRCS Foundation Golf Tournament - July 20th





Communication on FY27 Budget Process

Overall Challenges

- Difficult Economic Climate & Global Conflict
- General Uncertainty and Unpredictability

Expenses Rising Faster than Revenues

- Health Insurance
- Utilities
- Transportation
- Facilities & IT Costs

Revenue Limits

- Decreases and reduced savings in federal grants
- Small projected enrollment decrease and uncertain tuition estimates

Budget Gap reduced from 2.3 million to 500 thousand through changes to operating costs and benefits

- Additional reductions to staffing to close the gap

Update to all FRCS Staff on April 29th

- Sharing challenge directly
- Minimizing impact to current staff members
 - Vacant positions
 - Impact on District leadership, School Leadership/Instructional Support, Classroom teaching, and other Educator and Support Roles
- Clear communication with individual staff members and FRCSTA leaders

Additional Budget Updates

Additional Outside Funding for FY27

- Barr Foundation support for Strategic Plan implementation
- EdLight/Gates Foundation support for Instructional Leadership
- Participation in Nellie Mae/Great Schools Partnership Consortium

New Financial Dashboard Tool for Massachusetts Charters

- [MA Charter and Virtual Schools Financial Dashboard](#)

Enrollment Update



- **~130 to 230 seats open for SY26-27, plus new Kinder class**
- **1st and 2nd round enrollment lottery complete**
 - March 4th
 - May 6th
- **10th Grade admissions approved by DESE Commissioner**
 - Additional Lottery on June 10th
- **Currently have 1,585 returning students + new offers**
- **Continuing to work on completing registrations with families and “yield events”**

Strategic Plan Implementation

Foxborough Regional Charter School Strategic Plan 2026-2029



A Message from Executive Director, Mr. Toby N. Romer

Enter to Learn, Exit to Lead 2.0



Our Strategic Priorities



Academic Performance and Growth

Knowing what our students are capable of, our first strategic priority is to put FRCS on a path to become one of the top performing school districts in our region.



Culture and Community

Our second strategic priority is to use our values to foster a truly inclusive, affirming and diverse environment for each member of our community, including our students, their families, and our staff.



Highly Effective and Aligned Leadership

FRCS leaders at all levels will prioritize transparent communication and will develop and support our teams in alignment with our values and our high expectations.



Integrated Systems and Operational Excellence

Our fourth priority area is the creation of district-wide systems and operational processes that are student-centered & values aligned, ensuring high performance.

Next Steps and Communication

- Continuing to develop **annual goals** from 3-year targets
- **Surveys** for qualitative goal baseline drafted
 - Staff Survey launched today
- Continuing planning design process for **FRCS Operational Vision** statement
- **Family Video** Introducing the plan
 - [FRCS Family Strategic Plan 2026-2029](#)



**Budget Update for
2026-27 School Year
FRCS Staff Meeting
April 30th, 2026**

FRCS Budget Development Process

FRCS Budget Developed from February to May

- Slightly later than town school districts/ municipalities timelines
- Collaboration with district and school leaders and Board of Trustees

Projecting Revenues and Expenses

- Ongoing process to estimate and predict costs and trends
- Impacted by global events, state politics, sending district/town finances, inflation rates, local contracts, and other factors

Key Elements to Creating a Balanced Budget

Revenue	Expenses
<ul style="list-style-type: none"> • <u>Tuition</u> <ul style="list-style-type: none"> ○ Enrollment ○ City & State Budgets • <u>Federal Grants</u> • <u>Fees</u> • <u>Private Grants</u> 	<ul style="list-style-type: none"> • <u>Personnel Costs</u> <ul style="list-style-type: none"> ○ Salary ○ Benefits • <u>Operating Costs</u> • <u>Debt Service</u>

Key Issues in MA School District Budgeting for 2026-27

Municipal budgets feeling pain of rising health care costs

Anticipating 'very, very difficult' year, House budget would spend less than Healey

Lexington Local Schools to lose 24 positions to attrition and RIF

Expected Year-End School Budget Deficit Increases

Scenario B
Without an Override
Reduction Needed: \$2,394,000

Overall Challenges

- Difficult Economic Climate
- Global Conflict
- Domestic Instability
- General Uncertainty and Unpredictability

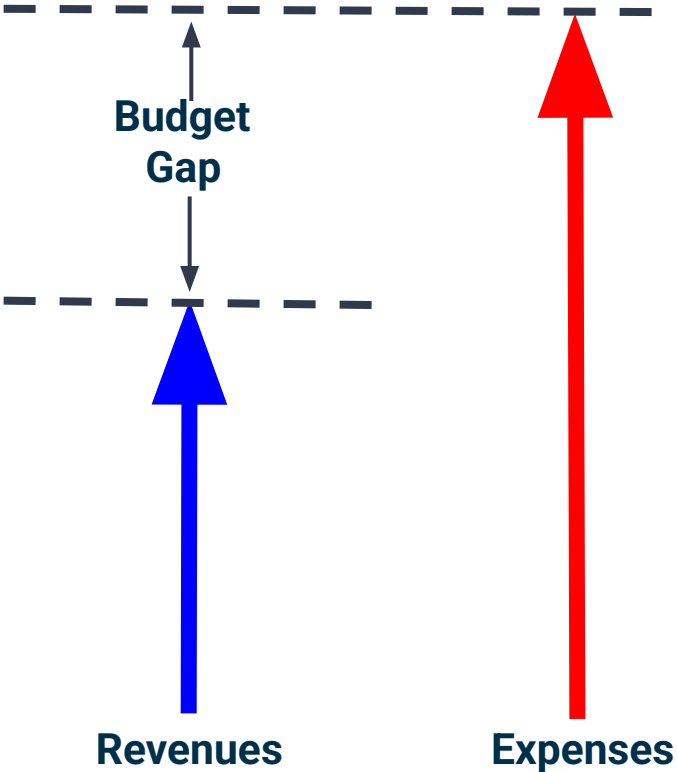
Expenses Rising Faster than Revenues

- Health Insurance
- Utilities
- Transportation
- Building Services Costs
- IT Network and Hardware Costs

Revenue Limits

- Decreases and reduced savings in federal grants
- Small projected enrollment decrease and uncertain tuition estimates
- Need to continue to raising outside funds

FRCS Budget Gap



Principles and Process for Closing our Budget Gap

Budget Gap

- Revenue Increases versus Expense Increases

First Draft of our Budget

- Initial Gap of 2.3 Million

Strategies to Close the Gap

1. Increase Revenue
2. Reduce Operating Expenses
3. Reduce Staff as a Last Resort

Budgeting Principles

- Protect **student, educator, and family experience** in making reductions
- Evaluate possible budget changes in relation to our **Strategic Plan** goals
- **Delay and phase-in** new initiatives/improvements vs cancel
- Ensure all **legal and contractual requirements** are met

Closing our Budget Gap

Reducing the Gap through Revenue and Operating Expenses

- Updating and revising revenue projections
- Renegotiating contracts where possible
- Continuing Fundraising
- Staggering implementation of costly projects over multiple years
- Reducing other operating costs

Successes

- Health Care increase negotiated down from 23% to 15%, and further plan changes to reduce to 8.4% increase.
- Savings to Transportation through neighborhood Special Education (Specialized) vans
- Other areas of savings

Final Gap

- Reduced from \$2.3 million to \$500,000
- Unable to reduce gap completely without decreasing all staffing

Impact on Staffing

Baseline

- Meet all obligations to continuing employees
 - FRCSTA Contractual Increases
 - Non-Aligned 2% Salary Increase for other employees
- Continue to offer robust benefits & employment terms

Overview of Necessary Reductions

- 5 District and Administrative Positions
- 4 School Leadership/Instructional Support Positions
- 4 Classroom teaching positions
- 3.5 Additional Educator and Support Roles

Strategies to Minimize Human Impact

- Reductions to vacant positions
- Offering alternate positions/transfers where possible

The Process

- Individual conversations with impacted staff
- Follow staff handbook and collective bargaining processes
- Transparent communication with entire staff

Next Steps

Supporting Impacted Staff Members

- Sharing opportunities at FRCS
- Supporting transitions if necessary

Working to Improve Budget Position

- Continuing to work to ensure strong enrollment
- Ongoing grant development work

Continuing to Communicate Regarding Changes

- Clarity regarding Benefit changes
- Impacts on School and Department staffing
- Being clear and thoughtful about workloads and support for all staff

Finish the Current School Year Well

- Support students to have successful years academically and personally
- Ensure families have a positive year-end experience
- Create clear plans for supporting students growth and staff sustainability for 2026-27 school year

Our Foundations

FRCS Mission & Vision Summary

To provide students with a challenging academic program to prepare them for college and to serve as leaders in their communities

Our Shared Values

- Transparent Communication
- Teamwork
- Honesty and Integrity
- Diversity and Equity
- Respect
- Growth



*Enter to Learn,
Exit to Lead*

Powered by  OnTrack

Our Strategic Plan



Academic Performance and Growth

Knowing what our students are capable of, our first strategic priority is to put FRCS on a path to become one of the top performing school districts in our region.



Culture and Community

Our second strategic priority is to use our values to foster a truly inclusive, affirming and diverse environment for each member of our community, including our students, their families, and our staff.



Highly Effective and Aligned Leadership

FRCS leaders at all levels will prioritize transparent communication and will develop and support our teams in alignment with our values and our high expectations.



Integrated Systems and Operational Excellence

Our fourth priority area is the creation of district-wide systems and operational processes that are student-centered & values aligned, ensuring high performance.

Coversheet

FY27 Budget Presentation

Section: III. Board Business
Item: A. FY27 Budget Presentation
Purpose: FYI
Submitted by:
Related Material: 5-6-2026 - FY2027 Budget Revision Changes Rolled Up Salaries.xlsx
Budget Overview 5-13-26.pdf

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](#):

5-6-2026 - FY2027 Budget Revision Changes Rolled Up Salaries.xlsx



Budget Overview FY27 Budget

May 13th, 2026

FRCS Budget Development Process

FRCS Budget Developed from February to May

- Slightly later than town school districts/ municipalities timelines
- Collaboration with district and school leaders and Board of Trustees

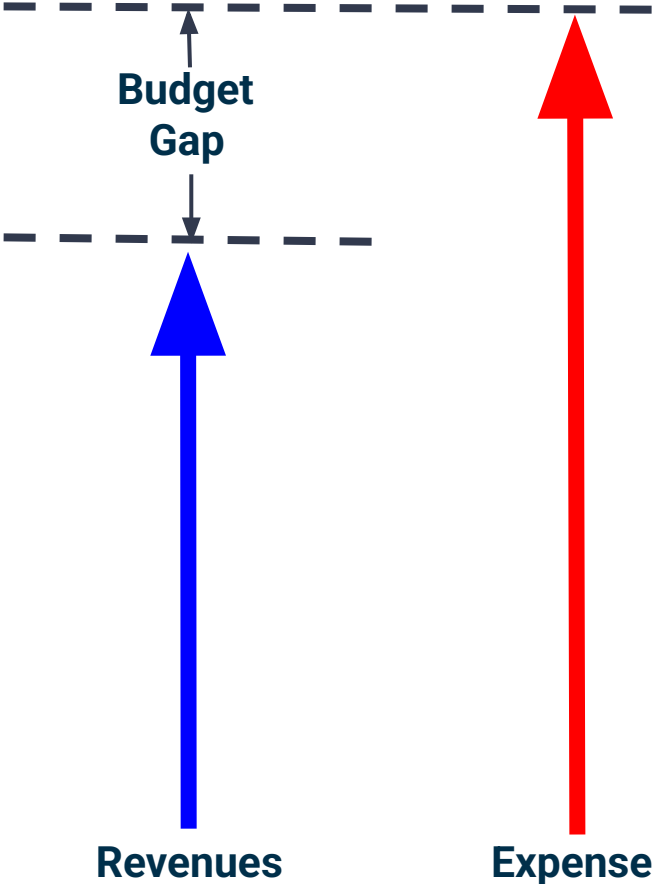
Projecting Revenues and Expenses

- Ongoing process to estimate and predict costs and trends
- Impacted by global events, state politics, sending district/town finances, inflation rates, local contracts, and other factors

Key Elements to Creating a Balanced Budget

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FRCS Budget Gap



Communication on FY27 Budget Process

Overall Challenges

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- General Uncertainty and Unpredictability

Expenses Rising Faster than Revenues

- Health Insurance
- Utilities
- Transportation
- Facilities & IT Costs

Revenue Limits

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Update to all FRCS Staff on April 29th

- Sharing challenge directly
- Minimizing impact to current staff members
 - Vacant positions
 - Impact on District leadership, School Leadership/Instructional Support, Classroom teaching, and other Educator and Support Roles
- Clear communication with individual staff members and FRCSTA leaders

Budget Process

Budgeting Principles

- Protect **student, educator, and family experience**
- Evaluate possible budget changes in relation to our **Strategic Plan** goals
- **Delay and phase-in** new initiatives/ improvements
- Ensure all **legal and contractual requirements** are met

Collaborative Planning with District and School Leaders

- Evaluating options based on principles
- Individual communication with individuals impacted
- Ongoing collaboration with FRCSTA leaders to ensure collective bargaining processes are met

Revenues

Key Areas

- **Tuition** total based on 1395 students and rate of \$20,788 per student
 - Includes increase of \$100 per student for state facilities funding
- **Federal Grants**
 - Level funded
 - Title I at 90% based on MA allocation
 - Projected reduction in annual savings
- **Other Revenue** includes \$150,000 in Barr Foundation funding

Personnel Costs

Key Areas

- **Salaries**
 - FRCSTA Contractual Increases
 - Non-Aligned 2% Salary Increase for other employees
 - Continue to offer robust benefits & employment terms
- **Reductions to Close Budget Gap**
 - 5 District and Administrative Positions
 - 4 School Leadership/Instructional Support Positions
 - 4 Classroom teaching positions
 - 3.5 Additional Educator and Support Roles
- **Minimizing Human Impact**
 - ~12 reductions to vacant positions or staff retained in other roles
 - Smaller number of individuals without a likely role at FRCS
- **Strategic Reorganizations Align Staffing with Goals**

Operating Costs

Key Areas

- **Savings and Reductions to Close Budget Gap**
 - Negotiating vendor contracts where possible
 - Health Care increase negotiated down from 23% to 15%, and further plan changes to reduce to 8.4% increase.
 - Staggering implementation of costly projects over multiple years
 - Possible reductions to Electrical Costs and Specialized Transportation Costs not yet included in budget.

Coversheet

Student and Family Handbook Updates

Section: III. Board Business
Item: B. Student and Family Handbook Updates
Purpose:
Submitted by:
Related Material: Uniform Update 5_13.pdf

Dress Code Survey Update

- Principals distributed the district dress code survey to families last month.
- A total of **49 families** responded across the district.

Responses by School Level:

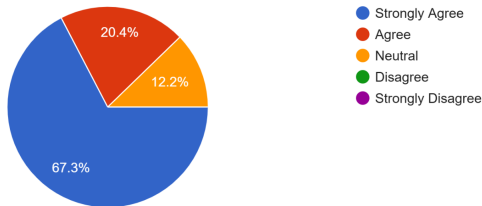
- Elementary School: **36 responses**
- Middle School: **12 responses**
- High School: **6 responses**

Family Dress Code Survey Feedback

Family responses indicate an overall positive perception of the current dress code policy.

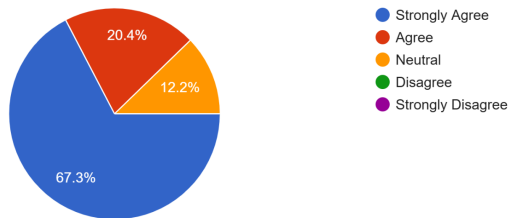
- Approximately **86% agreed or strongly agreed** that they feel positively about the **current dress code policy**.

To what extent do you feel the dress code policy supports a positive school culture?
49 responses



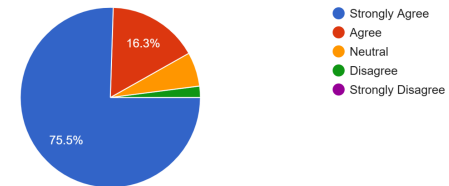
-
- Approximately **88% agreed or strongly agreed** that the dress code supports a **positive school culture**.

To what extent do you feel the dress code policy supports a positive school culture?
49 responses



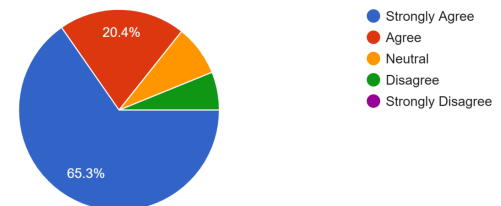
- Approximately **92% agreed or strongly agreed** that the policy **helps reduce distractions and peer pressure**.

Do you believe the dress code policy helps reduce distractions or peer pressure related to clothing?
49 responses



-
- Approximately **86% agreed or strongly agreed** that the dress code **positively impacts students' sense of belonging**.

In your opinion, does the dress code policy positively impact students' sense of belonging?
49 responses



Family Survey Feedback: Key Patterns and Considerations

Families consistently shared that the dress code:

- Promotes equity and reduces peer pressure
- Helps students feel included and part of the school community
- Reduces distractions and increases focus on learning
- Simplifies morning routines for families
- Reduces financial pressure related to fashion and trends

Families shared several recurring themes and suggestions related to the dress code policy:

Affordability and Accessibility

- Appreciation for flexibility in purchasing from multiple vendors
- Concerns regarding embroidery/logo requirements and associated costs
- Requests for additional embroidery/vendor access locations
- Desire for lower-cost options for growing students
- Concerns about the inconsistent application of expectations

Increased Flexibility and Student Expression

- More dress-down days or periodic non-uniform days
- Additional approved color options (light blue, gray, black)
- Greater flexibility in clothing choices while maintaining consistency

Consistency

- Requests for clearer guidance for non-adherence
- Concerns regarding Crocs, slippers, pajama pants, and bonnets
- Interest in reinforcing a more professional appearance

Final Thoughts:

- Very strong family support for maintaining the dress code policy
- Families agree that the dress code positively contributes to school culture, belonging, and student focus
- Families expressed needs for refinement versus overhaul

Next Steps: Each school leadership team will review the family survey feedback alongside their current dress code expectations and procedures. Leadership teams will determine whether refinements are needed to ensure the dress code continues to:

- Support a positive and inclusive school culture
- Maintain clear and consistent expectations
- Balance structure with appropriate flexibility
- Consider accessibility for families
- Promote a student-centered learning environment

Coversheet

Policy Review and Approval

Section: IV. Updates and Reports
Item: A. Policy Review and Approval
Purpose: Discuss
Submitted by:
Related Material: Student Withdrawal from School Policy Revised Spring 2026 (2).pdf



DRAFT FOR REVIEW SPRING 2026

Student Withdrawal from School Policy

Students may withdraw from FRCS at any time. A student is considered withdrawn from FRCS, and a vacancy may be declared for a position, if

1. a student transfers to another school;
2. FRCS receives written notification from a parent/guardian of intent to remove a student on a specific day of school; or
3. FRCS receives a written request for records from another school and verifies that request.

Withdrawal from FRCS does not require dual parent/guardian signatures, unless required by a custody or guardianship agreement.

If a student is absent from school for ten consecutive days without prior notification to the school or in the absence of a verbal or written response, FRCS will conduct an investigation to determine the cause of the absence. If it is determined that a student has enrolled in another Massachusetts school or moved out of the state, as described above, the student will be unenrolled.

The Board of Trustees of the Foxborough Regional Charter School strongly urges every educator exert influence to keep all students in school at least through high school graduation.

It is the responsibility of the school counseling staff to identify students at risk of dropping out of school and to provide the appropriate counsel and information necessary for the student to make an informed and educated decision. The staff should attempt to guide those students who opt to withdraw from school into an alternative plan of education.

A concerted effort should be made by the school to keep in contact with students who withdraw from school during the months immediately following their withdrawal and to encourage the students to reevaluate their decisions.

To regain entry into FRCS, a student who withdraws must reapply and participate in the enrollment lottery process and does not have a preference over other applicants.

Coversheet

Committee Reports (Finance/Facilities, Governance, DEI/Culture and Community, Academic Excellence)

Section: IV. Updates and Reports
Item: B. Committee Reports (Finance/Facilities, Governance, DEI/Culture and Community, Academic Excellence)
Purpose: FYI
Submitted by:
Related Material: solar_project_board_update.pptx



Photo reference: roof mounted panel arrays

Solar Project Update

Board Meeting Presentation

Foxborough Regional Charter School

Project Status

As of the May 7 Solect update, installation work was well underway.



Roof mounted solar panels and racking in place

Current progress

Racking, block, and panels had been installed on the roof.

DC wiring and wire management were underway.

Electrical equipment had been mounted and wired near the loading dock.

The project was moving quickly and remained in active coordination with Solect.

Roof Installation Progress

Panel installation and conduit work are visible in the site photos.



Conduit and wire routing on the roof



Installed panel arrays across the roof area

What this shows

The roof work had progressed beyond layout and staging. The system was visibly taking shape, with panels in place and wiring paths being completed.

Electrical Equipment and Building Connections

The project includes roof mounted equipment and building side electrical work.



Mounted and wired electrical equipment near the loading dock



Exterior conduit routes supporting system connection

This portion of the work supports the connection between the roof array and the building electrical system.

Recent and Current Coordination

Operations has been coordinating with Solect and internal staff based on the latest project update.

Items being managed

As of Solect's May 7 update, roofers were being lined up for Monday, May 11 to complete a small remaining portion of roof related work.

Solect indicated there were only 15 attachments and that interruption should be minimal.

Operations has been checking for conflicts with building activities and communicating as needed.

The interconnection related power shutdown was scheduled for Saturday, May 9, with National Grid scheduled to arrive at 8:00 AM and work expected to be completed by midday.



Photos show active equipment and wiring work underway

Board Summary

Summary

The solar project had advanced quickly as of the latest Solect update.

Panels and racking were installed on the roof.

Electrical equipment had been mounted and wired near the loading dock.

DC wiring and wire management were underway at the time of the update.

Operations is monitoring schedule, disruption, and building impact.



Visual reference photo for Board discussion

Coversheet

Field Trip Approval

Section: VI. Consent Agenda
Item: A. Field Trip Approval
Purpose:
Submitted by:
Related Material: International Field Trip Approval Memo - FY27 Panama.pdf



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Mia Ortiz
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To: FRCS Board of Trustees
From: Toby N. Romer, Executive Director
Re: International Field Trip Approval Recommendation
Date: May 11th, 2026

Consistent with the FRCS international field trip approval process, it is my pleasure to recommend the approval of an additional international trip during the 2026-27 school year. This trip has received preliminary approval from the relevant school leader, as well as from the Executive Director.

Preliminary approval is generally required for trip leaders to begin to advertise and recruit student participants. Final approval of this and all trips by the school leader and Executive Director is required one month prior to the trip, with finalized dates, itinerary, student lists, and travel documentation.

The recommended trip that has already been approved by the school leader and executive director is as follows:

- Panama educational trip, Grades 5-8, April vacation week (April 15-27) 2027, approximately 24 students.

Thank you for your consideration and support of our international travel program.

Leadership Team

Toby N. Romer
Executive Director

Heidi Berkowitz
Deputy Executive Director

Martine Albama
Director of Human Resources

Karen Calvert
Director of Finance

Kathleen Foley
Director of Teaching & Learning

Tanisha Kimber
Director of Student Studies

Lesly Michelot
Director of Operations