

**Rockford Charter School Organization Board Meeting Agenda  
October 19, 2023**

**11:30 a.m.**

**Jackson Charter School, 315 Summit Street, Rockford, IL 61107  
In-Person Meeting**

1. Call to Order – Board President
2. Approval of Agenda
3. Approval of Board Meeting Minutes of August 24, 2023.
4. Public Comment
5. New Business
  - a. Discuss/Approve performance-based bonus policy for administrators.
6. Executive Director's Report
7. Finance Committee Report
  - a. YTD Budget to Actuals
  - b. YTD Cashflow Update
8. Executive Session – (if needed)
  - a. Personnel - Go into Closed Session to Review Closed Session Minutes and to discuss the appointment, employment, compensation, discipline, performance, or dismissal of specific employees, specific individuals who serve as independent contractors in a park, recreational, or educational setting, or specific volunteers of the public body or legal counsel for the public body, including hearing testimony on a complaint lodged against an employee, a specific individual who serves as an independent contractor in a park, recreational, or educational setting, or a volunteer of the public body or against legal counsel for the public body to determine its validity.
9. Adjournment

**Next Board Meeting: December 21, 2023, at 11:30 a.m. (Meeting will be held in-person at Jackson Charter School, 315 Summit Street, Rockford, IL 61107)**

**Rockford Charter School Organization Board Meeting Minutes  
August 24, 2023  
11:30 a.m.  
Jackson Charter School, 315 Summit Street, Rockford, IL 61107  
In-Person Meeting**

1. Call to Order – at 11:35 a.m.
  - a. Present: William Cunningham, Carla Redd, Jacob Bradt, Tamir Bell, Ricardo Montoya Picazo, Antonio Turner (arrived at 11:48 a.m.), Executive Director Emily Wallen, Attorney Roxanne Sosnowski
  - b. Not Present: Anisha Grimmett
2. Approval of Agenda
  - a. A motion to approve the agenda was made by Carla Redd and seconded by Tamir Bell.
    - i. Voice Vote: All members voting aye.
    - ii. Motion passed.
3. Approval of Board Meeting Minutes of June 15, 2023.
  - a. A motion to approve the Board Meeting Minutes of June 15, 2023, was made by Carla Redd and seconded by Ricardo Montoya Picazo.
    - i. Voice Vote: All members voting aye.
    - ii. Motion passed.
4. Public Comment – No Public Comment.
5. New Business
  - a. Discuss/Approve performance related assessments for school management.
    - i. Discussion/Approval of performance related assessments for school management was laid over to the meeting on October 19, 2023, at 11:30 a.m.
      1. A motion to approve the layover of the Discussion/Approval of performance related assessments for school management was made by Jacob Bradt and seconded by Carla Redd.
        - a. Roll Call Vote:
          - i. Tamir Bell – Aye.
          - ii. Jacob Bradt – Aye.
          - iii. Carla Redd – Aye.
          - iv. Ricardo Montoya Picazo – Aye.
          - v. William Cunningham – Aye.
        - b. All ayes. Motion passed.
  - b. Discuss/Approve Resolution to Approve Election of Board Officers for the 2023-2024 Fiscal Year.
    - i. A motion was made by William Cunningham and seconded by Tamir Bell to

Approve the Resolution for the Election of Board Officers for the 2023-2024 Fiscal Year as follows: William Cunningham as the Board Chair, Tamir Bell as the Vice Chair, Carla Redd as the Secretary, and Ricardo Montoya Picazo as the Treasurer.

1. Voice Vote:

- a. Tamir Bell – Aye.
- b. Carla Redd – Aye.
- c. Ricardo Montoya Picazo – Aye.
- d. William Cunningham – Aye.
- e. Antonio Turner – Aye.
- f. Jacob Bradt – Abstain.

2. Motion passed.

c. Discuss/Approve Statement of Work/Engagement Agreements from Sikich for services related to Audit Services for the fiscal year ending on June 30, 2023.

- i. Attorney Roxanne Sosnowski informed the Board that the price for the Annual Financial audit is at \$17,200, the opinion related to the GATA reporting is at \$1,545, and the Uniform Guidance Compliance audit is at \$4,120. Finance Director Rick Aylward informed the Board that the tax return is at \$2,700 and stated that the numbers are all in line with the Sikich proposal.

1. A motion to Approve Statement of Work/Engagement Agreements from Sikich for services related to Audit Services for the fiscal year ending on June 30, 2023, was made by Ricardo Montoya Picazo, and seconded by Jacob Bradt.

a. Roll Call Vote:

- i. Tamir Bell – Aye.
- ii. Jacob Bradt – Aye.
- iii. Carla Redd – Aye.
- iv. Ricardo Montoya Picazo – Aye.
- v. William Cunningham – Aye.
- vi. Antonio Turner – Aye.

b. All ayes. Motion passed.

d. Discuss/Approve tentative Board Retreat dates.

- i. Attorney Sosnowski advised the Board that it would make sense to set the retreat out in the event that there are new board members. She advised that the Board should think about setting in November in order to give some allowance for new board members to attend. Attorney Sosnowski explained that November is a month without a meeting, so perhaps it may be a good time to have a retreat.
- ii. William Cunningham inquired about doing the Board Retreat in January if it was not held in November. He explained that scheduling in January would be after the holidays and allow the new members to become more familiar with the school. William Cunningham also expressed that processes and changes from the retreat can be implemented in the new school year with the retreat being held in January.
- iii. The Board agreed upon a tentative date of January 18, 2024, from 11:30 a.m. to 2:30 p.m. for the retreat.

6. Executive Director's Report

- a. Executive Director Emily Wallen informed the Board that as of closing time on Tuesday,

August 22, 2023, the school has met the enrollment goal for the year already. She explained that enrollment has already hit 220, with at least 10 more pending.

- b. Carla Redd inquired about the capacity for enrollment. Executive Director Wallen explained that classrooms are capped at 25. Antonio Turner asked if 300 students is the capacity given that there are two classes per grade. Executive Director Wallen confirmed that 300 students is the maximum number.
- c. Attorney Roxanne Sosnowski reminded the Board that in some grade levels the school is close to capacity. She explained that both 2<sup>nd</sup> and 5<sup>th</sup> grades are there. Kindergarten, however, there is some work to be done considering that Kindergarten feeds into the other grade levels and is currently at about 25 students.
- d. William Cunningham stressed that looking at 5<sup>th</sup> grade, he does not want the school to go beyond capacity for a classroom. Executive Director Wallen explained that in past years, that has been done, where students are pushed in over the 25-student capacity and a T.A. is added in to balance it out. Executive Director Wallen informed the Board that the capacity of 25 students should be where it is capped, with exceptions on a case-by-case basis, and then anything past the 25 is where the waiting list should be implemented.
- e. Executive Director Wallen informed the Board that the school is fully staffed. She explained that as it goes for curriculum and instruction, all of the curricular materials that needed to be purchased or updated have been taken care of.
- f. Executive Director Wallen informed the Board that she has completed the 5-hour training and paperwork that allows her to get the continuing education units to her teachers. She explained that it could even be opened up to the community to where the units could be provided to those in the community on behalf of Jackson Charter School.
- g. Executive Director Wallen informed the Board that the building opened up on July 31, 2023, and that it has gone through a lot of upkeep since opening. She explained to the Board that the school's sprinklers were tested, and the school passed the test with all but one sprinkler working.
- h. Executive Director Wallen informed the Board that there was an audit performed on the technology and the school did not need to order any student devices for the upcoming year. She informed the Board that there were six Jackson staff MacBooks that needed to be ordered. Executive Director Wallen stated that all classrooms and offices have been equipped with new phones.
- i. Executive Director Wallen informed the Board that the school's Open House is on August 28, 2023, with the first day of school being August 31, 2023. In addition to those events, there is a Parent/Guardian bootcamp on September 21, 2023, for the parents to come in and have questions answered on policies or procedures.
- j. Attorney Sosnowski inquired if a reminder for letters of interest to be submitted to join the Board could be posed at the Parent/Guardian bootcamp. Executive Director Wallen stated that it could be done.
- k. Executive Director Wallen informed the Board that Rockford Buzz is doing a great job in terms of marketing. She explained that social media presence has grown substantially and has garnered quite a bit of interest towards Jackson Charter. Tamir Bell added that the branding inside of the building has played a part as well as the social media marketing.
- l. Executive Director Wallen shared the school data and equity audit that she drafted. She stated that within the population of the school, the English Language Learner population is 5.1%, students with IEPs are approximately 19%, homeless students are 6.5%, white students are 9.8%, black students are 72.6%, Hispanic students are 7.0%, and students with two or more races are 10.2%. She explained that the purpose of finding this data was to

look at all of the areas of the student population and discuss with the audit team. Executive Director Wallen explained that participation in an audit team should represent a diverse cross-section of the school community. She explained that herself, the executive director should be involved, as well as teachers, school social workers, school psychologists, parents, guardians, students, the director of climate and culture, as well as a community representative. Executive Director Wallen stated that the purpose is to try to bring people to look at what Jackson Charter is doing, look at all the populations of the students that are involved, and to see what can be done to provide an equitable learning experience for all students attending Jackson Charter.

7. Ricardo Montoya Picazo left at 12:27 p.m.
8. Finance Committee Report
  - a. YTD Budget to Actuals
    - i. Finance Director Rick Aylward informed the Board that the bank account is at \$2.3 million as of the end of June. He stated that the final numbers for revenue are \$564,000 with expenditures being at \$294,000. He informed the Board that the bottom-line number that the school ended up with is \$304,000.
    - ii. Carla Redd inquired about the possibility of getting air conditioning within the school. Finance Director Rick Aylward explained that there are quotes being collected for air conditioning in the building.
  - b. YTD Cashflow Update
9. Executive Session – (if needed)
  - a. Personnel - Go into Closed Session to Review Closed Session Minutes and to discuss the appointment, employment, compensation, discipline, performance, or dismissal of specific employees, specific individuals who serve as independent contractors in a park, recreational, or educational setting, or specific volunteers of the public body or legal counsel for the public body, including hearing testimony on a complaint lodged against an employee, a specific individual who serves as an independent contractor in a park, recreational, or educational setting, or a volunteer of the public body or against legal counsel for the public body to determine its validity.
10. Adjournment
  - a. A motion was made to adjourn the meeting by Tamir Bell and seconded by William Cunningham.
    - i. Roll Call Vote:
      1. Tamir Bell – Aye.
      2. Jacob Bradt – Aye.
      3. Carla Redd – Aye.
      4. William Cunningham – Aye.
      5. Antonio Turner – Aye.
    - ii. All ayes. Meeting adjourned at 12:51 p.m.

**Next Board Meeting: October 19, 2023, at 11:30 a.m. (Meeting will be held in-person at Jackson Charter School, 315 Summit Street, Rockford, IL 61107)**

## **Jackson Charter School Policy**

### **Policy # \_\_\_\_ – PERFORMANCE-BASED BONUS FOR ADMINISTRATORS**

#### **OVERVIEW:**

Rockford Charter School Organization (hereinafter referred to as “RCSO”) has determined that it is in the best interest of all Jackson Charter School students for Jackson Charter School to provide for a performance-based bonus for the executive director, the director of climate and culture, and the director of data and instruction for the 2023-2024 School Year and the 2024-2025 School Year.

#### **PURPOSE:**

Jackson Charter School desires to improve student performance, achieve school improvement targets, and have a more effective administration. By establishing performance-based incentives, administrators can focus on methods that are proven to produce outcomes that will improve academic achievement at Jackson Charter School. The intent of this policy is to establish the goals and specific performance measures required. This policy will comply with all applicable laws, including reporting guidelines, to the extent it applies, set forth in 105 ILCS 5/10-20.47 and in accordance with 105 ILCS 5/27A-10. This policy will include the assessment and accountability requirements of 105 ILCS 5/2-3.64a-5.

#### **SCOPE:**

These performance-based bonuses are available only to the three (3) specified administrators listed above. Administrators must have worked in the school, as an administrator, for six months or more of the school year on which the bonus is based.

Such bonuses will be as follows:

With respect to the IAR administered in the 2023/2024 school year results of which will be published in October 2024, results must reflect at least a two-percentage point increase of the Charter School’s students being “Proficient” in English Learning Arts and at least a two-percentage point increase in the Charter School’s students being “Proficient” in Mathematics.

With respect to the IAR administered in the 2024/2025 school year, results of which will be published in October 2025, results must reflect at least a five-percentage point increase of the Charter School’s students being “Proficient” in English Language Arts, and at least a five-percentage point increase of the Charter School’s students being “Proficient” in Mathematics.

The most recent end-of-year test scores will also be used to determine if a performance-based bonus will be awarded to the administrators named in this policy. The most recent end-of-year test scores will be compared with the previous two (2) years’ test scores to determine if scores are improving.

Performance Incentives for School Administrators include recruitment and retention, leadership skills, and professional growth. Each of these three (3) dimensions evaluated will have a maximum of five (5) points available, and the administrator will be awarded points accordingly.

The points will be five (5) for exemplary performance, four (4) for exceeding standards, three (3) for meeting the standards, two (2) for standards which need improvement, and one (1) when the performance is unsatisfactory. An administrator will show leadership within the school and among peers when they mentor aspiring administrators, coach current administrators, and provide direct supervision to school staff. For professional growth, an administrator should complete professional learning activities and acquire advanced endorsements and certificates.

Administrators that receive a five (5) for exemplary performance will receive a \$\_\_\_\_\_ bonus, administrators that receive an average of four (4) for exceeding standards will receive a \$\_\_\_\_\_ bonus. Administrators that receive an average of three (3), two (2) or one (1) will not receive a bonus.

#### **TIMELINE AND PROCEDURES:**

Jackson Charter School's intent is to develop and implement these performance-based bonuses to be awarded each school year.

#### **TRANSPARECY AND PROGRAM EXEPCATIONS:**

Any Administrative regulations enacting this policy shall be posted on RCSO's public website and made available on request.

## Executive Director's Report October 19, 2023

### Current Enrollment

As of Thursday, October 13, 2023, we have a total of 246 students enrolled. Additionally, we have now established a waiting list for kindergarten. The highest number of students by grade level are our 5th graders; there are approximately 50 students in 5th grade alone this school year.

Total number of students by grade level:

Grade Level	# of Students
Kindergarten	40
1st Grade	41
2nd Grade	43
3rd Grade	39
4th Grade	35
5th Grade	48
<b>TOTAL</b>	<b>246</b>

This running total does not include pending applicants or students who are in the registration process.

### Charter Renewal

On September 13, 2023, the Illinois State Board of Education finalized all of our charter paperwork and sent documentation to myself and Roxanne regarding this matter. On this date, we received the Jackson Charter School "Charter School Certificate" and accompanying certification letter, as authorized by the Board of Education of Rockford Public Schools #205. Upon initial submission of this paperwork,



there were several areas that did not require revision, and any revision that was required was on behalf of the school district and not Jackson specifically. This time around, Jackson was not required to make any narrative revisions, and all of the portions of the documents that I wrote on behalf of our school were accepted upon initial submission. Due to the excellent work that Jackson put into the charter renewal paperwork, the Illinois State Board of Education reached out to me personally, requesting the use of the narratives that I wrote for the charter renewal as an example for other charter schools statewide.

## Personnel/Staffing

All of our classrooms are staffed at this time. Additionally, at this time, we do have a waiting list for kindergarten; however, the number of students on the waiting list does not yet necessitate the hire of an additional kindergarten teacher. Should this number increase, we may want to consider hiring additional personnel.

As you will recall, I sent an email not long ago regarding the hiring of a school social worker through a staffing agency. We did not proceed with this due to the fact that the staffing agency was trying to make us pay a substantial deposit for services which would create additional costs for the school. The position of school social worker has been posted and advertised since the 2021-2022 school year.

Classroom walkthroughs and informal observations have begun. This school year, we have fully instituted an open-door policy in all of our classrooms so that administrator presence in classrooms is not a shock for staff or students. As research indicates, this will benefit both teachers and administrators by creating more open and genuine dialogue and will result in staff becoming more accepting of feedback, which in turn, positively impacts student academic performance and behavioral functioning.

## Data & Assessment Updates

### ***Northwest Evaluation Association (NWEA) Measures of Academic Progress (MAP)***

We have finished our Fall NWEA testing session for the areas of reading/ELA, mathematics, and science (grades 3-5 only). Some highlights from the testing include:

- Kindergarten: a total of 21 students met the norm (or higher) on the ELA assessment; 18 met the norm (or higher) on the math assessment

- 1st Grade: a total of 14 students met the norm (or higher) on the ELA assessment; 13 students met the norm (or higher) on the math assessment
- 5th Grade: 11 students met the norm (or higher) on the ELA assessment; 8 students met the norm (or higher) on the math assessment

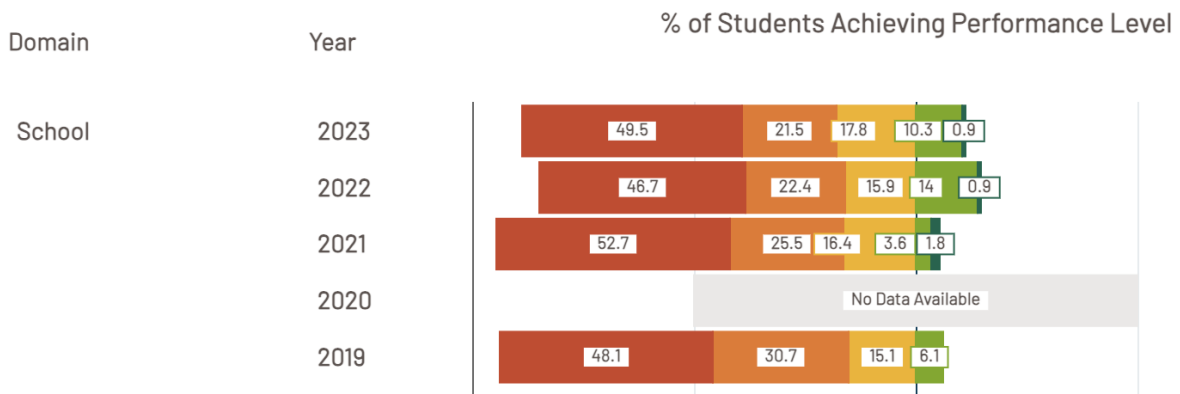
Some trends from the data include the following:

1. Mathematics continues to be an area of growth for the school. The grade levels with the highest levels of achievement in math include kindergarten, 1st grade, and 5th grade. While there are students in other grade levels who did meet the norm or achieve scores above the norm during this testing session, these grade levels had the highest number of students scoring in the “green.”
2. ELA has not been as big of an area of concern for this school year; however, there is always room for improvement in this area, of course.

### ***Illinois Assessment of Readiness (IAR)***

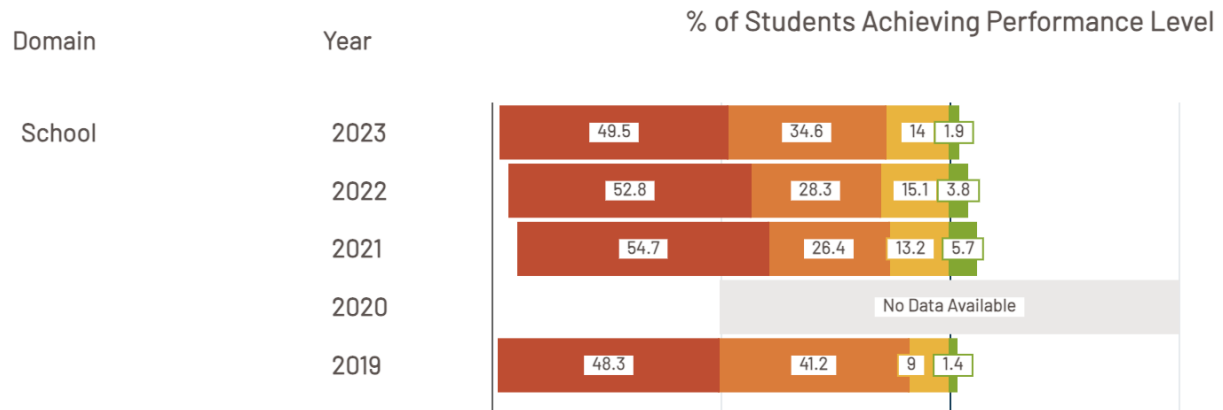
Preliminary IAR data has been released for educator preview. Below is a graph depicting the percentage of students who did not meet, partially met, approached, met, or exceeded the performance level on the English Language Arts (ELA) assessment.

■ Did Not Meet   
 ■ Partially Met   
 ■ Approached   
 ■ Met   
 ■ Exceeded



The following depicts the percentage of students who did not meet, partially met, approached, met, or exceeded the performance level on the IAR mathematics assessment.

■ Did Not Meet 
 ■ Partially Met 
 ■ Approached 
 ■ Met 
 ■ Exceeded



Our new Illinois Report Card will be released October 31, 2023.

## Facility, Safety, and Security

Over the summer, we have made various improvements to the building. Our maintenance manager, Mr. Tatum, has freshened up walls in various locations of the building by applying a new coat of paint as needed.

We recently had our facilities walkthrough conducted by the Regional Office of Education and the Rockford Fire Department during the month of September 2023, and only discovered minor issues in the building. We were complimented on how well the building is put together considering the age.

## Marketing and Events

Rockford Buzz continues to do a great job with marketing for Jackson! Our social media presence has grown substantially, and we have had many new interested families come and visit the building. Enrollment is currently around 250 at this time due to marketing efforts and community engagement.

### Upcoming Events:

- Harvest Fest: October 19, 2023, 5:00-7:00 PM
- Turkey Bingo: November 16, 2023, 5:00-7:00 PM

# Rockford Charter School Organization

## Budget vs. Actuals: Budget\_FY24\_P&L - FY24 P&L

July - September, 2023

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
<b>Revenue</b>				
Revenue				
1000 Grants and Other Contributions		0.00	0.00	
1100 IDEA Federal	11,500.04	0.00	11,500.04	
1200 IDEA State	16,981.25	0.00	16,981.25	
1300 Per Capita Tuition	796,686.18	718,324.00	78,362.18	110.91 %
1400 Special Activities		450.00	-450.00	
1500 Title I	113,678.69	185,000.00	-71,321.31	61.45 %
1580 ESSER-Cares Act	234,676.92	75,000.00	159,676.92	312.90 %
1600 USDA School Breakfast & Lunch Program	54,279.34	0.00	54,279.34	
1700 Interest Income	9,783.11	9,750.00	33.11	100.34 %
<b>Total Revenue</b>	<b>1,237,585.53</b>	<b>988,524.00</b>	<b>249,061.53</b>	<b>125.20 %</b>
<b>Total Revenue</b>	<b>\$1,237,585.53</b>	<b>\$988,524.00</b>	<b>\$249,061.53</b>	<b>125.20 %</b>
<b>GROSS PROFIT</b>	<b>\$1,237,585.53</b>	<b>\$988,524.00</b>	<b>\$249,061.53</b>	<b>125.20 %</b>
<b>Expenditures</b>				
2000 Bank Charges	618.95	600.00	18.95	103.16 %
2100 Board of Directors	285.34	200.00	85.34	142.67 %
2200 Communication	6,028.91	4,950.00	1,078.91	121.80 %
2300 Contracted Services	37,465.40	36,950.00	515.40	101.39 %
2400 Curriculum and Classroom	52,905.98	52,500.00	405.98	100.77 %
2500 Depreciation Expense	51,000.00	51,300.00	-300.00	99.42 %
2600 Employee Expense	59,858.51	67,400.00	-7,541.49	88.81 %
2700 Facility & Maintenance	41,426.68	45,600.00	-4,173.32	90.85 %
2800 Food Service	50.34	17,500.00	-17,449.66	0.29 %
3000 Loan Interest Expense	14,823.08	16,500.00	-1,676.92	89.84 %
3100 Insurance	21,756.14	20,250.00	1,506.14	107.44 %
3200 Marketing	9,617.67	12,002.00	-2,384.33	80.13 %
3300 Memberships	44.97	75.00	-30.03	59.96 %
3400 Payroll Expenses	608,519.48	617,250.00	-8,730.52	98.59 %
3500 Professional Development	11,448.06	3,501.00	7,947.06	326.99 %
3600 Special Activities	5,764.49	4,850.00	914.49	118.86 %
3700 Supplies	6,366.41	10,950.00	-4,583.59	58.14 %
3800 Technology/Information Systems	44,886.06	42,599.00	2,287.06	105.37 %
3900 Transportation	19,350.29	0.00	19,350.29	
<b>Total Expenditures</b>	<b>\$992,216.76</b>	<b>\$1,004,977.00</b>	<b>\$ -12,760.24</b>	<b>98.73 %</b>
<b>NET OPERATING REVENUE</b>	<b>\$245,368.77</b>	<b>\$ -16,453.00</b>	<b>\$261,821.77</b>	<b>-1,491.33 %</b>
<b>NET REVENUE</b>	<b>\$245,368.77</b>	<b>\$ -16,453.00</b>	<b>\$261,821.77</b>	<b>-1,491.33 %</b>

# Rockford Charter School Organization

## Statement of Financial Position

As of September 30, 2023

	TOTAL
<b>ASSETS</b>	
Current Assets	
Bank Accounts	\$2,543,566.20
Accounts Receivable	\$649,248.59
Other Current Assets	\$0.00
<b>Total Current Assets</b>	<b>\$3,192,814.79</b>
Fixed Assets	\$1,840,355.75
<b>TOTAL ASSETS</b>	<b>\$5,033,170.54</b>
<b>LIABILITIES AND EQUITY</b>	
Liabilities	
Current Liabilities	
Accounts Payable	\$28,163.45
Other Current Liabilities	\$45,864.55
<b>Total Current Liabilities</b>	<b>\$74,028.00</b>
Long-Term Liabilities	\$1,157,941.81
<b>Total Liabilities</b>	<b>\$1,231,969.81</b>
Equity	\$3,801,200.73
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$5,033,170.54</b>