



**A School Where You Are ALLOWED to, INSPIRED to, and EXPECTED to BE AMAZING!!**

October 10, 2024

Mr. Adam Clark, Executive Director  
TRECA Digital Academy  
107 N. Main Street, Ste. 100  
Marion, OH 43302

Governing Authority  
TRECA Digital Academy  
107 N. Main Street, Ste. 100  
Marion, OH 43302

Re: Annual Report and Performance Analysis

Dear Mr. Clark and Governing Authority of TDA:

This letter is in regard to the Tri-Rivers Career Center's (the "Sponsor's") Annual Report of TRECA Digital Academy (the "School").

Consistent with the Sponsor's Sponsorship Policies, the Sponsorship Contract, and best practices, the Sponsor is providing you this Annual Report and Performance Analysis, in addition to the Annual Report that is required by the Ohio Department of Education. Unlike the Department's annual report, this Annual Report analyzes performance against the Sponsor Contract's Performance Framework. Furthermore, this Annual Report includes multiple years of performance data to provide the School with a clearer understanding of performance over time.

### Summary of Report

The School's performance may be summarized as follows:

#### **1. Academic Performance**

*ODE's guidance indicates that Academic Performance is to be based on the Ohio School Report Card Measures and the Academic performance goals included in the TDA Contract. Consistent with this, TRCC's Sponsor Contract includes all Ohio School Report Card Measures and includes additional performance goals. These are discussed below.*

#### **A. Academic Performance Rating**

Meets Performance Standards

## B. Performance Justification

The 2023-2024 school year was the 23<sup>rd</sup> year of TRECA Digital Academy's existence. Each year more is learned about our practice as online educators and the School's student population. Results from previous years of achievement testing have consistently indicated some successes and some areas for continued improvement.

TRCC's Sponsor Contract contains two levels of academic indicators: primary indicators and secondary indicators. TDA "exceeds standards" on the Graduation rate and Progress. TDA "meets standards" on the other three primary indicators listed on the 2023-2024 district report card, which included Achievement, Gap Closing and Overall School Performance. TDA "meets or exceeds standards" on all secondary indicators. Based on the above and the items required for review by ODE, TRCC has determined that for this Report TDA "Meet Standards" for academic performance, as sponsor we see that progress is being made but we still want to continue striving to make gains with all students.

While TDA had met or exceeded standards for several years, continuous improvement on all performance measures is desired, with particular attention given to continued progress on increasing the school's graduation rate. This is a key component to TRECA's One Plan and three-year goal for improving student graduation rates.

## 2. **Fiscal Performance**

*ODE's Guidance indicates that fiscal performance includes information in governing authority approved financial reports, Auditor of State annual fiscal audits, monthly financial reviews, and compliance with internal controls. Consistent with this, TRCC's TDA Sponsorship Contract contains five measures of fiscal performance that evaluated ODE's identified areas.*

### A. Fiscal Performance Rating

Exceeds Performance Level.

### B. Performance Justification

TRCC's Sponsorship Contract with TDA contains five (5) indicators of Fiscal Performance. Of those measures, TDA "exceeded standards" on three (3) indicator and "met standards" on two (2) indicators. Based on the above and the items required for review by ODE, TRCC has determined that for this Report TDA "exceeds standards" for financial performance. All indicators are more fully described in TRCC's performance spreadsheet and are summarized below.

The financial reports, such as the five-year forecast, were compliant and met contractual requirements. Ongoing financial reviews took place at monthly Board meetings to ensure sustainability of the School. These reviews were complete and on time. This met the Sponsor Contract's performance requirements. This met all the Sponsor Contract's performance requirements. Finally, internal financial controls met contractual performance requirements with regard to cash flow and the ratio of assets to liabilities. All items are more fully described in the attached spreadsheet.

### **3. Organizational Compliance**

*ODE's Guidance indicates that organizational and operational compliance should address governing authority compliance with the community school contract, including the Code of Regulations and other requirements such as meeting and training requirements, monthly financial reviews, maintaining sufficient board minutes and open meeting requirements. Consistent with this, TRCC's Sponsorship Contract contains eight measures of Organizational and Governance.*

#### **A. Organizational Performance Rating**

Exceeds performance level

#### **B. Organizational Performance Justification**

TRCC's Sponsorship Contract with TDA contains relevant measures in these areas. TDA "exceeded standards" in the measures. There were no measures that "did not meet" standards. Based on the above and the items requested by ODE for review, TRCC has determined that for this Report TDA "exceeds standards" for organizational compliance. All indicators are more fully described in TRCC's performance spreadsheet and are summarized below.

The TRECA Digital Academy Board of Directors meets on a monthly basis at the main office in Marion, Ohio. This exceeded the Sponsor Contract's performance requirements. Meetings follow all public meeting laws. Minutes are posted regularly to the school website. This met the Sponsor Contract's performance requirements. Additionally, TDA met the Sponsor Contract's performance requirements in regards to policies & procedures related to enrollment practices, service of students with disabilities, alignment to academic content standards, EMIS reporting, graduation requirements, staff background checks & credentialing, and other components outlined within the School contract. TRCC also notes that TDA and TRCC amended the sponsor agreement during the 2018-2019 school year to ensure compliance with new regulations promulgated by the Ohio Department of Education.

The TDA Leadership Team consists of staff who have a number years of experience in education with experience in traditional public schools (urban, suburban, and rural), community schools, eSchools, and juvenile detention centers. The majority of the leadership team hold advanced degrees.

### **4. Governance Compliance**

*ODE's Guidance indicates that this includes legal requirements identified in statute and the community school contract. ODE's guidance also indicates that this should include compliance items from the sponsor evaluation and that the report should rate TDA's compliance as "meets" or "did not meet" expected performance levels.*

#### **A. Legal Performance Rating.**

Exceeds Performance Level

B. Legal Compliance Justification.

TRCC's Sponsorship Contract with TDA contains relevant indicators in these area. TDA "exceeded standards" in legal compliance. Furthermore, pursuant to TRCC's site visits during the School year, it determined that the School was in compliance with items reviewed. As a result, TRCC's evaluation indicates that TDA's compliance "exceeds standards."

Based on the above, TRCC has determined that for this Report TDA has "exceeds standards" for legal compliance. All indicators are more fully described in TRCC's performance spreadsheet.

Based on the attached report, I have identified the following as the School's strengths:

- Governance / Leadership Structure
- Fiscal Compliance

Based on the attached report, I have identified the following as the School's areas for improvement:

- High School Test Passage Rate – Transition to End of Course Exams
- High School Test Passage -Focus on overall test passage

Performance over the Contract Term

We are currently operating under a seven-year sponsorship contract extension. We are continuing to work closely with TDA in our role as sponsor. I would summarize the school's performance as follows: Improving, much time and energy is being spent on the development of a strong and effective improvement plan that focuses on student improvement. While TDA has met or exceeded standards in these key measures for several years, continuous improvement on all performance measures is desired, with particular attention given to continued progress on increasing the school's graduation rate. This is a key component to TRECA's One Plan and three-year goal for improving student graduation rates.

## Part I: Primary Student Performance

### 1. Annual Graduation Rate

	4 Year		5 Year		6 Year		7 Year		8 year	
	Rate	Standard	Rate	Standard	Rate	Standard	Rate	Standard	Rate	Standard
21-22	35.4%	Meets Standards	40.6%	Exceeds Standards	N/A	Not Rated	N/A	Not Rated	N/A	Not Rated
22-23	38.4%	Exceeds Standards	39.3%	Meets Standards	42.0%	Exceeds Standards	38.1%	Meets Standards	33.3%	Meets Standards
23-24	43.9%	Exceeds Standards	44.9%	Exceeds Standards	42.8%	Exceeds Standards	42.9%	Exceeds Standards	38.6%	Meets Standards

### 2. Graduation Rate - Comparison

Combined Graduation Rate					
	TRECA Digital Academy			All Drop Out Recovery Schools	
	Rate	Performance Standard		Rate	Performance Standard
2021-2022	38.3%	Exceeds Standards	2021-2022	42.0%	Exceeds Standards
2022-2023	38.2%	Meets Standards	2022-2023	43.7%	Exceeds Standards
2023-2024	42.4%	Exceeds Standards	2023-2024	45.8%	Exceeds Standards

As indicated above, the School “achieved standards” on all primary student performance measures. The Sponsor applauds the School for its success in meeting these measures.

## Part II: Secondary Student Performance Measures

### 1. Achievement (High School Test Passage Rate)

	Rate	Performance Standard
2021-2022	61.0%	Meets Standards
2022-2023	68.3%	Exceeds Standards
2023-2024	41.9%	Meets Standards

### 2. Gap Closing (Annual Measurable Objectives)

	Rate	Performance Standard
2021-2022	44.2%	Exceeds Standards
2022-2023	44.1%	Exceeds Standards
2023-2024	18.3%	Meets Standards

### 3. Progress

	Rate	Performance Standard
2021-2022	Math & Reading	Exceeds Standards
2022-2023	Math & Reading	Exceeds Standards
2023-2024	Math & Reading	Exceeds Standards

### 4. Overall School Performance

	Rating	Performance Standard
2021-2022	Meets Standards	Meets Standards
2022-2023	Meets Standards	Meets Standards
2023-2024	Exceeds Standards	Meets Standards

### 5. Attendance Rate

	Overall		Economically Disadvantaged		Male		Female	
	Rate	Performance Standard	Rate	Performance Standard	Rate	Performance Standard	Rate	Performance Standard
2021-2022	91.4%	Exceeds Standards	91.5%	Exceeds Standards	91.9%	Exceeds Standards	91.1%	Exceeds Standards
2022-2023	91.2%	Exceeds Standards	91.2%	Exceeds Standards	91.5%	Exceeds Standards	90.9%	Exceeds Standards
2023-2024	90.9%	Exceeds Standards	90.6%	Exceeds Standards	91.0%	Exceeds Standards	90.8%	Exceeds Standards

### 6. Satisfaction: Student Survey Feedback - "Would you recommend TRECA Digital Academy"

Year	Percentage	Performance Standard
2021-2022	97%	Exceeds Standards
2022-2023	97%	Exceeds Standards
2023-2024	97%	Exceeds Standards

## Part III: Fiscal Performance / Financial Viability

### 1. Cash Flow

Year	Perf. Standard	Description / Notes
2021-2022	Exceeds Standards	4.2 million in carry over
2022-2023	Exceeds Standards	6.6 million in carryover
2023-2024	Exceeds Standards	14.0 million in carryover

2. Ratio of Assets to Liabilities

Year	Perf. Standard	Description / Notes
2021-2022	Exceeds Standards	Ratio exceeds expectations
2022-2023	Exceeds Standards	Ratio exceeds expectations
2023-2024	Exceeds Standards	Ratio exceeds expectations

3. Enrollment Predicted vs. Actual Enrollment

Year	Perf. Standard	Description / Notes
2021-2022	Exceeds Standards	Enrollment exceeded
2022-2023	Exceeds Standards	Enrollment exceeded
2023-2024	Exceeds Standards	Enrollment exceeded

4. Result of Audits by Auditor of State

Year	Perf. Standard	Description / Notes
2021-2022	Meets Standards	Clean audit with no recommendations
2022-2023	Meets Standards	Clean audit with no recommendations
2023-2024	Meets Standards	Clean audit with no recommendations

5. Is the School meeting financial reporting and compliance requirements?

Year	Perf. Standard	Description / Notes
2021-2022	Meets Standards	Complete and on time
2022-2023	Meet Standards	Complete and on time
2023-2024	Meets Standards	Complete and on time

Since the employment of the full-time Treasurer has generated fiscal reporting with much more detail thereby offering the Board of Directors and Sponsor much more confidence in the future fiscal projections. TDA has received the auditor of state award for the past four years FY20, FY21, FY22, FY23.

**Part IV: Operational Performance**

1. Material Compliance

Year	Perf. Standard	Description / Notes
2021-2022	Exceeds Standards	Fully Compliant
2022-2023	Exceeds Standards	Fully Compliant
2023-2024	Exceeds Standards	Fully Compliant

2. Did the School Protect Student Pursuant to Ohio Law?

Year	Perf. Standard	Description / Notes
2021-2022	Meets Standards	Compliant
2022-2023	Meets Standards	Compliant
2023-2024	Meets Standards	Compliant

## Part V: Governance

### 1. Governing Authority Trainings.

Year	Perf. Standard	Description / Notes
2021-2022	Exceeds Standards	All trainings and PD were provided to bring all new Board members up to speed on their roles and responsibilities.
2022-2023	Exceeds Standards	All trainings and PD were provided to bring all new Board members up to speed on their roles and responsibilities.
2023-2024	Exceeds Standards	All trainings and PD were provided to bring all new Board members up to speed on their roles and responsibilities.

### 2. Governing Authority Duties and Reporting

Year	Perf. Standard	Description / Notes
2021-2022	Meets Standards	Compliant
2022-2023	Meets Standards	Compliant
2023-2024	Meets Standards	Compliant

### 3. Is the School holding management accountable?

Year	Perf. Standard	Description / Notes
2021-2022	Meets Expectations	Compliant
2022-2023	Meets Expectations	Compliant
2023-2024	Meets Expectations	Compliant

### 4. Is the school complying with reporting requirements?

Year	Perf. Standard	Description / Notes
2021-2022	Meets Expectations	Compliant
2022-2023	Meets Expectations	Compliant
2023-2024	Meets Expectations	Compliant

### 5. Is the school handling information appropriately?

Year	Perf. Standard	Description / Notes
2021-2022	Meets Expectations	Compliant
2022-2023	Meets Expectations	Compliant
2023-2024	Meets Expectations	Compliant

### 6. Is the School complying with governance requirements?

Year	Perf. Standard	Description / Notes
2021-2022	Meets Expectations	All policies are updated and compliant
2022-2023	Meets Expectations	All policies are updated and compliant
2023-2024	Meets Expectations	All policies are updated and compliant

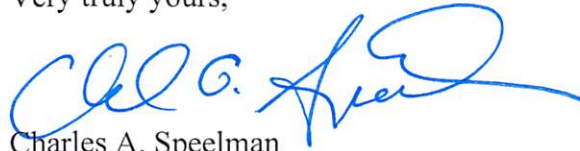


7. Meetings Held / Quorum

Year	Perf. Standard	Description / Notes
2021-2022	Meets Expectations	Monthly meetings held
2022-2023	Meets Expectations	Monthly meetings held
2023-2024	Meets Expectations	Monthly meetings held

Please take time to review the findings in our Annual Report and Performance Analysis. Please contact me with any questions.

Very truly yours,



Charles A. Speelman  
Superintendent