



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

May 15, 2026

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 serves as 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 this Annual Report and Performance Analysis. 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

A. Performance Rating

Meets performance standards.

B. Performance Justification

The 2024-2025 school year was the 24th 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.

The Sponsor Contract contains two levels of academic indicators: primary indicators and secondary indicators. As it relates to primary indicators, TDA "exceeded" or "met" standards on all Primary indicators during the 2024-2025 school year except for the indicator that compares

TDA's 7 and 8 year graduation rate to all other DOPR schools. As noted on TDA's performance framework, TDA must meet or exceed standards on each of the primary indicators for half of the academic years in the term to "achieve standards". Therefore, TDA will need to continue to focus on its 7 and 8 year graduation rates. It is also important to note, however, that TDA's overall graduation rate has increased each year over the past four years. This continued improvement is to be commended. As it relates to secondary indicators, TDA exceeded or met standards on all secondary indicators. This reflects continued strong performance on these metrics.

TDA has "Met Standards" for academic performance, as progress is being made but gains can be made with its graduation rate.

2. Fiscal Performance

A. Fiscal Performance Rating

Exceeds performance standards.

B. Summary

The Sponsorship Contract contains five (5) indicators of Fiscal Performance. In these measures, TDA received the highest scores it could achieve under the rubric as it "exceeded standards" on four (4) indicators and "met standards" on one (1) indicator. Accordingly, 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 were complete and on time. This met the Sponsor Contract's performance requirements. Internally, 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

A. Organizational Performance Rating

Exceeds performance standards.

B. Organizational Performance Justification

TRCC's Sponsorship Contract with TDA contains two measures in this area. In these measures, TDA received the highest scores it could achieve under the rubric as it "exceeded standards" on one (1) indicator and "met standards" on one (1) indicator. 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.

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.

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

A. Governance Performance Rating.

Exceeds performance standards.

B. Governance Compliance Justification.

TRCC’s Sponsorship Contract with TDA contains seven (7) indicators in this area. In these measures, TDA received the highest scores it could achieve under the rubric as it “exceeded standards” on one (1) indicator and “met standards” on seven (7) indicators. 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.”

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. Based on the above, TRCC has determined that for this Report TDA has “exceeds standards” for governance. All indicators are more fully described in TRCC’s performance spreadsheet.

Strengths

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

- Governance / Leadership Structure
- Fiscal Compliance

Areas for Improvement

While TDA met academic performance standards, its 7 Year Graduation Rate and 8 Year Graduation Rate were not high enough for it to Meet Standards when compared to other schools

in the state. While TDA's performance in other area allowed it to meet standards on academic performance, this should be an area of continued focus.

Performance over the Contract Term

We are currently operating under a contract that expires in 2030. 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 over the term of the contract.

Based on an analysis of TDA's performance against the agreed-upon performance framework, TDA's prospects for renewal are strong at this time.

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
24-25	42.8	Exceeds Standards	51	Exceeds Standards	46.9	Exceeds Standards	43.9	Exceeds Standards	43.8	Exceeds 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
2024-2025	45.6	Exceeds Standards	2024-2025	48%	Meets 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
2024-2025	61.9	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
2024-2025	44	Exceeds Standards

3. Progress

	Rate	Performance Standard
2021-2022	Math & Reading	Exceeds Standards
2022-2023	Math & Reading	Exceeds Standards
2023-2024	Math & Reading	Exceeds Standards
2024-2025	Exceeds Standards	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
2024-2025	Exceeds Standards	Exceeds 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
2024-2025	91.0	Exceeds Standards	91.0	Exceeds Standards	90.8	Exceeds Standards	91.1	Exceeds Standards

6. Graduation Rate vs. Similar Schools

	4 Year		5 Year		6 Year		7 Year		8 year	
	Per-centile	Perf. Standard	Per-centile	Perf. Standard	Per-centile	Perf. Standard	Per-centile	Perf. Standard	Per-centile	Perf. Standard
23-24	55%	Meets Standards	53%	Meets Standard	38%	Does Not Meet Standards	35%	Does Not Meet Standards	27%	Does Not Meet Standards
24-25	51%	Meets Standards	54%	Meets Standards	48%	Meets Standard	33%	Does Not Meet Standards	37%	Does Not Meet Standards

7. Mission Specific – Student Survey Feedback

	Students develop good work habits such as being responsible, on time, & disciplined		Students develop values of hard work, honesty, and tolerance of others		Students use technology to find, organize, and present information		Students establish both personal and career goals	
	Percent	Performance Standard	Percent	Performance Standard	Percent	Performance Standard	Percent	Performance Standard
2023-2024	91%	Exceeds	90%	Exceeds	97%	Exceeds	93%	Exceeds
2024-2025	92%	Exceeds	91%	Exceeds	98%	Exceeds	94%	Exceeds

8. 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
2024-2025	94%	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
2024-2025	Exceeds Standards	18.0 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
2024-2025	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
2024-2025	Exceeds Standards	Enrollment exceeded budgeted enrollment

4. Result of Audits by Auditor of State

Year	Perf. Standard	Description / Notes
2021-2022	Exceeds Standards	Clean audit with no recommendations
2022-2023	Exceeds Standards	Clean audit with no recommendations
2023-2024	Exceeds Standards	Clean audit with no recommendations
2024-2025	Exceeds Standards	Clean audit with no recommendations No findings for recovery, noncompliance citations, questioned costs, or material weaknesses.

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	Meets Standards	Complete and on time
2023-2024	Meets Standards	Complete and on time
2024-2025	Meets Standards	- Complete and on-time submission of financial reports, including annual budget, revised budgets (if applicable), periodic financial reports as required by the sponsor, and any reporting requirements if the board contracts with an Education Service provider (ESP) - On-time submission and completion of the annual independent audit and corrective action plans, if applicable - All reporting requirements related to the use of public funds

*the maximum score for this standard is "meets standards." Therefore, TDA achieved the highest score for this standard.

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.

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
2024-2025	Exceeds Standards	The School has complied with the material terms in the educational program.

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
2024-2025	Meets Standards	The School materially complies with all applicable laws and the Sponsor Contract regarding: - Policies and practices related to admissions, lottery, and orientation - Policies and practices related to discipline of students -Accommodations for students requiring special education - Conferences with parents / students.

*the maximum score for this standard is “meets standards.” Therefore, TDA achieved the highest score for this standard.

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.
2024-2025	Exceeds Standards	The School's Governing Authority participated in training required by law and in additional professional development and/or other training sessions.

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
2024-2025	Meets Standards	Governing Authority meetings complied with Open Meeting requirements, observed rules of order, and demonstrated appropriate levels of oversight.

*the maximum score for this standard is “meets standards.” Therefore, TDA achieved the highest score for this standard.

3. Is the School holding management accountable?

Year	Perf. Standard	Description / Notes
2021-2022	Meets Standards	Compliant
2022-2023	Meets Standards	Compliant
2023-2024	Meets Standards	Compliant
2024-2025	Meets Standards	The school materially complies with applicable laws, rules, regulations, and provisions of the contract relating to oversight of school management, including but not limited to: oversight of management that includes holding it accountable for performance expectations that may or may not be agreed to under a written performance agreement

*the maximum score for this standard is “meets standards.” Therefore, TDA achieved the highest score for this standard.

4. Is the school complying with reporting requirements?

Year	Perf. Standard	Description / Notes
2021-2022	Meets Standards	Compliant
2022-2023	Meets Standards	Compliant
2023-2024	Meets Standards	Compliant
2024-2025	Meets Standards	The school materially complies with applicable laws, rules, regulations, and provisions of the contract relating to relevant reporting requirements to the school’s sponsor authorizer , State Education Agency (SEA), district education department, and/or federal authorities, including but not limited to: - Accountability tracking - Attendance and enrollment reporting - Compliance and oversight - Additional information requested by the Sponsor

*the maximum score for this standard is “meets standards.” Therefore, TDA achieved the highest score for this standard.

5. Is the school handling information appropriately?

Year	Perf. Standard	Description / Notes
2021-2022	Meets Standards	Compliant
2022-2023	Meets Standards	Compliant
2023-2024	Meets Standards	Compliant
2024-2025	Meets Standards	The school materially complies with applicable laws, rules, regulations, and provisions of the contract relating to the handling of information, including but not limited to: - Maintaining the security of and providing access to student records under the Family Educational Rights and Privacy Act and other applicable authorities - Accessing documents maintained by the school under the Public Record law and other applicable authorities

		- Transferring of student records
		- Proper and secure maintenance of testing materials

*the maximum score for this standard is “meets standards.” Therefore, TDA achieved the highest score for this standard.

6. Is the School complying with governance requirements?

Year	Perf. Standard	Description / Notes
2021-2022	Meets Standards	All policies are updated and compliant
2022-2023	Meets Standards	All policies are updated and compliant
2023-2024	Meets Standards	All policies are updated and compliant
2024-2025	Meets Standards	The school materially complies with applicable laws, rules, regulations, and provisions of the contract relating to governance by its board, including but not limited to: - Board policies, - Board bylaws and Code of Regulations - State open meetings law - Code of ethics - Conflicts of interest - Completion for attendance at meetings

*the maximum score for this standard is “meets standards.” Therefore, TDA achieved the highest score for this standard.

7. Meetings Held / Quorum

Year	Perf. Standard	Description / Notes
2021-2022	Meets Standards	Monthly meetings held
2022-2023	Meets Standards	Monthly meetings held
2023-2024	Meets Standards	Monthly meetings held
2024-2025	Meets Standards	Monthly meetings held

*the maximum score for this standard is “meets standards.” Therefore, TDA achieved the highest score for this standard.

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

Very truly yours,

Dr. Dan Kaffenbarger
Interim Superintendent