Findlay City Schools Sponsorship Annual Report

2020-2021

Findlay Digital Academy

FINDLAY
DIGITAL ACADEMY
Where Learning Fits You™

Findlay Digital Academy History & Curriculum

The Findlay community and Findlay City School District board and administrators in 2003-2004 responded to their concern in regard to the number of students who were dropping out of school or on the verge of dropping out of school by forming a task force to study this dropout concern. Findlay City School District personnel and members from the community, which included the Hancock County Juvenile Court, Family Resource Center, Camp Fire USA, the Hancock County ADAMHS board, the Hancock County Educational Service Center, and others met throughout 2003-2004 to explore, select and put into place an educational delivery option to address the dropout concern. It was decided that offering an online learning opportunity that was totally flexible, provided tutoring, and a support system would be the best option. Through the task force's efforts, Findlay City Schools (Sponsor) was awarded a federal grant to become the sponsor of an online community school. Findlay Digital Academy (School) opened its doors in January 2005 with a student enrollment of 35 and has expanded to where it now serves over 200+ students every school year with an average fulltime enrollment of 150 students. During the 2020-2021 school year, 62 students graduated from the Academy....56 were traditional school age and 6 were students enrolled in the 22+ Adult High School Diploma Program.

Findlay Digital Academy's curriculum has expanded to not only offer the online curriculum, but students can also choose to participate in Career Technical Programs at Millstream Career Center and/or take college

classes through the College Credit Plus program. During 2020-2021, 15 students participated in Millstream Career Center programs and 5 students were enrolled in college courses.

The online curriculum is available to the students 24/7. It is an individualized continuous progress model of education that sets high expectations for every student. This online curriculum is aligned with the Ohio Academic Content Standards. Each course has a certified online teacher that the student can contact via email, texting, or skyping for assistance. Additionally, Findlay Digital Academy offers a lab setting that is staffed with licensed teachers and it is open Monday through Thursday from 10:00 AM - 4:00 PM to offer one-on-one tutoring. Each student is assigned an Instructional Coach who makes weekly contact with the student and/or parent. Students are expected to work 26 hours a week on their school assignments and complete at least one credit per quarter.

FINDLAY
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Sponsor Mission & Leadership

Findlay City Schools Sponsoring Mission

Findlay City Schools, as a Community School Sponsor, is dedicated to "Educating and Empowering for Life," those students enrolled in the school(s) it sponsors.

Findlay City Schools Sponsoring Goals (Based on the National Association of Charter School Authorizers Index of Essential Practices)

- Annually at the beginning of each new school year assign sponsor staff to oversee and assist Findlay Digital Academy, the only school the district sponsors.
- Provide technology support on an on-going basis as needed by the sponsored school.
- Dedicate time and financial resources to ensure the successful operation of the sponsored school.
- Conduct a minimum of four site visits a year (March, May, September, December) to make sure quality practices are taking place within the sponsored school structure in regard to academics, governance, finance and legal compliance.

The following boards and team members will supervise to make sure that both the mission and goals of the sponsor and the academy are met:

Findlay City Schools Board Members

- Kathy Siebenaler Wilson, President - kathysw@fcsboard.findlaycityschools.org
- Susan Russel, Vice President– srussel@fcsboard.findlaycityschools.org
- Chris Aldrich - caldrich@fcsboard.findlaycityschools.org
- Matt Cooper – mcooper@fcsboard.findlaycityschools.org
- Laura Eier- leier@fcsboard.findlaycityschools.org

Findlay Digital Academy Governing Authority Board Members

- Kimberly Bash, President – kbash@findlaycityschools.org
- Dr. Edie Wannemacher, Vice President – ewannemacher@findlaycityschools.org
- Melissa LaRocco – mlarocco@findlaycityschools.org
- Bill O. Miller – bmiller@findlaycityschools.org
- Rev. Will Miller – wmiller@findlaycityschools.org
- Zachary Thomas- zthomas@findlaycityschools.org

Sponsoring Oversight/Leadership Team Members & Roles

Individual	Position	Role in Sponsoring
Troy Roth troth@findlaycityschools.org	Findlay City Schools Superintendent	Assist the Findlay Digital Academy with keeping current with changes in ORC and ODE procedures. Supervise the operation, **accountability**, quality and compliance of Findlay Digital Academy. Share expertise and guidance in areas of **law, governance, facilities** and **Dropout Prevention and Recovery education.**
Dr. Kathy Siebenaler-Wilson kathysw@fcsboard.fcs.org	Findlay City Schools Board Representative	Be the **liaison** between the Findlay Schools Board of Education and the Findlay Digital Academy Administration and Governing Authority. Assist with **governance** guidance. **Share Career Technical expertise.**
Krista Miller kmiller@findlaycityschools.org	Findlay City Schools Assistant Superintendent	Assist Findlay Digital Academy in providing best practices **professional development,** assist with **personnel** needs and supervise **special education** compliance.
Rich Steiner rsteiner@fcs.org	Director of Secondary Instruction	Assist Findlay Digital Academy in securing **curriculum/instructional practices** guidance that is aligned to the Ohio Academic Content Standards. Provide guidance **with assessment** preparation and administration and **professional development**.
Martin White mwhite@fcs.org	Director of Technology	Supervise the Findlay Digital Academy **technology** needs to make sure that they are current, operational and in line with the needs of an e-school.
Jude Hammond jhammond@fcs.org	Findlay City Schools Interim Treasurer	Monthly monitoring of the **financial** status and practices of Findlay Digital Academy.
Janice Panuto jpanuto@findlaycityschools.org	Findlay City Schools Compliance	Assist Findlay City Schools with Sponsor oversight primarily in the areas of School Compliance

The Sponsoring Oversight/Leadership Team meets once each month except for January & July.

Findlay Digital Academy Academic Performance

Findlay Digital Academy is a Dropout Prevention and Recovery School.

The best indicator that Findlay City Schools can use for Findlay Digital Academy's academic performance is the academy's state report card data analyzed over a three-year period. Due to the Governor's mandated school building closures for COVID-19, Graduation Rates were the only measures provided for 2020-2021 school year. Based upon the analysis of the Ohio Department of Education's data, Findlay Digital Academy's results are as follows:

Report Card Rating			
2017-2018	2018-2019	2019-2020	2020-2021
Exceeds Standards	Meets Standards	Not Rated	Not Rated

Combined Graduation Rating – 4, 5, 6, 7, 8 Year Rates			
2017-2018	2018-2019	2019-2020	2020-2021
75.5 % Exceeds	78.2 % Exceeds	78.5% Exceeds	78.2% Exceeds

4-Year Graduation Rate			
2017-2018	2018-2019	2019-2020	2020-2021
81.5 % Exceeds	81.7 % Exceeds	68 % Exceeds	67.1% Exceeds

Gap Closing			
2017-2018	2018-2019	2019-2020	2020-2021
72.4% Exceeds	20.7 % Meets	Not Rated	Not Rated

High School Test Passage Rate			
2017-2018	2018-2019	2019-2020	2020-2021
50 % Meets	29.0% Does Not Meet	Not Rated	Not Rated

Findlay Digital Academy Enrollment served 211 students during the 2020-2021 year from 15 area school districts including: Ada, Arcadia, Arlington, Bluffton, Cory-Rawson, Elmwood, Findlay City, Fostoria, Hardin Northern, Liberty-Benton, McComb, North Baltimore, Riverdale, Van Buren, and Vanlue .

HIGH STAKES REVIEW

Annually, the Sponsor has the School submit a High Stakes Review which is spelled out in Exhibit 5 of the Sponsor Contract that is in effect until June 30, 2024. Data from the High Stakes Review is shown below:

Combined Graduation Rate		
	Findlay Digital Academy	Similar Schools
2020-2021	78.2%	45.4%
2019-2020	78.5%	33.5%
2018-2019	78.2%	39.8%
2017-2018	75.5%	27.2%

Attendance Rate				
	Overall	Economically Disadvantaged	Male	Female
2020-2021	83.1%	78.3%	79.6%	80.5%
2019-2020	74%	75%	74.1%	74.7%
2018-2019	100%	100%	100%	100%
2017-2018	100%	100%	100%	100%

Mission Specific – Student Survey Results				
	Students develop good work habits	Students value hard work, honesty, tolerance of others	Students can use technology effectively	Students establish personal and career goals
2020-2021	89%	66%	100%	77%
2019-2020	89%	88%	92%	93%
2018-2019	84%	90%	95%	84%
2017-2018	100%	96%	96%	93%

Governance			
	Required Six Meetings Held	Quorum Present at all Meetings	Governing Authority Participated in Training Required by Law (ORC) and Contract
2020-2021	Yes	Yes	Yes
2019-2020	Yes	Yes	Yes
2018-2019	Yes	Yes	Yes
2017-2018	Yes	Yes	Yes

Operational Performance	
	Site Visits Verified School & Board in Compliance with ORC
2020-2021	Yes
2019-2020	Yes
2018-2019	Yes
2017-2018	Yes

Fiscal Performance/Financial Viability		
	Carry Over Balance	Audits
2020-2021	$1,409,404	Clean Audit
2019-2020	$1,441,196	Clean Audit
2018-2019	$1,476,102	Clean Audit
2017-2018	$1,341,314	Clean Audit (Auditor no longer awarding Auditor of State Awards to Community Schools)

Based upon site visits, constant review of report card data, High Stakes Reviews, and discussions with staff, students and parents, Findlay City Schools, as the sponsor of Findlay Digital Academy, finds the academy to be rated as EXCEEDS STANDARDS in **Academic Performance** and definitely meets compliance indicators in this area. Findlay City Schools is proud of the academy's academic success.

Legal Performance

Findlay Digital Academy contracts with Pepple & Waggoner, Ltd., for legal support. Findlay City Schools contracts with Scott Scriven and Wahoff Law Firm for its legal services. Findlay Digital Academy has met all legal obligations outlined in the Sponsor Contract and has filed all required documents with the Ohio Department of Education. All of the Findlay Digital Academy Governing Authority Board Members have signed Ethics and Conflict of Interest forms and these forms are on file in the Findlay Digital Academy office. All Governing Authority members have received training in open records and the Sunshine laws annually.

All Governing Authority Board meetings are published in the local newspaper and are posted on the Findlay Digital Academy webpage. The Findlay City Schools Superintendent or his designee attends all Findlay Digital Academy Governing Authority meetings.

Findlay City Schools, as the Sponsor for Findlay Digital Academy, works with the academy to make sure that it is in compliance with all the provisions of the Ohio Revised Code. The state's annual Sponsor Evaluation System rates the Sponsor in the areas of Quality Practices and Sponsor Compliance and rates the School in terms of Academic Achievement and Compliance with Ohio Revised Code. Because Findlay City Schools has achieved an Exemplary/Effective rating for the past three years, the sponsor will not be rated again until 2023-2024 school year. The areas of Academic, Compliance and Quality are combined for an overall SponsorRating.

Sponsor Evaluation Overall Ratings Scores			
2017-2018	2018-2019	2019-2020	2020-21
Exemplary	Effective	Exempted- COVID	Exempted-COVID

Sponsor Evaluation Quality Rating Scores			
2017-2018	2018-2019	2019-2020	2020-21
Meets	Meets	Exempted- COVID	Exempted-COVID

Sponsor Evaluation Compliance Rating Scores			
2017-2018	2018-2019	2019-2020	2020-21
Exemplary	Exemplary	Exempted- COVID	Exempted-COVID

Academic Rating			
2017-2018	2018-2019	2019-2020	2020-21
Exceeds	Meets	Exempted- COVID	Exempted-COVID

In the area of Legal Performance, Findlay City Schools finds that Findlay Digital Academy

Meets Standards

HB 2 that became law in February 2015 mandated that all sponsors be evaluated on all laws set forth in the Ohio Revised Code. An extensive sponsor Evaluation Rubric was developed by the Ohio Department of Education. Only five of the 65 sponsors in the state were rated as effective. The rest were rated as poor or ineffective. In 2016-2017 only three Sponsors were rated as Exemplary, Findlay City Schools being one of those Exemplary Sponsors. The 2017-2018 Sponsor Evaluation results reported Findlay City Schools as one of

three sponsors to receive an exemplary rating. The 2018-2019 results resulted with Findlay City Schools rated as being an Effective sponsor. Due to Findlay City Schools achieving an Exemplary/Effective rating for the three consecutive years and with the two years exempted due to COVID, the sponsor will not be rated again until 2023-2024 school year.

Organization/Operation/Governance Performance

Findlay Digital Academy was formed through the sponsorship of Findlay City Schools in 2004. It was established as an alternative for those students for whom the traditional model of school was not meeting their needs. Findlay Digital Academy is a Dropout Prevention and Recovery school that serves students in grades 9-12 who live in Findlay City School District. During the 2017-18 school year the academy expanded its enrollment borders to include students who attend adjacent school districts. During the 2018-2019 school year the academy expanded its enrollment even further to include students who attend 15 surrounding school districts.

During the 2020-2021 school year the Findlay Digital Academy Governing Authority Board met for a special board meeting on October 22, 2020. Special meetings are held on an as needed basis. The Findlay Digital Academy Governing Authority met on August 6, 2020, October 1, 2020, December 3, 2020, February 4, 2021, April 1, 2021 and June 3, 2021 in regular board meetings to fulfill the six required meetings a year. All board meetings are open and are announced in the local newspaper, The Courier, and meeting dates are posted on the Findlay Digital Academy website. The board abides by all the provisions in Ohio Revised Code governing public meetings. The Governing Authority Board Members represent a large cross section of the community and come to the board with a heart for the student population that Findlay Digital Academy serves. Findlay Digital Academy maintains an up-to-date Findlay Digital Academy Governing Authority Policy book that canbe found on its webpage. All required board meeting minutes are available on the Academy's webpage, along with the annual reports and report card data.

At the December 3, 2020 Governing Authority meeting, the Governing Authority participated in training on Sunshine Law - Public Records and Open Meetings presented by Brian J. DeSantis, Esq.

The tables below summarize the Governing Authority's compliance with the provisions of the Sponsor Contract:

Governance			
	Required Six Meetings Held	Quorum Present at all Meetings	Governing Authority Participated in Training Required by Law (ORC) and Contract
2020-2021	Yes	Yes	Yes
2019-2020	Yes	Yes	Yes
2018-2019	Yes	Yes	Yes
2017-2018	Yes	Yes	Yes

Operational Performance	
	Site Visits Verified School & Board in Compliance with ORC
2020-2021	Yes
2019-2020	Yes
2018-2019	Yes
2017-2018	Yes

There were monthly financial communications during the 2020-2021 school year between the Findlay City School's treasurer, Jude Hammond, and Findlay Digital Academy's treasurer, Stephen Earnest. A detailed financial and enrollment statement was developed, discussed and approved as a result of these meetings. Monthly financial reports were developed from analysis of: Bank Reconciliation, Financial Report by Fund, Checking Register Statement, Summary Check Register and Credit Card Statements.

The Findlay Digital Academy Governing Authority Board hired Rosemary Rooker, who holds a current State of Ohio Superintendent's license, as the Superintendent/Executive Director, and Stephen Earnest, who holds a current State of Ohio Treasurer's license, as the Treasurer of Findlay Digital Academy. The Academy hired Michael Brand, who holds a current State of Ohio Principal's license. All Academy personnel are hired through purchased service agreements with either Findlay City Schools, Hancock County Educational Service Center or Goal Digital Academy.

Findlay Digital Academy is located in offices rented from the TLB Corporate Center and is located at 1219 West Main Cross, Suite 101, Findlay, Ohio. The academy office is open for tutoring of students Monday through Thursday, from 10:00 AM – 4:00 PM. The online curriculum is available to students 24/7.

Findlay City Schools is compliant with its obligations as outlined in the Sponsor Contract. Those obligations from the Sponsor Contract are as follows:

Article V. Responsibilities of the SPONSOR

- Throughout the Term, the SPONSOR shall support the SCHOOL's establishment and operation by converting to the SCHOOL's use certain resources previously utilized by the SPONSOR, including but not limited to portions of the SPONSOR's facilities, staff, equipment, instructional materials, curriculum, and educational strategy, as determined to be appropriate by the SPONSOR in the SPONSOR's sole discretion.
- Assessment and Accountability As required by section 3314.03(D) of the Ohio Revised Code, the SPONSOR's duties shall include all duties pursuant to the written agreement entered into with theOhio Department of Education under division (B) of section 3314.015 of the Revised Code and shallinclude the following:
- Monitor the SCHOOL's compliance with all laws applicable to the SCHOOL and with the terms of this Successor Contract;
- Monitor and evaluate the academic and fiscal performance and the organization and operation of the SCHOOL on at least an annual basis;
- Report on an annual basis the results of the evaluation conducted under subparagraph (2) immediately above to the Department of Education and to the parents of students enrolled in the SCHOOL;
- Provide technical assistance to the SCHOOL in complying with laws applicable to the SCHOOL and terms of this Successor Contract;
- Take steps to intervene in the SCHOOL's operation to correct problems in the SCHOOL's overall performance, declare the SCHOOL to be on probationary status pursuant to section 3314.073 of the Ohio Revised Code, suspend the operation of the SCHOOL pursuant to section 3314.072 of the Ohio Revised Code, or terminate this Successor Contract pursuant to section 3314.07 of the Ohio Revised Code as determined necessary by the SPONSOR;
- Have in place a plan of action to be undertaken in the event the SCHOOL experiences financial difficulties or closes prior to the end of a school year.
- Provide in writing the annual assurances for the SCHOOL no later than ten (10) business days prior to the opening of the SCHOOL, as required by R.C. Section 3314.19.
- A representative of the SPONSOR shall meet with the Board of Directors or Treasurer of the SCHOOL and shall review the financial and enrollment records of the SCHOOL at least once every month at a mutually agreeable date and time, as required by Section 3314.023 of the Ohio Revised Code. Prior to or during that meeting, the SCHOOL shall furnish copies of all relevant financial and enrollment records to the SPONSOR, Operator (if applicable), Board of Directors, and the SCHOOL's treasurer. Not later than ten (10) calendar days after each review meeting, the SPONSOR shall provide the Board of Directors and the SCHOOL's treasurer with a written report regarding the review.
- The SCHOOL will comply with sections 3302.04 and 3302.041 of the Revised Code, except that any action

required to be taken by a school district pursuant to those sections shall be taken by the SPONSOR. However, the SPONSOR shall not be required to take any action described in division (F) of section 3302.04 of the Revised Code.

Findlay City Schools has met these obligations in the following ways (However, this list is not all inclusive due to the great support Findlay City Schools gives to the Academy)

- Four announced site visits a year and unannounced site visits,
- Provides professional development as appropriate;
- Provides technical support,
- Review of financial and records of the academy monthly,
- Completing Opening Assurances in accordance with the law,
- Findlay City Schools leadership attends professional development on sponsoring,
- Provides an annual report to the school and its parents,
- Sponsor Oversight/Leadership Team meets monthly to address the Academy's progress and needs.

Overall Findlay City Schools rates Findlay Digital Academy as in the areas of Organization, Operation and Governance.

Fiscal Performance

Findlay Digital Academy ended June 2020, with an account balance of investments and checking account at $1,462,967.00. This represents a very healthy cash balance, even considering the fact that expenditures out-paced revenue in FY'20 and FY'21. This was due to a decrease in funding as the result of the Ohio Department of Education changing how it calculates the funding for E-schools. This change in FTE started in FY16 and has continued to impact the Academy's revenue. Findlay Digital Academy income consists of State Foundation Funding, Federal Grants, Federal Title Funds, Casino Revenue and interest on investments. See the multiple year detailed information below in regard to income and expenditures:

INCOME

Source	2017-2018	2018-2019	2019-2020	2020-2021
State Foundation	$854,237	$818,701	$1,000,142	$982,623
Casino Revenue	8,792	8,050	8,498	$6,634

Federal Title Grants	94,022	80,227	132,603	$149,624.00
22+ Program	n/a	43,400	Not available	Not Available
State Grants	1,800	2,500	25,000	$38,500
Interest/Misc	27,667	70,857	22,046	$27,846
Total	**$986,518**	**$1,023,735**	**$1,188,289**	**$1,205,227**

EXPENDITURES

Year	2017-2018	2018-2019	2019-2020	2020-2021
Instructional Services	$292,280	$429,965	$502,243	$408,607
Instructional Coaches	200,408	Included above	198,019	120,091
Admin/Fiscal Services	363,026	$230,424	343,784	297,441
Facility Rent	88,614	47,013	51,021	52,712
Sponsorship Fee	45,904	26,874	27,204	-
Legal Fees	34,818	19,282	21,540	15,436
Supplies	25,968	13,858	35,647	28,467
Capital Expenditures	10,816	10,836	4,916	-
EMIS Services	9,391	8,534	10,806	10,943
Professional Development	3,632	6,433	5,887	1,055
Misc Expenses	24,984	22,611		0
Technology	-	-	-	61,421
Audit	-	-	-	6,082
Curriculum	-	-	-	198,222
Advertising	-		-	5,526
Total Expenditures	**$1,199,841**	**$889,736**	**$1,201,067**	**1,206,003**

Semi-annually the Findlay Digital Academy Governing Authority Board approves the 5-Year Forecast and the 5- Year Forecast is then submitted to the Ohio Department of Education through Epicenter and it is also submitted to the Findlay City Schools Treasurer, Jude Hammond and Findlay City Schools Superintendent, Troy Roth. The 5-Year Forecasts are additionally shared with the Findlay City Schools Board of Education.

While Findlay Digital Academy has operated with a minimal deficit FY'20 and FY'21, in FY'19 Findlay Digital Academy generated $135,000 in additional surplus as a result of budgetary reductions. This along with the strong carry-over budget creates a sound financial basis for the school. The School has a debt ratio of 2:1 and 500 Days Cash on hand. This is a very strong financial position. Additionally, the school has increased service area, sought grants and alternative funding to ensure that the school will not be operating in deficit in the future.

Fiscal Performance/Financial Viability		
	Carry Over Balance	Audits
2020-2021	$1,409,404	Clean Audit

2019-2020	$1,441,196	Clean Audit
2018-2019	$1,476,102	Clean Audit
2017-2018	$1,341,314	Clean Audit (Auditor no longer awarding Auditor of State Awards to Community Schools)

Findlay Digital Academy had a fiscal audit performed in 2021 and received a clean audit report. The academy has always had clean audits and has received Auditor of the State Awards in the years that the Auditor was giving such awards to community schools.

Findlay Digital Academy Treasurer, Stephen Earnest, submits monthly enrollment and financial reports to Jude Hammond, the Findlay City Schools Interim Treasurer. Monthly financial reports included: Bank Reconciliations, Financial Reports, Checking Register Statements, and Credit Card Statements.

The Findlay Digital Academy Treasurer, Steven Earnest holds a current State of Ohio Treasurer License and is bonded.

Based on monthly reports, the 5-Year Forecasts, audit reports, multiple years of data and day-to-day interaction with the School, the Sponsor, **Findlay City Schools finds Findlay Digital Academy to be Meets Standards in Fiscal Performance.**

School Strengths & Weaknesses

Strengths:

- Graduation Rate – the Academy provides the support and appropriate curriculum that enables many at-risk students to earn a high school diploma. The Academy out performs similar schools in the state in the areas of combined graduation rates and all other cohort years.
- The Governing Authority Board members represent a wide-base of the community and are community leaders. Most members have served five or more years on the Board.

- Governing Authority Board meetings are held on a regular basis and are in compliance with O.R.C.
- The Academy has a strong carry over budget with 500 true-days cash and a 2:1 debit ratio.
- Because of the positive ratings over the last three years that were rated on the Sponsor Evaluation Rubric, the sponsor will not need to participate in a Sponsor Evaluation until the 2023-2024 school year.
- Expanding enrollment area to a total of fifteen adjacent districts in 2017-2018 is providing help for more at-risk students and strengthening the financial base of the school.
- Due to HB 123, Findlay Digital Academy is included in a three-year pilot program through the Ohio Department of Education that provides for funding through a three-tiered method in place of only being funded through "hours" completed by students.

Weaknesses:

- The School was operating in minimal deficient spending during the 2020-2021 school year.
- The School ended the 2020-2021 school year with a decrease in the number of FTE's which had a direct relationship to a decrease in state foundation funds.

2020-2021 Plans for Correcting Areas of Weakness:

Test Passage Improvement Plans

- New curriculum was implemented to help better prepare students for the End of Course assessment. Due to the Governor mandated school building closures in March 2020 and the End of Course assessments not being "rated" during the 2020-2021 school year, the school has not been able to confirm the positive difference the new curriculum has made.
- Through Instructional Coaches, student progress is closely scrutinized within the monitoring system embedded in the curriculum. Through this monitoring, coaches are able to identify when students may need an Individual Learning Plan. When these students are identified, learning plans are developed and will include additional academic interventions and supports to help prepare them for the End of Course tests.

Financial Health Improvement Plans

- In response to HB 123, Findlay Digital Academy has put several strategies in place in an effort to increase the potential benefits of the three- tiered funding pilot program.
- Marketing measures have been put into place to promote the academy in surrounding school districts.

- Incentives for increasing student engagement have been implemented.
- The time tracking system, which is monitored on a weekly basis, is embedded in the curriculum and allows for close monitoring of time on task. This system aligns with the requirements set forth by the Ohio Department of Education for monitoring learning opportunities provided and completed that result in a more accurate final FTE count.

Based on the data presented in this report, site visits, and other sources, Findlay City Schools finds Findlay Digital Academy to have earned an overall summary of performance rating of Meets Standards.

AREA	SCORE
Academic Performance	Exceeds Standards
Legal Performance	Meets Standards
Organization/Operation/Governance Performance	Meets Standards
Fiscal Performance	Meets Standards
Summary of Performance	Meets Standards

Findlay City Schools Board of Education is pleased with Findlay Digital Academy's performance in all areas. The sponsor operated this school year in the third year of a three-year agreement. During the 2020-2021 school year, the Sponsor renewed the Sponsor Contract with the School based on the Schools performance data. The agreement runs from July 1, 2021 through June 30, 2024. This annual report was presented and approved by the Findlay City Schools Board of Education at their meeting on 11/15/21.

Kathy Siebenaler Wilson
Findlay City Schools Board President

Troy Roth
Findlay City Schools Superintendent