



Sponsor Community School Annual Review (Annual Performance Report)

Name of Sponsor <u>Educational Service Center of Central Ohio</u>
Sponsor Contact <u>Coordinator of Community Schools Sophia Speelman</u>
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Name of Community School <u>The Graham School</u>
School Contact <u>Business Manager Cheryl Long</u>
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School Year <u>2018-2019</u>

Annual performance framework (academic, fiscal, and organizational/operational) evaluation is considered using a five (5) point scale as found below.

Excellent	Very Good	Fair	Poor	Not Evident
5	4	3	2	1

1. Epicenter Efficiency and Accountability (Epicenter = On-Line Compliance System)

Rate the 'on time' submission and correctness of required documents.

Epicenter percentage on-time: 100%

5 **4** **3** **2** **1**

Comments:

Cheryl Long submits compliance documents to us as Sponsor via Epicenter for all TGFS (The Graham Family of Schools). Epicenter is the online compliance repository for all required documents by the Sponsor and the Ohio Department of Education. The compliance rate is at 100%. Documents cover governance, academic, fiscal, and operational requirements for both

the school and governing authority. She is very conscientious and ensures proper submissions for TGS as well as the other TGFS. There are many intricacies involved with compliance due to changes in law, Ohio Department of Education requirement changes, and the detail of each requirement. We ask all those that Cheryl must gather documentation from to continue to work with her because some dates in Epicenter have no room for adjustment due to statutory requirements. The school has been very consistent in this area from year to year.

2. Technical Assistance, Monitoring and Intervention

Rate the frequency and degree of severity of these processes. Have any Corrective Action Plans (CAP’s) or probationary notices been issued?

5 4 **3 2 1**

Comments: TGS is in priority status of school improvement and will complete the Ohio Improvement Process. Due to being the Operator of two other schools, financial stability is monitored and has improved. Special education is also monitored as it was one of the areas placing the school into priority status.

Areas of Improvement:

- School Improvement Plan timelines will be followed for the goals mentioned earlier. Plan is a 3 year process and is ongoing. The school has a designation of Priority in the Ohio School Improvement Process. I have completed the spring monitoring and will schedule multiple visits for monitoring during the 2019-2020 school year. SST 11 Consultant will also complete monitoring.

- Disciplinary due process timeline needs improvement. We will schedule a meeting with deans and determine ways to improve together before the end of the 2018-2019 school year.

3. Financial Plan

Rate the degree to which the school performed its obligations noted in the Financial Plan.

5 **4 3 2 1**

Comments: All fiscal reports have been submitted on time for the school year. Alan Hutchinson has conducted monthly reviews and all is documented in Epicenter. We remind the school to be aware of the upcoming spring submission of the five-year forecast in Epicenter. The template has been updated for spring. We appreciate the detailed fiscal reports that are given in multiple formats. Treasurer Jen Smith has been a great addition. The Graham School serves as the Operator for The Graham Family of Schools and employs all of the staff for each school. This creates greater liability for the school. All documents have been successfully submitted related to their management responsibilities.

4. Enrollment

Rate the level of student retention/transiency during life of the contract.

5 4 3 2 1

Comments: Enrollment has been consistent, but dipping slightly over two years. As a review, enrollment in January of 2016 was 263; January of 2017 was 248; January of 2018 was 240; 2018 Spring Visit was 244; 2019 Spring Site Visit was 246.

5. Governance/Organizational/Operational

Rate the overall leadership of the governing authority and operational organization.

5 4 3 2 1

Comments: Leadership has been positive and supportive. All trainings have been completed. School successfully applied for renewal and a new contract was approved by the ESC Board and TGS Governing Authority effective July 1, 2019 through June 30, 2021.

6. Academic Accountability

How is the school performing in relation to the Education Plan? Meets Education Plan.

How did the school say it would perform versus how it actually performed? See Performance Framework data at the end.

5 4 **3** 2 1

Comments: Assigned to Priority status in School Improvement. See Performance Framework data at the end of review.

7. Contract Sufficiency (per ORC section 3314.03)

The level of contract sufficiency - ODE checklist will be used to determine whether contract has been updated to their standards once received. To date, all is compliant. A Fall Amendment was passed by both sponsor and school board to update the contract.

8. Conclusion

How is the school performing in relation to the contractual requirements?

Comments: It is a pleasure working with the school and the cooperation and professionalism of all involved is appreciated. We would like to see continued growth in the area of academics as well as integrating all goals and progress from EL Reports and monthly assessment reports into the School Improvement Plan. The school is meeting contractual requirements.

Areas of Strength - We thank Cheryl and Cathy for their continued efficiency during site visits as well as Cheryl's prompt submission to Epicenter. We realize that there have been a great deal of changes with the sponsor evaluation and are appreciative of the cooperation shown by staff. Leaders from both schools are always very open to dialogue and discuss any issue that arises. We would like to commend the governing authorities for approving all of the needed updates as well as the schools for instituting new procedures as a result of the many changes. The school staffs also show great compassion for the students with high needs.

Please see below how the school performed relative to the Performance Framework in its entirety. Note, we are not able to include 2018-2019 information in the Academic Component, as the local report card information is not released until the 2019-2020 school year. Fiscal information is only available through 2016-2017, as the FY 18 audit report has not yet been released. Information through the 2018-2019 year has been evaluated for the Organizational/Operational Component of the Performance Framework, and can be found in the tables.

PERFORMANCE FRAMEWORK: ACADEMIC COMPONENT

Report Card Scale			
4 points	3 points	2 points	1 points
Exceeds Standard	Meets Standard	Approaching Standard	Falls Far Below Standard
A/B	C	D	F

Overall School Performance: School Grade		
	Rating	Points
2018-2019		
2017-2018	D	2
2016-2017		
2015-2016		

Achievement: Component Grade		
	Rating	Points
2018-2019		
2017-2018	D	2

2016-2017	F	1
2015-2016	D	2

Achievement: Performance Index		
	Rating	Points
2018-2019		
2017-2018	D	2
2016-2017	D	2
2015-2016	D	2

Achievement: Indicators Met		
	Rating	Points
2018-2019		
2017-2018	F	1
2016-2017	F	1
2015-2016	F	1

Progress: Component Grade		
	Rating	Points
2018-2019		
2017-2018	D	2
2016-2017	D	2
2015-2016	D	2

Progress: Value Added Overall		
	Rating	Points
2018-2019		
2017-2018	F	1
2016-2017	F	1
2015-2016	F	1

Progress: Value Added Lowest 20% in Achievement		
	Rating	Points
2018-2019		
2017-2018	F	1
2016-2017	F	1
2015-2016	D	2

Progress: Value Added Students With Disabilities		
	Rating	Points
2018-2019		
2017-2018	F	1
2016-2017	F	1
2015-2016	D	2

Gap Closing Component Grade: Annual Measurable Objectives		
	Rating	Points
2018-2019		
2017-2018	C	3
2016-2017	F	1
2015-2016	F	1

Graduation Component		
	Rating	Score
18-19		
17-18	F	1
16-17	F	1
15-16	F	1

Annual Graduation Rate				
	4 Year		5 Year	
	Rating	Score	Rating	Score
18-19				
17-18	F	1	D	2
16-17	F	1	F	1
15-16	F	1	F	1

Prepared for Success Component Grade		
	Rating	Points
2018-2019		
2017-2018	F	1
2016-2017	F	1
2015-2016	F	1

Mission Specific Goal #1 Scale			
4 points	3 points	2 points	1 points
Exceeds Standard	Meets Standard	Approaching Standard	Falls Far Below Standard
> 50% of Grade 9 on track for graduation at end of Q4 (on track = avg. # credits is 6)	50% of Grade 9 on track for graduation at end of Q4 (on track = avg. # credits is 6)	40-40.9% of Grade 9 on track for graduation at end of Q4 (on track = avg. # credits is 6)	<40% of Grade 9 on track for graduation at end of Q4 (on track = avg. # credits is 6)
Mission Specific Goal #1: $\geq 50\%$ Grade 9 will be on track for HS graduation by Q4.			
	Rating	Points	
2018-2019 (Target $\uparrow \geq 50\%$)			
2017-2018	56.3%	4	
2016-2017	NA	NA	
2015-2016	NA	NA	

Mission Specific Goal #2 Scale			
4 points	3 points	2 points	1 points
Exceeds Standard	Meets Standard	Approaching Standard	Falls Far Below Standard

>35% of 10 th grade students will meet annual growth target in Reading	25-35% of 10 th grade students will meet annual growth target in Reading	20-24.9% of 10 th grade students will meet annual growth target in Reading	<20% of 10 th grade students will meet annual growth target in Reading
Mission Specific Goal #2: \geq 40% of Grade 10 will meet NWEA MAP Reading annual growth projections.			
	Rating		Points
2018-2019 (Target $\uparrow \geq$ 40%)			
2017-2018	78.13%		4
2016-2017	33.3%		3
2015-2016	NA		NA

Mission Specific Goal #3 Scale			
4 points	3 points	2 points	1 points
Exceeds Standard	Meets Standard	Approaching Standard	Falls Far Below Standard
>35% of Grade 9 & 10 students met annual growth target in Reading/Math	25-35% of Grade 9 & 10 students met annual growth target in Reading/Math	20-24.9% of Grade 9 & 10 students met annual growth target in Reading/Math	<20% of Grade 9 & 10 students met annual growth target in Reading/Math
Mission Specific Goal #3: \geq 30% of Grades 9-10 will meet NWEA MAP Reading/Math annual growth projections.			
	Rating		Points
2018-2019 (Target \geq 30%)			
2017-2018	62%		4
2016-2017	39%		4
2015-2016	NA		NA

Progress: Lowest 20% Comparison to All Community Schools Statewide Scale				
Point Value	4 points	3 points	2 points	1 point
Rating	Exceeds Standard	Meets Standard	Approaching Standard	Falls Far Below Standard
Progress Lowest 20% Rate vs All Community Schools Statewide	Ranked \geq 75% of All	Ranked between 50-74.9% of All	Ranked between 25-49.9% of All	Ranked lower than 24.9% of All

Progress: Lowest 20% Comparison vs All Community Schools Statewide							
		Rating - Points	A	B	C	D	F
2018-2019	TGS	N/A					
	All						
2017-2018	TGS	4			C		
	All		15%	8%	30%	12%	35%
2016-2017	TGS	2				D	
	All		14%	12%	31%	13%	30%
2015-2016	TGS	N/A					
	All						

PERFORMANCE FRAMEWORK: FINANCIAL COMPONENT

Near-Term Measures

Current Ratio: Current Assets divided by Current Liabilities Source: Audited Balance Sheet			
	2 points	1 point	0 points
	Meets Standard	Does Not Meet Standard	Falls Far Below Standard
	Current Ratio is greater than or equal to 1.1 or Current Ratio is between 1.0 and 1.1 and one-year trend is positive	Current Ratio is between 0.9 and 1.0 or equals 1.0 or Current Ratio is between 1.0 and 1.1 and one-year trend is negative	Current Ratio is less than or equal to 0.9
2018-2019			
2017-2018			
2016-2017			.33 - Fall Far Below Standard
2015-2016			.6699 - Fall Far Below Standard

Unrestricted Days Cash: Unrestricted Cash divided by (Total Expenses minus Depreciation Expenses)/365 Source: Audited Balance Sheet and Income Statement			
	2 points	1 point	0 points
	Meets Standard	Does Not Meet Standard	Falls Far Below Standard
	60 Days Cash or Between 30 and 60 Days Cash and one-year trend is positive	Days Cash is between 15-30 days or Days Cash is between 30-60 days and one-year trend is negative	Fewer than 15 Days Cash
2018-2019			
2017-2018			
2016-2017			9.48 - Falls Far Below Standard

2015-2016	46.22 - Meets Standard		
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Debt Default: Is the school able to meet its debt obligations or covenants? Source: Notes to Audited Financial Statement			
	2 points	1 point	0 points
	Meets Standard	Does Not Meet Standard	Falls Far Below Standard
	School is not in default of loan covenant(s) and/or is not delinquent with debt service payments	Not applicable	School is in default of loan covenant(s) and/or is delinquent with debt service payments
2018-2019			
2017-2018			
2016-2017		X – Note in Fin	
2015-2016		X – Note in Fin	
Most Recent Performance	X – Note in Fin		

Sustainability Measures

Enrollment Variance: Sufficiency of revenues to fund ongoing operations Source: Projected Enrollment in the approved budget for the year vs. actual enrollment			
	2 points	1 point	0 points
	Meets Standard	Does Not Meet Standard	Falls Far Below Standard
	Enrollment Variance equals or exceeds 95% in the most recent year	Enrollment Variance is between 85-95% in the most recent year	Enrollment Variance is less than 85% in the most recent year
2018-2019			
2017-2018			
2016-2017	X		
2015-2016	X		
Most Recent Performance	Meets Standard		

Debt to Asset Ratio: Total Liabilities less the long term liability for pension obligations divided by Total Assets Source: Audited Balance Sheet			
	2 points	1 point	0 points
	Meets Standard	Does Not Meet Standard	Falls Far Below Standard

	Debt to Asset Ratio is less than 0.9	Debt to Asset Ratio is between 0.9 to 1.0	Debt to Asset Ratio is greater than 1.0
2018-2019			
2017-2018			
2016-2017			1.77 - Falls Far Below Standard
2015-2016			1.53 - Falls Far Below Standard
Most Recent Performance	Falls Far Below Standard		

PERFORMANCE FRAMEWORK: ORGANIZATIONAL/OPERATIONAL COMPONENT

Education Program

This measure does not evaluate the performance of the school. This measure only addresses the program described in the Education Plan of this contract – the school’s fidelity to the program and organizationally the school’s **faithfulness to the terms of the charter.**

Is the school implementing the material terms of the education program as defined in the current charter contract?		
	1 point	0 points
	Meets Standard	Does Not Meet Standard
	The school implemented the material terms of the education program in all material aspects and the education program in operation reflects the material terms as defined in the charter contract, or the school has gained approval from the ESC for a charter modification to the material terms.	
2018-2019	X	
2017-2018	X	
2016-2017	X	
2015-2016	X	

Education Requirements

Is the school complying with applicable education requirements?		
	1 point	0 points

	Meets Standard	Does Not Meet Standard
	<p>The school materially complies with applicable laws, rules, regulations, and provisions of the charter contract relating to education requirements, including but not limited to:</p> <ul style="list-style-type: none"> • Academic Program Assurances Instructional days or hours requirements • Graduation requirements • Promotion and Acceleration requirements • Common Core Standards • State Assessments • Implementation of mandated programming as a result of state or federal funding 	
2018-2019	X	
2017-2018	X	
2016-2017	X	
2015-2016	X	

Students with Disabilities

Is the school protecting the rights of students with disabilities?			
	2 points	1 point	0 points
	Meets Standard	Meets Standard w/ CAP	Does Not Meet Standard
	<p>Consistent with the school’s status and responsibilities as an LEA, the school materially complies with applicable laws, rules, regulations, and provisions of the charter contract (including IDEA, Section 504, and ADA) relating to the treatment of students with identified disabilities and those suspected of having a disability, including but not limited to:</p> <ul style="list-style-type: none"> • Equitable access and opportunity to enroll • Identification and referral • Appropriate development and implementation of IEPs and 504 Plans • Operational compliance, including provision of services in the LRE, and appropriate inclusion in the school’s academic program, assessments, and extracurricular activities 	<p>The school is on an approved Corrective Action Plan and is actively making progress to cure the deficiency.</p>	

	<ul style="list-style-type: none"> • Discipline, including due process protections, manifestation determinations, and behavioral intervention plans • Access to the school's facility and program to students in a lawful manner and consistent with students' IEPs or 504 Plans • Appropriate use of all available funding 		
2018-2019		X – submitted to ODE – meeting requirements of CAP	
2017-2018	X		
2016-2017	X		
2015-2016	X		

English Learners

Is the school protecting the rights of English Learner (EL) students?		
	1 point	0 points
	Meets Standard	Does Not Meet Standard
	<p>The school materially complies with applicable laws, rules, regulations, and provisions of the charter contract relating to requirements regarding English Language Learners (ELs), including but not limited to:</p> <ul style="list-style-type: none"> • Equitable access and opportunity to enroll • Required policies related to the service of EL students • Compliance with native language communication requirements • Proper steps for identification of students in need of EL services • Appropriate and equitable delivery of services of identified students • Appropriate accommodations on assessments • Exiting of students from EL services • Ongoing monitoring of exiting students 	
2018-2019	X	
2017-2018	X	
2016-2017	X	
2015-2016	X	

Financial Reporting and Compliance

Is the school meeting financial reporting and compliance requirements?		
	1 point	0 points
	Meets Standard	Does Not Meet Standard
	<p>The school materially complies with applicable laws, rules, regulations, and provisions of the charter contract relating to financial reporting requirements, including but not limited to:</p> <ul style="list-style-type: none"> • Complete and on-time monthly submission of financial reports, including annual budget, revised budgets (if applicable), periodic financial reports as required by the authorizer, 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 	
2018-2019	X	
2017-2018	X	
2016-2017	X	
2015-2016	X	

Financial Management and Oversight

Is the school following Generally Accepted accounting Principles (GAAP)?		
	1 point	0 points
	Meets Standard	Does Not Meet Standard
	<p>The school materially complies with applicable laws, rules, regulations, and provisions of the charter contract relating to financial management and oversight expectations as evidenced by an annual independent audit, including but not limited to:</p> <ul style="list-style-type: none"> • An unqualified audit opinion • An audit devoid of significant findings and conditions, material weaknesses, or significant internal control weaknesses • An audit that does not include a significant <u>ongoing</u> concern disclosure in the notes or explanatory paragraph within the audit report 	
2018-2019	X	
2017-2018	X	
2016-2017	X	
2015-2016	X	

Governance Requirements

Is the school complying with governance requirements?

	1 point	0 points
	Meets Standard	Does Not Meet Standard
	<p>The school materially complies with applicable laws, rules, regulations, and provisions of the charter contract relating to governance by its board, including but not limited to:</p> <ul style="list-style-type: none"> • Board policies, including those related to oversight of an Education Service Provider (ESP), if applicable • Board Bylaws • Board Training • Sunshine Laws: proper notice of meetings, changes to meeting times/locations, cancellation notices, and starting on time • Code of Ethics • Conflicts of Interest • Board composition and/or membership rules • Compensation for attendance at meetings 	
2018-2019	X	
2017-2018	X	
2016-2017	X	
2015-2016	X	

Management Accountability – N/A for The Graham School – they are an Operator.

Is the school holding management accountable, if applicable?		
	1 point	0 points
	Meets Standard	Does Not Meet Standard
	<p>The school materially complies with applicable laws, rules, regulations, and provisions of the charter contract relating to oversight of school management, including but not limited to:</p> <ul style="list-style-type: none"> • Maintaining authority over management, holding it accountable for performance as agreed under written performance agreement, and requiring annual financial reports of the ESP • Oversight of management that includes holding it accountable for performance expectations which may or may not be agreed to under a written performance agreement 	
2018-2019		
2017-2018		
2016-2017		
2015-2016		

Reporting Requirements

Is the school complying with reporting requirements?		
	1 point	0 points

	Meets Standard	Does Not Meet Standard
	<p>The school materially complies with applicable laws, rules, regulations, and provisions of the charter contract relating to relevant reporting requirements to the ESC, ODE, and/or federal authorities, including but not limited to:</p> <ul style="list-style-type: none"> • Accountability tracking • Attendance and enrollment reporting • Compliance and oversight • Additional information requested by ESCCO 	
2018-2019	X	
2017-2018	X	
2016-2017	X	
2015-2016	X	

Students and Employees

Is the school protecting the rights of all students?		
	1 point	0 points
	Meets Standard	Does Not Meet Standard
	<p>The school materially complies with applicable laws, rules, regulations, and provisions of the charter contract relating to the rights of students, including but not limited to:</p> <ul style="list-style-type: none"> • Policies and practices related to admissions, lottery, waiting lists, fair and open recruitment, and enrollment (including rights to enroll or maintain enrollment) • The collection and protection of student information • Due process protections, privacy, civil rights, and student liberties requirements including First Amendment protections and the prohibition of public schools from engaging in religious instruction • Conduct of discipline 	
2018-2019	X	
2017-2018	X	
2016-2017	X	
2015-2016	X	

Is the school respecting employee rights?		
	1 point	0 points
	Meets Standard	Does Not Meet Standard
	The school materially complies with applicable laws, rules, regulations, and provisions of the charter contract	

	relating to employment considerations, including those relating the FMLA, ADA, and employment contracts.	
2018-2019	X	
2017-2018	X	
2016-2017	X	
2015-2016	X	

Is the school complying with health and safety requirements?		
	1 point	0 points
	Meets Standard	Does Not Meet Standard
	<p>The school materially complies with applicable laws, rules, regulations, and provisions of the charter contract relating to safety and the provision of health-related services, including but not limited to:</p> <ul style="list-style-type: none"> • Nursing services and dispensing of medication to students (screenings, logs, policies) • Food Service Inspections • Health and Wellness requirements • Other services 	
2018-2019	X	
2017-2018	X	
2016-2017	X	
2015-2016	X	

Is the school handling information appropriately?		
	1 point	0 points
	Meets Standard	Does Not Meet Standard
	<p>The school materially complies with applicable laws, rules, regulations, and provisions of the charter contract relating to the handling of information, including but not limited to:</p> <ul style="list-style-type: none"> • Maintaining the security of and providing access to student records under FERPA and other applicable authorities • Accessing documents maintained by the school under the state’s Freedom of Information Law and other applicable authorities • Transferring of student records • Proper and secure maintenance of testing materials 	
2018-2019	X	
2017-2018	X	
2016-2017	X	
2015-2016	X	

Additional Obligations

Is the school complying with other obligations?		
	1 point	0 points
	Meets Standard	Does Not Meet Standard
	<p>The school materially complies with applicable laws, rules, regulations, and provisions of the charter contract that are not otherwise explicitly stated herein, including but not limited to requirements from the following sources:</p> <ul style="list-style-type: none"> • Acceptable performance on site visit reports, Annual reports, and Annual Reviews • Revisions to State Charter Law • Intervention requirements by the ESC (corrective action plans or other required interventions) • Intervention requirements by the Ohio Department of Education • Requirements by other entities to which the charter school is accountable 	
2018-2019	X	
2017-2018	X	
2016-2017	X	
2015-2016	X	

- *For updated ESCCO Community Schools Departmental Guidance and Policies, please visit our ESC webpage at www.escco.org under Programs.*
- *Shared at April Board meeting and via email with the school governing authority.*