



DEER PARK COMMUNITY CITY SCHOOLS  
**DISTRICT STRATEGIC PLAN**  
Fall 2018 - Spring 2023

ON A MISSION TO ACHIEVE EXCELLENCE



**Jay Phillips**  
Superintendent

## **SUPERINTENDENT'S MESSAGE**

Dear Community Stakeholders,

Deer Park Community City School District is on a mission to achieve excellence. Over the past year, we have engaged our students, parents, community members, and business leaders in listening sessions, surveys, and focus groups to find out how we can move our district from good to great. Through all the feedback, we validated that our schools are the center of this community and high expectations and accountability are a must. It is our #1 duty and priority to provide our students with a safe place to gain an education while also preparing them with the academic, social, and emotional skills necessary to have a meaningful and productive future.

With all of our stakeholders' feedback in mind, we have crafted a Strategic Plan that will set our course for achieving excellence over the next 3–5 years. The Deer Park Community City School District's Strategic Plan focuses on five essential elements:

1. High Expectations for Student Learning and Success
2. School Safety and Positive School Culture
3. Effective Communication and Community Engagement
4. Attract, Develop, and Retain High Quality Staff
5. Fiscal Responsibility and Sustainable Funding

My goal is for Deer Park to be one of the top performing school districts in the state of Ohio. It is going to take a strong commitment from everyone involved. Continued community support will be critical to our success. I would like to thank everyone who gave their time, energy, and thoughtful feedback over the last year to help guide our Strategic Plan. I'm excited about the future of our schools and I look forward to continuing to work together to make Deer Park Schools great!

Yours in Education,  
Jay Phillips  
Superintendent



## **BOARD OF EDUCATION**

**Peggy Bosse**, Board President

**Chris Huster**, Board Member

**Paul Godwin**, Board Member

**Karen Kellums**, Vice President

**Dan Downey**, Board Member

# INSPIRE EMPOWER HIGH-PERFORMING PURPOSE IMPACT

## **MISSION**

Inspiring & Empowering Lifelong Success

---

## **VISION**

A high-performing district that prepares our students to be critical thinkers and problem solvers and to live a life of purpose and impact.

---

## **CORE VALUES**

We believe that...

- Our fundamental purpose is to ensure academic, social, and emotional growth for all students.
- High expectations are essential to maximizing student success.
- High quality educators empower students.
- Students will be at the center of all decisions we make.
- Learning thrives in a safe, welcoming, and equitable environment.
- Positive relationships are foundational to our success.
- It's vital to refine and improve our practices through a culture of collaboration.
- Transparency and responsibility with our fiscal resources inspire trust.

# TABLE OF CONTENTS

<b>Strategic Planning Process</b>	5
<b>Overview of Goals</b>	
Goal 1: High Expectations for Student Learning and Success	7
Goal 2: School Safety and Positive School Culture	8
Goal 3: Effective Communication and Community Engagement	9
Goal 4: Attract, Develop, and Retain High Quality Staff	10
Goal 5: Fiscal Responsibility and Sustainable Funding	11
<b>Deer Park Schools at a Glance</b>	12



## OUR STRATEGIC PLANNING PROCESS

In the fall of 2017, Deer Park Community City School District launched a strategic planning process designed to chart a course for the next five years and define the expectations and aspirations that will drive the district during this time.

In collaboration with EPIC Impact Education Group, the work began with a focus on community engagement. The district engaged a diverse cross-section of parents, students, community advocates, government leaders, and district staff, hosting multiple community feedback forums. In addition to facilitated discussions, online surveys were conducted to ensure broad participation from the community.

We are grateful for the many contributions that provided clear ideas, expectations, and inspiration for the content of our plan.

**“ We are doing this as a community, for our students. That feels pretty great. There’s nothing more important to us in Deer Park than the success of these kids.”**

- Focus Group Participant

# OVERVIEW OF GOALS

## **Goal 1:**

High Expectations for Student Learning and Success

## **Goal 2:**

School Safety and Positive School Culture

## **Goal 3:**

Effective Communication and Community Engagement

## **Goal 4:**

Attract, Develop, and Retain High Quality Staff

## **Goal 5:**

Fiscal Responsibility and Sustainable Funding



## STRATEGIC PLAN GOAL 1:

### High Expectations for Student Learning and Success

High student achievement and growth driven by educational programming that meets and challenges the individual academic needs of each student.

#### MEASURES OF SUCCESS FOR GOAL 1:

ACT Scores, AP Scores, AP Enrollment, State Report Card (Increase in All Report Card Measures), MAP

#### GOAL 1, OBJECTIVE 1:

All students will demonstrate proficiency in Math and Literacy at the end of each grade level.

- A. Ensure high-level frequent assessments are used to provide timely feedback to teachers and students across the district.
- B. Meetings to review and adjust instructional strategies and practices to reflect student growth every 4-6 weeks.
- C. Curriculum maps are developed and utilized to ensure alignment with state standards.
- D. Establish mastery level performance criteria based on content standards.
- E. Review and recommend a system to track student data for mastery.
- F. Personalized academic goals built on individual student self-assessment and ownership of learning.

#### GOAL 1, OBJECTIVE 2:

Increase the access to challenging coursework resulting in increased AP & ACT scores.

- A. Conduct an AP Audit to measure rigor, access, and impact of AP courses.
- B. Align professional learning and resources to effectively respond to AP Audit and review.
- C. Develop and implement an AP and honors level recruiting strategy for students in grades 3-12.
- D. Complete a board policy review on AP coursework.
- E. Conduct a crosswalk of ACT and Ohio Standards to ensure curricular alignment.
- F. Refine our pathways for career readiness.

#### GOAL 1, OBJECTIVE 3:

A multi-tier support system (MTSS)/RTI will be implemented at each building to provide support for all students.

- A. Implement universal screening assessments to monitor student learning three times per year.
- B. Frequent (weekly/bi-weekly) monitoring of specific student goal areas being targeted through instructional interventions.
- C. Provide targeted interventions aligned to AP and ACT performance.



## STRATEGIC PLAN GOAL 2:

### School Safety and Positive School Culture

Ensure a safe and welcoming school environment that encourages student involvement.

#### MEASURES OF SUCCESS FOR GOAL 2:

Student Involvement, Attendance Data, Discipline Data, PBIS Data, Safety Audit Reviews, Student Surveys, Parent Surveys

#### GOAL 2, OBJECTIVE 1:

Ensure a safe and secure school environment for all.

- A. District-wide safety committee in cooperation with first responders will regularly review district/building safety plans.
- B. Continue the growth and development of substance abuse prevention.

#### GOAL 2, OBJECTIVE 2:

Develop a positive K-12 school culture conducive to student learning.

- A. Develop common school-wide behavior expectations, core values, and explicit instruction around procedures and expectations.
- B. Track and review student behavior data to identify building and individual trends, and root causes.
- C. Ongoing staff training/coaching focused on empowering staff to effectively meet the behavioral needs of all students (collective efficacy).

#### GOAL 2, OBJECTIVE 3:

Increase student involvement in after school activities.

- A. Provide a variety of clubs and activities that meet a variety of student interests and abilities.
- B. Publicize and market extracurricular opportunities to our students and our families.

#### GOAL 2, OBJECTIVE 4:

Develop an empowered staff with a strong sense of collective efficacy.

- A. Maximize impact of Curriculum Leads.



## STRATEGIC PLAN GOAL 3:

### Effective Communication and Community Engagement

Increase engagement & confidence of internal and external stakeholders.

#### MEASURES OF SUCCESS FOR GOAL 3:

Surveys (Student, Teacher, Parent), Qualitative and Quantitative Feedback, All Media Metrics (Social Media, News Media, Journal Publications), District Releases and Publications, Website Interaction

#### GOAL 3, OBJECTIVE 1:

Ensure open and transparent communication with internal and external stakeholders.

- A. Create a district-wide communication plan and update processes.
- B. Implement a system-wide approach to responding to misinformation.
- C. Implement positive methods of promoting our district.
- D. Consistently promote our mission, vision, goals, and core values to students, staff, and community.

#### GOAL 3, OBJECTIVE 2:

Develop and implement a comprehensive strategy to engage and inform community, parents, students, and staff on district and school priorities and initiatives so that all stakeholders are engaged and have a voice.

- A. Provide avenues for student voice at the school and district levels.
- B. Provide avenues for staff voice at the school and district levels.
- C. Promote opportunities for business and community partnerships resulting in meaningful two-way communication and collaboration.



## **STRATEGIC PLAN GOAL 4:**

### Attract, Develop, and Retain High Quality Staff

Ensure every classroom and building is led by caring, supportive and highly effective staff.

#### **MEASURES OF SUCCESS FOR GOAL 4:**

Percentage of teachers rated highly effective, value added data, increased candidate pool for hard to staff positions, staff retention student and staff surveys

#### **GOAL 4, OBJECTIVE 1:**

Provide and promote high quality professional learning that aligns with district goals for student success.

- A. Ensure alignment of professional development that focuses on student success and learning.
- B. Develop a professional development survey for feedback of quality and areas of need.
- C. Embed professional growth/development through in class modeling, feedback and coaching (less teacher pull out).
- D. Promote a culture of growth and development amongst all staff members.

#### **GOAL 4, OBJECTIVE 2:**

Develop procedures to effectively recruit and retain high quality staff.

- A. Develop recruiting techniques to increase high quality candidate pool for hard to fill positions.

**“ Open discussion and hearing others’ opinions and ideas will help bring about the changes we need.”**

- Focus Group Participant



## STRATEGIC PLAN GOAL 5:

### Fiscal Responsibility and Sustainable Funding

Submit a balanced budget to the board that allows for full implementation of the district strategic plan.

#### MEASURES OF SUCCESS FOR GOAL 5:

5-year Forecast, Balanced Budget, Successful Audit

#### GOAL 5, OBJECTIVE 1:

Demonstrate fiscal responsibility and maintain a financially healthy and stable district.

- A. Continuously review district expenditures to ensure alignment with district goals.
- B. Establish financial benchmarks to regularly view and communicate the health and stability of the district.
- C. Actively seek cost savings and alternate funding options.

**“ We as a community are committed to our school, the leadership, and the students. Having a strategic plan with clear measures and goals allows us to stay actively involved in their success.”**

- Focus Group Participant / Community Member

# About Deer Park City Community School District

Deer Park Community School District is located in a small two square mile area reminiscent of a small town environment and is a hidden gem in the metropolitan area. About 10 miles north of downtown Cincinnati, it includes the city of Deer Park, a part of Sycamore Township, and a small portion of the city of Silverton. The intimate community setting includes both the comfort and security of a small town school system and the benefits of an outstanding suburban educational program.



## District Leadership Roster

*Superintendent*

**Jay Phillips**

phillips.j@dpccsd.org  
513.891.0222

*Treasurer*

**Melissa Harner**

harner.m@dpccsd.org  
513.891.1881

*Assistant Superintendent*

**Dave Bergan**

bergan.d@dpccsd.org  
513.891.0222

*Director of Student Services*

**Patty Hadden**

hadden.p@dpccsd.org  
513.936.5937

*Director of Business Operations*

**Jim Stoll**

stoll.j@dpccsd.org  
513.936.5930

*Director of Communication*

**Jake Snyder**

snyder.j@dpccsd.org  
513.936.5935

*Deer Park Jr./Sr. High School  
Principal*

**Stace Orso**

orso.s@dpccsd.org  
513.891.0010

*Deer Park Jr./Sr. High School  
Associate Principal*

**Shane Hartley**

hartley.s@dpccsd.org  
513.891.0010

*Amity Principal*

**Mark Smiley**

smiley.m@dpccsd.org  
513.891.5995

*Amity Assistant Principal*

**Michelle Ellis**

ellis.m@dpccsd.org  
513.891.5995

## Schools

### Deer Park Jr./Sr. High School

8351 Plainfield Road  
Cincinnati, OH 45236  
Phone Number: 513.891.0010

### Amity Elementary School

4320 E. Galbraith Road  
Cincinnati, OH 45236  
Phone Number: 513.891.5995

### Deer Park Board of Education Office

4131 Matson Ave.  
Cincinnati, OH 45236  
Phone Number: 513.891.0222

For more information, please visit:  
[www.deerparkcityschools.org](http://www.deerparkcityschools.org)