



### Ohio 8 5-Year Enrollment Trends

	2013	2014	2015	2016	2017	5-Year Trend
Akron City	21,856	21,264	21,299	21,126	21,402	-454
Canton City	9,271	9,084	9,243	9,025	8,720	-551
Cincinnati City	29,959	30,421	33,530	33,999	34,421	4,462
Cleveland Municipal City	38,724	37,966	38,555	39,125	38,949	225
Columbus City	49,497	49,588	49,836	49,696	50,063	566
Dayton City	13,772	13,549	14,168	13,902	13,325	-447
Toledo City	21,333	21,336	21,360	21,983	22,807	1,474
Youngstown City	5,209	5,093	5,344	5,251	5,123	-86

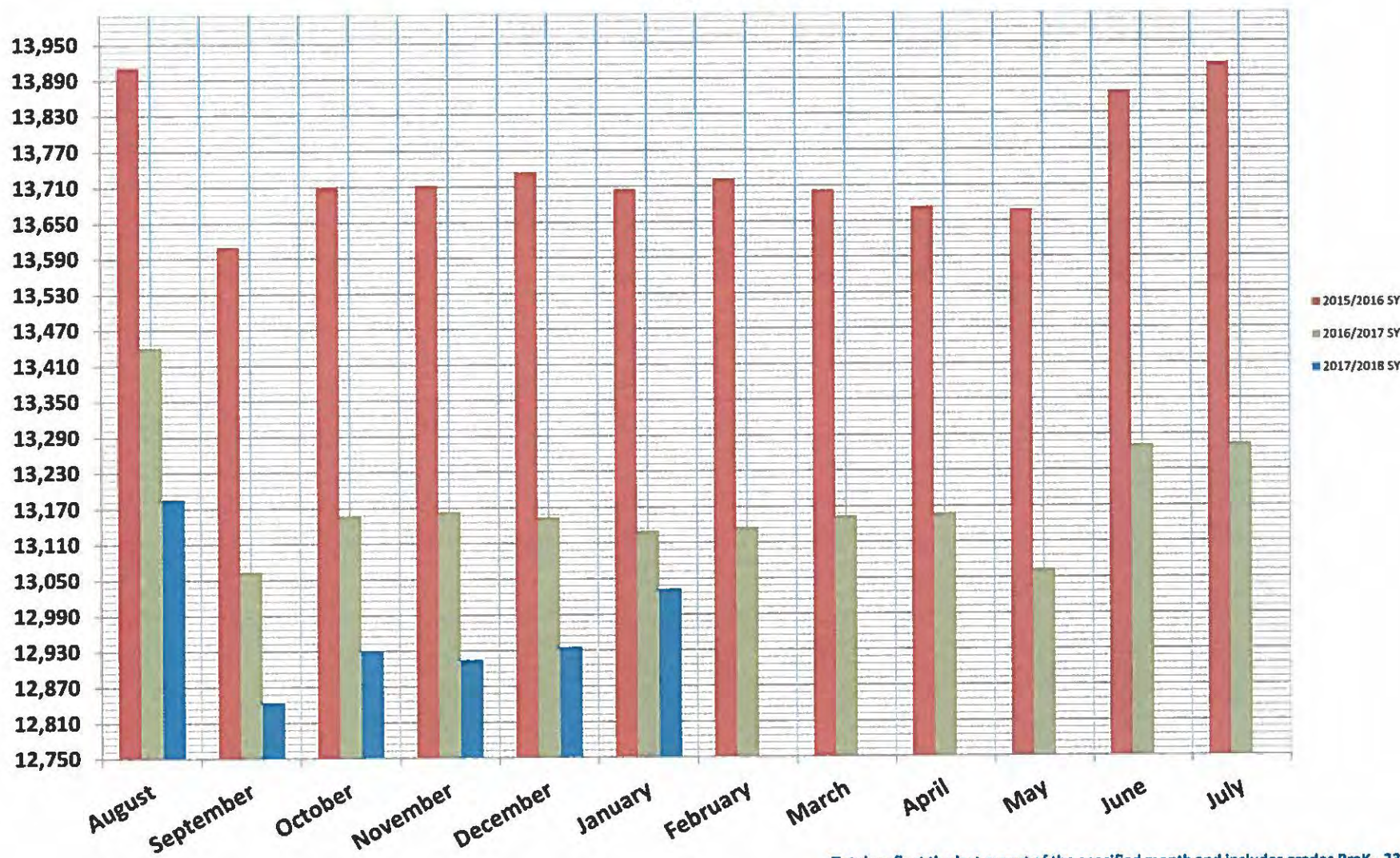
Source: Ohio Department of Education Data Center; Data downloaded January 25, 2018

### Mission Statement

*To equip our students to achieve success in a global society by implementing an effective and rigorous curriculum with fidelity*



# 2017-2018 SY Enrollment Comparison Report August - July



Totals reflect the last report of the specified month and includes grades PreK - 23rd

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**2017-2018 SY**  
**Enrollment Comparison Report**  
**August - July**

	2015/2016 SY	2016/2017 SY	2017/2018 SY
August	13,911	13,441	13,186
September	13,610	13,064	12,844
October	13,708	13,157	12,929
November	13,712	13,164	12,915
December	13,733	13,154	12,935
January	13,704	13,130	13,032
February	13,721	13,136	
March	13,702	13,154	
April	13,674	13,157	
May	13,669	13,064	
June	13,866	13,272	
July	13,912	13,274	

***Totals reflect the last report of the specified month and includes grades PreK - 23rd***

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## World of Wonder Enrollment:

May 5, 2016- 487

May 6, 2016- Incident occurred

January 25, 2018- 358

Down 129 students or ~26%

### 3 Year Withdrawal Trends by Grade

Grade	2015	2016	2017	Total
0K	165	287	340	792
01	190	198	347	735
02	190	287	300	777
03	322	267	282	871
04	257	214	262	733
05	229	208	259	696
06	200	202	231	633
07	175	217	255	647
08	265	291	268	824
09	386	424	414	1224
10	251	224	234	709
11	183	168	149	500
12	140	98	96	334
Total	2953	3085	3437	9475

### 3 Year Withdrawal Trends by Reason

Transferred by Court Order/Adjudication	16
Transferred to a Private School	1228
Transferred to another Ohio School District or Charter	7143
Transferred to another School District Outside of Ohio	1088
Total	9475

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Enrollments & Withdrawals 01/01/18 - 01/31/18

	Enrollment Total	Withdrawal Total
Belle Haven PreK-6 School	15	1
Belmont High School (7-12)	48	27
Charity Adams Earley Girls Academy PreK-8	10	7
Cleveland PreK-6 School	4	7
David H. Ponitz Career Technology Center	1	2
Dayton Boys Preparatory Academy	6	3
Dayton Innovation Virtual Academy	9	
Dunbar Early College High School	15	16
Eastmont PreK-6 School	18	6
Edison PreK-6 School	4	
Edwin Joel Brown Middle School	12	4
Fairview PreK-6 School	23	2
Horace Mann PreK-6 School	13	2
Innovative Learning Center (ILC)	6	
Kemp PreK-6 School	2	1
Kiser PreK-6 School	9	3
Louise Troy PreK-6 School	3	3
Meadowdale High School (7-12)	14	5
Meadowdale PreK-6 School	1	10
River's Edge Montessori PreK-6 School	1	6
Rosa Parks Early Learning Center (PreK-K)	1	1
Ruskin PreK-6 School	16	7
Stivers		5
Thurgood Marshall STEM High School	10	10
Valerie PreK-6 School	1	1
Westwood PreK-6 School	8	1
Wogaman Middle School	4	
World of Wonder PreK-6 School	30	13
Wright Brothers Middle School	6	4
Grand Total	290	147

YTD Enrollments & Withdrawals thru 01/31/18

	Enrollment Total	Withdrawal Total
Belle Haven PreK-6 School	136	139
Belmont High School (7-12)	360	341
Charity Adams Earley Girls Academy PreK-8	107	93
Cleveland PreK-6 School	138	133
David H. Ponitz Career Technology Center	59	46
Dayton Boys Preparatory Academy	39	58
Dayton Innovation Virtual Academy	23	16
Dunbar Early College High School	110	192
Eastmont PreK-6 School	152	151
Edison PreK-6 School	102	119
Edwin Joel Brown Middle School	53	104
Fairview PreK-6 School	145	175
Horace Mann PreK-6 School	124	73
Innovative Learning Center (ILC)	25	4
Kemp PreK-6 School	156	125
Kiser PreK-6 School	185	156
Louise Troy PreK-6 School	104	105
Meadowdale High School (7-12)	103	178
Meadowdale PreK-6 School	141	132
River's Edge Montessori PreK-6 School	131	98
Rosa Parks Early Learning Center (PreK-K)	193	56
Ruskin PreK-6 School	181	155
Stivers School for the Arts (7-12)	91	61
Thurgood Marshall STEM High School	99	163
Valerie PreK-6 School	103	73
Westwood PreK-6 School	92	63
Wogaman Middle School	11	58
World of Wonder PreK-6 School	107	88
Wright Brothers Middle School	49	109
Grand Total	3319	3264

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2017/2018 SY  
Enrollment Withdrawal Summary

<i>2017/18 SY</i>	Enrollments	Withdrawals
YTD thru August 31, 2017	2,219	2,370
<b>Month of August 2017</b>	<b>478</b>	<b>185</b>
YTD thru September 30, 2017	2,558	2,579
<b>Month of September 2017</b>	<b>323</b>	<b>155</b>
YTD thru October 31, 2017	2,815	2,755
<b>Month of October 2017</b>	<b>257</b>	<b>141</b>
YTD thru November 30, 2017	3,004	2,950
<b>Month of November 2017</b>	<b>181</b>	<b>171</b>
YTD thru December 30, 2017	3,131	3,081
<b>Month of December 2017</b>	<b>179</b>	<b>107</b>
YTD thru January 31, 2018	3,319	3,264
<b>Month of January 2018</b>	<b>290</b>	<b>147</b>
YTD thru February 28, 2018		
<b>Month of February 2018</b>		
YTD thru March 31, 2018		
<b>Month of March 2018</b>		
YTD thru April 28, 2018		
<b>Month of April 2018</b>		
YTD thru May 31, 2018		
<b>Month of May 2018</b>		

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**Suspensions per 100 Students**

<b>Building</b>	<b>2016</b>	<b>2017</b>	<b>2018 (projected)</b>
<b>Dayton Boys Preparatory Academy</b>	27.8	30.4	39.9
<b>Edwin Joel Brown Middle School</b>	43.6	64.3	64.8
<b>Meadowdale High School</b>	73.4	100.2	38.4
<b>Meadowdale PreK-6 School</b>	47.7	63	62.7
<b>Westwood PreK-6 School</b>	23.9	10	9.1
<b>Wogaman Middle School</b>	89.4	118	43.6
<b>World of Wonder PreK-6 School</b>	51.5	37	39.0

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**2/5/18**



**2017-18 Low Enrolled Buildings  
Attendance Rate**

<b>Building</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Dayton Boys Preparatory Academy	93.20%	92.70%	91.4%
Edwin Joel Brown Middle School	93.10%	90.70%	90.9%
Innovative Learning Center			73.6%
Meadowdale High School	85.40%	84.20%	86.0%
Meadowdale PreK-6 School	92.30%	90.20%	90.1%
Rosa Parks Early Learning Center	88.00%	90.10%	89.5%
Westwood PreK-6 School	92.20%	92.50%	93.5%
Wogaman Middle School	90.90%	89.50%	89.3%
World of Wonder PreK-6 School	93.00%	91.90%	93.0%

Source: Ohio Department of Education, EMIS

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2/5/18

**Ohio State Report Card (2017)  
Percent Proficient**

Grade	Subject	Dayton Boys	EJ Brown	Meadowdale HS	Meadowdale P-6	Westwood	Wogaman	WOW
3	Reading	21.70%			20.00%	36.20%		26.10%
	Math	21.70%			27.50%	31.10%		40.40%
4	Reading	32.10%			17.30%	20.60%		17.10%
	Math	17.90%			12.00%	29.70%		20.00%
	Social Studies	10.70%			11.50%	29.70%		17.10%
5	Reading	20.00%			16.70%	28.20%		18.40%
	Math	0.00%			10.30%	15.00%		8.10%
	Science	0.00%			17.20%	17.90%		2.60%
6	Reading	19.00%			16.30%	19.00%		20.00%
	Math	19.00%			4.80%	14.30%		11.10%
	Social Studies	20.00%			11.90%	12.50%		2.90%
7	Reading	11.10%	12.90%	4.90%			9.60%	
	Math	55.60%	12.90%	4.90%			6.90%	
8	Reading	26.70%	5.60%	8.70%			6.20%	
	Math	80.00%	8.20%	6.50%			11.80%	
	Science	60.00%	9.40%	0.00%			16.50%	
High School	Government			8.20%				
	History			4.50%				
	English I			6.70%				
	English II			3.80%				
	Algebra I			3.10%				
	Geometry			1.60%				
	Biology			7.10%				

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2/5/18

**2017-18 Low Enrolled Buildings  
Ohio State Report Card (2017)**

BUILDING NAME	Dayton Boys	EJ Brown	Meadowdale HS	Meadowdale P-6	Westwood	Wogaman	WOW
INDICATORS MET GRADE	F	F	F	F	F	F	F
PERFORMANCE INDEX SCORE GRADE	F	F	F	F	F	F	F
4-YEAR GRADUATION RATE GRADE	NR	NR	F	NR	NR	NR	NR
5-YEAR GRADUATION RATE GRADE	NR	NR	F	NR	NR	NR	NR
OVERALL VALUE-ADDED GRADE	A	F	F	C	F	C	B
GIFTED VALUE-ADDED GRADE	NR	NR	NR	NR	NR	NR	NR
LOWEST 20% VALUE-ADDED GRADE	A	F	F	C	C	C	A
SWD VALUE-ADDED GRADE	D	F	F	D	D	C	A
AMO GRADE	F	F	F	F	F	F	F
K-3 LITERACY IMPROVEMENT GRADE	D	NR	NR	D	C	NR	D
ACHIEVEMENT COMPONENT GRADE	F	F	F	F	F	F	F
GRADUATION COMPONENT GRADE	NR	NR	F	NR	NR	NR	NR
PROGRESS COMPONENT GRADE	B	F	F	C	D	C	A
GAP CLOSING COMPONENT GRADE	F	F	F	F	F	F	F
K-3 LITERACY COMPONENT GRADE	D	NR	NR	D	C	NR	D
PREPARED FOR SUCCESS GRADE	NR	NR	F	NR	NR	NR	NR

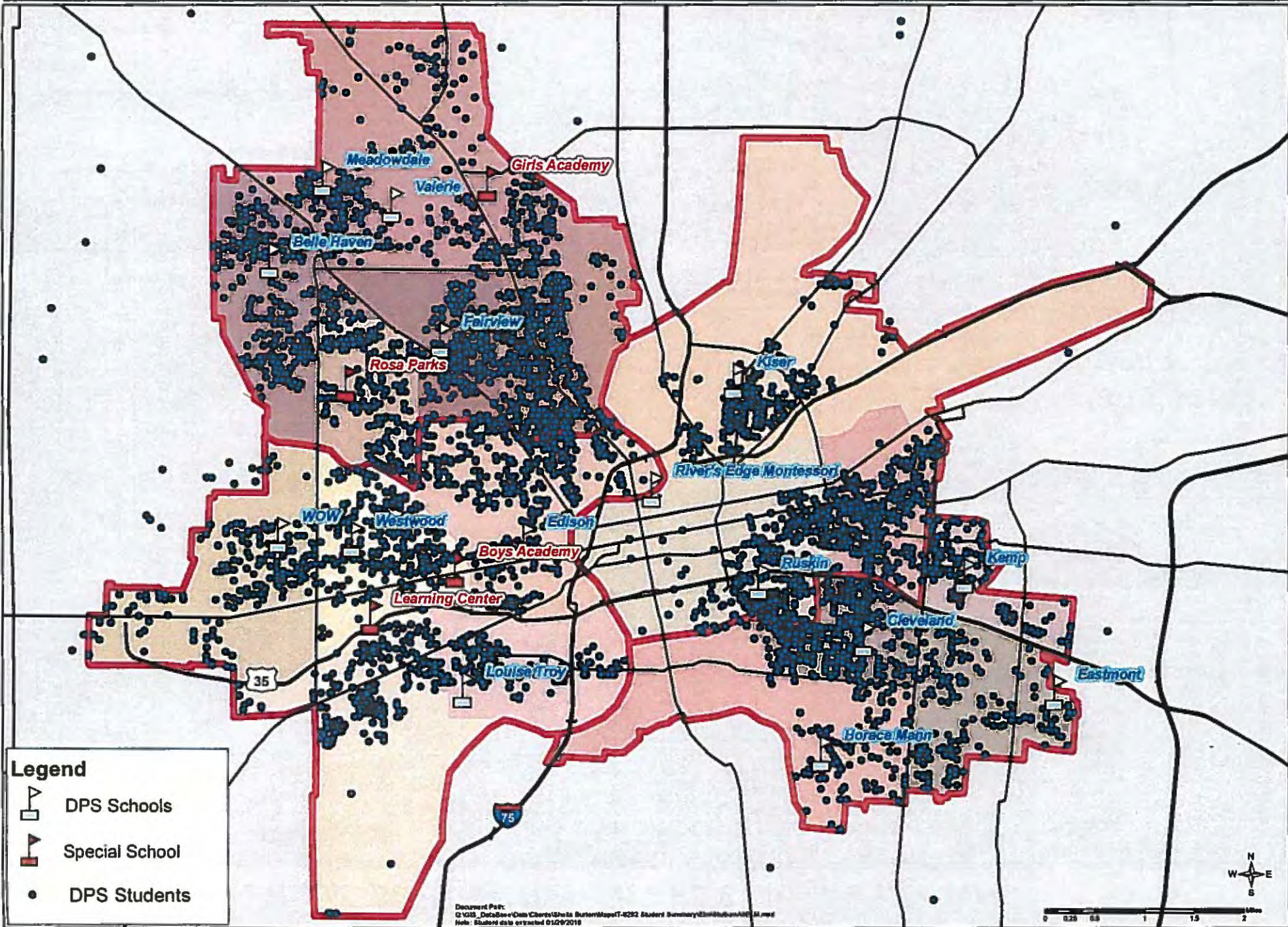
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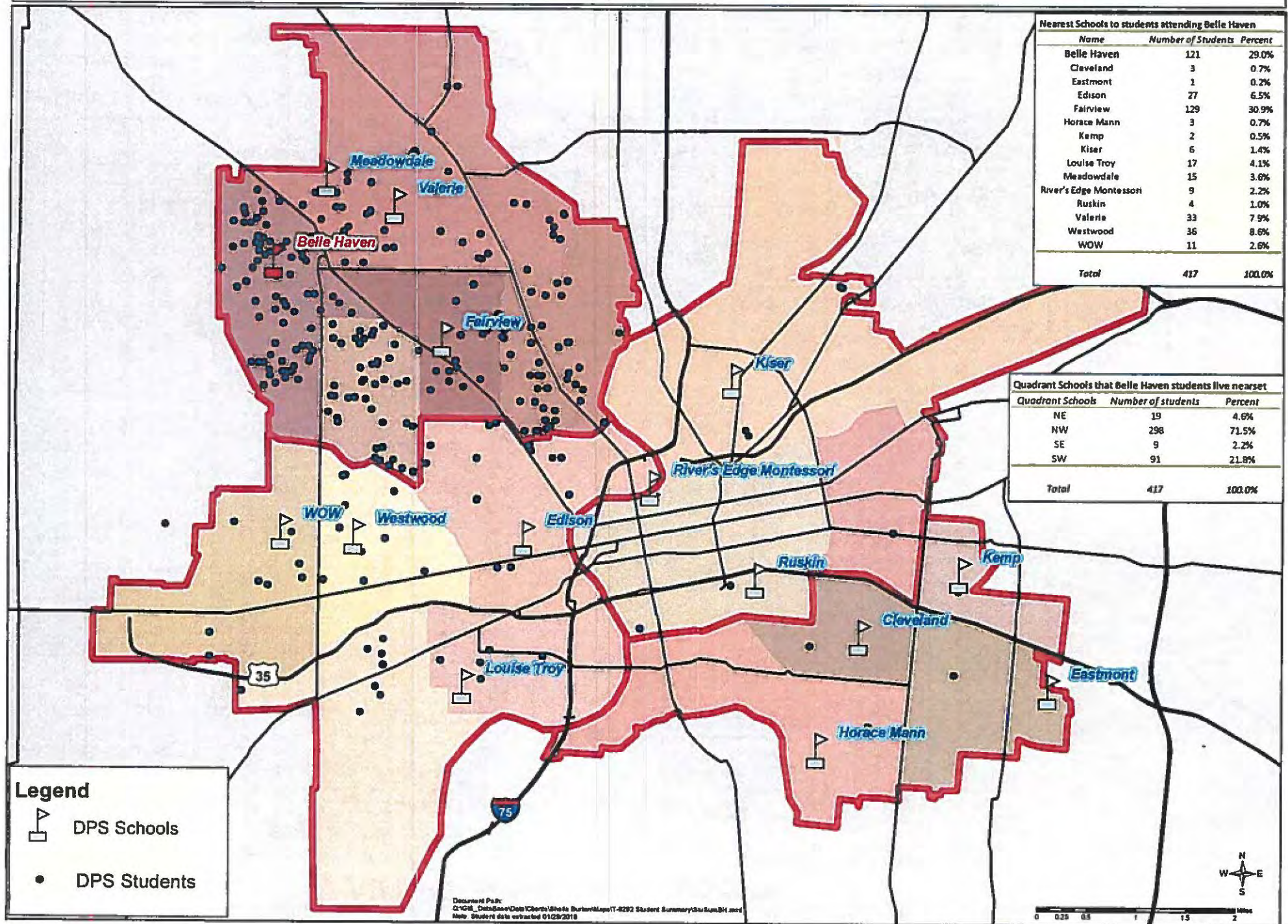


All DPS Elementary Students	
1	2
3	4
5	6
7	8
9	10
11	12
13	14
15	16
17	18
19	20
21	22
23	24
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71	72
73	74
75	76
77	78
79	80
81	82
83	84
85	86
87	88
89	90
91	92
93	94
95	96
97	98
99	100





# Belle Haven Students' Nearest DPS Elementary School



I had to remove pages in order to upload this document.

It was 65 pages.

I removed a lot of maps with scatter plots.

Obviously, they had a lot to discuss.

We have video of Board Member Sheila Taylor reviewing these handouts during a regularly scheduled board meeting on the evening of the bus tour, in which she was supposed to be learning about Parliamentary Procedure.



**HIGH-QUALITY EDUCATION**  
**HIGH-QUALITY FACULTY & STAFF**  
**ENGAGED PARENTS**  
**COMMUNITY COLLABORATORS & PARTNERSHIPS**  
**FISCAL RESPONSIBILITY & ACCOUNTABILITY**

**Accountability**  
**DPS Contract with**  
**the Community**  
See back cover



Dayton Public Schools Strategic Plan  
2011 - 2015



# DAYTON

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## PUBLIC SCHOOLS

### VISION

Dayton Public Schools will be a model education system where all students are academically successful, culturally engaged, and ready for postsecondary opportunities and careers upon graduation. Teachers, parents and community partners will be active participants in our schools, and contribute to student growth.

### MISSION STATEMENT

Dayton Public Schools provides a high-quality education in a safe environment that prepares our students for success in school, work and life by providing a highly effective trained staff working each day with community resources.

### VALUES AND BELIEFS

**Excellence** – We will pursue the highest standards in educational and operational performance.

**Fairness** – We will ensure all children equitable access to the resources necessary for academic success.

**Acceptance** – We will value the strengths of a diverse community and respect the differences of individuals.

**Integrity** – We will build productive relationships through honest, open communication that fosters trust.

**Individuality** – We will respect and encourage the unique talents and abilities of each individual.

**Innovation** – We will seek out and implement new and different ways of improving our performance.

### FIVE STRATEGIC GOALS

**Goal 1: High-Quality Education**

**Goal 2: High-Quality Faculty and Staff**

**Goal 3: Engaged Parents**

**Goal 4: Community Collaborations and Partnerships**

**Goal 5: Fiscal Responsibility and Accountability**



# DAYTON

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## PUBLIC SCHOOLS

### PARTICIPANTS

Johnny Allen  
Kyle Bower  
Tom Breitenbach  
Gayle Bullard  
Shelia Burton  
Angela Clements  
Linnae Clinton  
Vince Corrado  
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Allen Elijah  
Kathleen Emery  
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Tim Glover  
David Greer  
Jim Gross  
James Harris  
Rev. Frederick Hayes  
Tim Helm

Jim Henry  
Carol Hinton  
Kathy Hollingsworth  
Yvonne V. Isaacs  
Kaye Jeter, Ph.D.  
Malcom Keith, Sr.  
Kevin Kelly, Ph.D.  
Judge Nick Kuntz  
Joe Lacey  
Ronald Lee  
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Jamie Simpson  
John Smith  
Sheila Taylor  
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Taffy Turner  
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Lori Ward  
Joni Watson  
DelMaria Watts  
Sandy Waymire  
Les Weller  
Teresa Whitley



## Goal 1 - High-Quality Education

*Create an environment conducive to learning that prepares all students for college and/or careers. Our schools possess the technology that our teachers, staff and students need to develop the skills necessary to be successful. Students are educated in a safe and secure environment.*



Strategic Objectives	Tactics	Metrics
Develop and implement a comprehensive curriculum aligned with the Common Core and new state standards in all subject areas	<ul style="list-style-type: none"> <li>Align current academic pacing guides with Common Core State Standards</li> <li>Develop district pacing guides for visual arts, music, and other performing arts, physical education and technology</li> <li>Research "best practices," project-based and/or thematic curriculum resources (PK-12)</li> </ul>	<ul style="list-style-type: none"> <li>80% of students in grades 3-8 will be proficient in reading and mathematics</li> <li>75% of students in grades 5 and 8 will be proficient in science, writing, reading, mathematics and social studies</li> <li>85% of 11th-grade students will be proficient in writing, reading, mathematics, science and social studies</li> <li>100% of the pacing will be aligned to the Common Core State Standards</li> <li>100% of all teachers will implement the district's curriculum and pacing guide as measured by observations, building walkthroughs and formative assessment results</li> </ul>
Ensure challenging courses, effective research-based resources and 21st century technology are available for students	<ul style="list-style-type: none"> <li>Select resources and technology based on empirical evidence of effectiveness</li> <li>Offer high-quality online and offline coursework</li> <li>Inventory and assess all instructional resources to ensure alignment to Common Core State Standards</li> <li>Continue to upgrade technology infrastructure so that by 2013 technology is aligned with instructional needs</li> </ul>	<ul style="list-style-type: none"> <li>100% of instructional resources aligned to Common Core State Standards</li> <li>30% of students accessing online course work</li> <li>40% of high school students will take rigorous courses to help prepare them for higher education</li> <li>Improved network response time</li> </ul>
Revise instructional plan for students to meet high standards in line with job market, college and state requirements	<ul style="list-style-type: none"> <li>Administer post-graduate survey; distribute the results to DPS faculty and staff</li> </ul>	<ul style="list-style-type: none"> <li>15% of DPS graduates will respond to student survey</li> </ul>
Assess student achievement accurately, and use data to improve results by school and by child	<ul style="list-style-type: none"> <li>Continue providing professional development for assessment tools and data use</li> </ul>	<ul style="list-style-type: none"> <li>Teachers accessing assessment data and altering instructional strategies</li> </ul>

## Goal 2 - High-Quality Faculty and Staff



*We will be the employer of choice for the best teachers and the best staff. Our teachers will be prepared, innovative and supported. We provide development opportunities for our faculty and staff to continuously improve. Our customer service, both internally and externally, will be exceptional. We will be welcoming and responsive to students, parents, community members and each other.*

Strategic Objectives	Tactics	Metrics
<p>Ensure that DPS human resource assignments are based on helping students achieve</p> <p>Recruit, place and retain effective, high-quality faculty and staff</p>	<ul style="list-style-type: none"> <li>Annually assess each building's needs and update criteria for human resource deployment</li> <li>Implement needs-based assignments and budgets</li> <li>Recruit and retain highly qualified and effective staff to meet district needs</li> <li>Assess DPS performance evaluation tools and redesign system, where appropriate, to better measure instructional effectiveness</li> <li>Assist principals and supervisors with documenting staff. Send out reminder of dates for submitting non-performance documents no later than seven business days in advance of date due</li> </ul>	<ul style="list-style-type: none"> <li>100% of staff assignments aligned to students' needs</li> <li>Recruitment efforts to surrounding schools increase</li> <li>Non-performers remediated or coached out of the system</li> </ul>
<p>Identify and develop emerging leadership and teaching excellence within Dayton Public Schools</p>	<ul style="list-style-type: none"> <li>Collaborate with local universities and professional business organizations to offer leadership training and professional development</li> <li>Develop a succession plan for all departments</li> </ul>	<ul style="list-style-type: none"> <li>Redesign leadership academy to include principals, assistant principals and teachers</li> <li>Implement leadership training for non-instructional departments</li> </ul>
<p>Offer shareholder service that consistently values DPS students, parents, neighbors and taxpayers</p>	<ul style="list-style-type: none"> <li>Develop planned monthly communication with all shareholders using new technology</li> <li>Convene regular meetings of shareholders</li> </ul>	<ul style="list-style-type: none"> <li>Administer annual customer satisfaction survey</li> </ul>
<p>Provide a professionally challenging, supportive and collaborative environment that encourages the highest level of performance by teachers and administrators</p>	<ul style="list-style-type: none"> <li>Redesign evaluation tool for all employees</li> </ul>	<ul style="list-style-type: none"> <li>Pilot new teacher evaluation in seven SIG schools</li> <li>Implement district-wide evaluation tools by 2014</li> </ul>

### Goal 3 - Engaged Parents

*Our greatest allies in our students' education and development are the parents. We must know and understand our DPS parents to better support them. And they must know and understand Dayton Public Schools to better support their children.*



Strategic Objectives	Tactics	Metrics
Create a culture where families are valued. Increase the number of volunteers in DPS schools	<ul style="list-style-type: none"> <li>Board policy created in reference to parent involvement</li> <li>Customer service embedded in performance evaluations</li> <li>Implement a district-wide family and community involvement group</li> </ul>	<ul style="list-style-type: none"> <li>Number of volunteers will increase by 5% annually</li> </ul>
Communicate DPS progress, goals and challenges as measured by shareholder outreach using traditional and new media	<ul style="list-style-type: none"> <li>Continue to update/upgrade website with timely, accurate and useful information</li> <li>Use DPS TV and radio to promote Dayton Public Schools</li> <li>Maintain and monitor district social media outlets: Twitter, Facebook</li> </ul>	<ul style="list-style-type: none"> <li>Number of initiated and non-initiated positive coverage by DDN and other mass media outlets</li> <li>Annual survey of DPS TV, radio and social media users indicates what parents want and use</li> </ul>
Create an active parent organization within each school	<ul style="list-style-type: none"> <li>Membership drives</li> <li>Open houses, conferences</li> </ul>	<ul style="list-style-type: none"> <li>Average parent attendance at monthly meetings</li> </ul>
Provide parents secure online access to view information regarding their children's school progress	<ul style="list-style-type: none"> <li>Implement a secure application giving parents access to their children's grades, attendance and discipline information</li> </ul>	<ul style="list-style-type: none"> <li>Annual parent survey indicates increased use of online access (Baseline 2012)</li> </ul>

## Goal 4 - Community Collaborations and Partnerships

*Earn the trust and support of the entire community we serve.  
We must constantly demonstrate how we value our community  
partners and collaborators.*



Strategic Objectives	Tactics	Metrics
Increase community use of our schools as multipurpose centers	<ul style="list-style-type: none"> <li>• Increase efforts to establish new Neighborhood School Centers and expand use of schools by community organizations</li> <li>• Encourage priority board and neighborhood association meetings at the schools</li> <li>• Create opportunities for senior citizens to use the new school facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Establish current baseline usage and increase the number of community organizations using DPS buildings by 5% annually</li> </ul>
Increase community collaborations and partnerships and DPS responsiveness to all stakeholders	<ul style="list-style-type: none"> <li>• Create a Family and Community Involvement Coordinator position</li> <li>• Re-formalize the Partners in Education program to better encourage businesses to provide opportunities for students</li> </ul>	<ul style="list-style-type: none"> <li>• Increase number of partnerships in each school</li> <li>• Increase number of collaborative events going on in schools, after school</li> </ul>
Develop additional strategies with the City of Dayton and other local government, business, civic and faith-based organizations to ensure safe routes to school through neighborhoods	<ul style="list-style-type: none"> <li>• Increase number of children walking to their neighborhood school</li> <li>• Encourage neighborhoods to assist in all safe route strategies</li> <li>• Continue to implement attendance areas for safe, neighborhood-based schools</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in number of children walking to their neighborhood school</li> <li>• Number of children participating in safe walking routes in neighborhood schools</li> <li>• Number of schools with safety patrols will increase</li> </ul>
Collaborate with local community resources to increase educational opportunities and services for our students	<ul style="list-style-type: none"> <li>• Expand Neighborhood School Centers to new locations and add community partners to DPS network</li> <li>• Increase the number of schools where the local community is actively involved, and wrap-around services are provided to our students and their families</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in number of local community resources involved in schools</li> </ul>



## Goal 5 - Fiscal Responsibility and Accountability



*Fiscal responsibility extends beyond money to include buildings, vehicles, equipment and technology. Not only do we accept responsibility for being effective and efficient in how we use resources, we also are accountable to the community. Teachers and staff are trained to understand school funding and key metrics of performance. We have a well-developed communications network that keeps everyone throughout our organization informed. In addition, our parents and our community partners can take pride in our stewardship of public and private dollars through an ongoing process of communications and feedback.*

Strategic Objectives	Tactics	Metrics
Provide reliable, clear forecasts, budgets and reports that allow DPS to operate accountably and transparently within budget	<ul style="list-style-type: none"> <li>Implement a fiscal management and reports system that provides accurate, clear and timely information to internal and external users</li> <li>Make quarterly reports available on website, DPS TV and paper (upon request)</li> <li>Establish written budget procedure</li> <li>Train principals in the budget development process, as well as how to manage budgets</li> </ul>	<ul style="list-style-type: none"> <li>General fund per-pupil expenses will be at or below the midpoint of Ohio's eight urban districts</li> <li>Instructional percent of the budget will be above the median of Ohio's eight urban districts</li> <li>100% of departments and schools will prepare budgets</li> </ul>
Use fiscal practices that enable the district to maximize efficiency	<ul style="list-style-type: none"> <li>Adopt audit and expert recommendations</li> <li>Have staff development for principals and managers to build capacity to execute best practices and quality shareholder service</li> <li>Reduce outside legal fees</li> </ul>	<ul style="list-style-type: none"> <li>Establish an audit (financial oversight) committee to supplement our financial bench-strength and provide transparency in the finance organization</li> <li>Develop school finance professional development for principals and managers</li> </ul>
Increase operational efficiencies and savings through energy conservation programs, preventive maintenance and purchasing cooperatives	<ul style="list-style-type: none"> <li>Implement facilities maintenance preventive agreement (MPA) plan, fuel management/bidding system, waste recycling program and 5-year capital plan/textbooks and equipment</li> <li>Consolidate properties and reduce duplicative or non-viable spaces</li> <li>Implement new business systems to meet DPS priorities, student needs and position control requirements</li> <li>Evaluate practices and contracts, and work with internal units and vendors to improve results</li> </ul>	<ul style="list-style-type: none"> <li>Reduce warehouse square footage by 25% by 2012</li> <li>Reduce the number of idle district properties by 20% by 2012</li> <li>Reduce non-instructional costs</li> </ul>

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## Goal 5 - Fiscal Responsibility and Accountability (continued)



*Fiscal responsibility extends beyond money to include buildings, vehicles, equipment and technology. Not only do we accept responsibility for being effective and efficient in how we use resources, we also are accountable to the community. Teachers and staff are trained to understand school funding and key metrics of performance. We have a well-developed communications network that keeps everyone throughout our organization informed. In addition, our parents and our community partners can take pride in our stewardship of public and private dollars through an ongoing process of communications and feedback.*

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Strategic Objectives	Tactics	Metrics
Transport students in a safe, timely, efficient and responsive manner	<ul style="list-style-type: none"> <li>• Strengthen customer service</li> <li>• Communicate expectations for student behavior</li> <li>• Redesign bus routes</li> <li>• Prepare student assignment policies that encourage students to choose neighborhood schools</li> </ul>	<ul style="list-style-type: none"> <li>• Establish baseline for on-time performance in 2011-2012 and measure annually</li> <li>• Reduce per-student transportation costs by 10% annually</li> <li>• Reduce accidents per 100,000 miles by 5% annually</li> </ul>
Maintain efficient nutrition services	<ul style="list-style-type: none"> <li>• Create menus that are thrifty, healthy and motivate students to participate in eating lunch and breakfast</li> </ul>	<ul style="list-style-type: none"> <li>• Increase student lunch participation by 5% annually</li> <li>• Increase student breakfast participation by 5% annually</li> <li>• Maintain a positive fund balance in Nutrition Services</li> </ul>
Leverage our limited resources	<ul style="list-style-type: none"> <li>• Research and implement school-wide pooling to provide flexibility between applicable federal, state and local funds</li> </ul>	<ul style="list-style-type: none"> <li>• Implement school-wide pooling by 2013-2014</li> </ul>

# DAYTON PUBLIC SCHOOLS CONTRACT WITH THE COMMUNITY

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Dayton's future depends on the sustained progress of its public school system. That's why, prior to the development of this strategic plan, Dayton Public Schools forged a Contract with the Community during the successful 2008 levy campaign. The Contract demonstrates clearly that we are committed to becoming a more effective, efficient, transparent educational enterprise. It commits to leaders, citizens, parents and children that we will increase student achievement, improve school environments, and strengthen DPS operations and efficiency.

**After 16 years with no local operating levy and more than \$77 million in cuts since 2002, passage of the 4.9-mill levy means we can fulfill the following Contract with the Community.**

1. DPS will increase state test scores annually, reach the midpoint of Ohio's large urban districts and meet current "Continuous Improvement" standards by 2012, with 80% pass rates on achievement tests by 2015.
2. DPS will limit spending and cut expenses where possible, so that within three years, general fund per-pupil expenses will be at or below the midpoint of Ohio's Big Eight urban districts. DPS will bring the instructional percentage of the budget above the median of the Big Eight districts. [These measures will be adjusted for transportation, health care and charter expenses.] In collaboration with an Accountability Panel (see below), Dayton Public Schools will sustain its aggressive cost containment program.
3. With appropriate input from the Community Leadership Committee (CLC), and other key constituents, the Dayton Board of Education will appoint an independent Accountability Panel of business, community and educational leaders, which will include the Mayor/designee. The Panel will meet quarterly, review progress, and report to the community on DPS performance on academic and financial results.
4. The Superintendent, with participation by the Accountability Panel, will develop detailed indicators for the Panel on academic progress and cost control that can visually display progress and be widely understood by citizens. Dayton Public Schools will staff the Panel and provide reasonable data as needed. Dayton Public Schools will share the Panel's reports widely through personal presentations in the community, at Dayton Board of Education meetings and on the Dayton Public Schools Web site.

Dayton Public Schools will execute important operational and academic improvements, examples of which follow:

- Create and maintain a safe, productive, caring educational environment
- Achieve and communicate progress on academic, financial and operational metrics
- Train all employees in customer service and other quality improvement strategies
- Expand neighborhood school centers with safe walking zones for students
- Improve efficiency with organizational, budget, staffing and facilities reviews

The district will develop clear, measurable strategic and annual operating plans to execute these and other important improvement initiatives. The Superintendent will report progress to the Board, Accountability Panel and community regularly. We are fully committed to developing a school district that meets 21st century needs for a far more educated community, and look forward to being held accountable for our work.

*Adopted by the Dayton Board of Education, October 2008*



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