









HERTFORD COUNTY PUBLIC SCHOOLS

HCPS serving as a cornerstone of our community, will prepare graduates who are ready to meet the global challenges of education, career, and life.

HCPS

STRATEGIC PLAN 2023-28

Pursuit of Excellence

UNLEASHING OUR POTENTIAL

www.hertford.k12.nc.us



Letter from the Board Chair

Mr. Eddie Hall

Dear Hertford County Public Schools Community,

With great pleasure and a profound sense of pride, I share with you the culmination of our collective efforts—the Strategic Plan for Hertford County Public Schools for 2023-2028, titled ***"Pursuit of Excellence: Unleashing our Potential."*** As the Board Chair, I am honored to convey the Board's enthusiasm and commitment to the transformative journey ahead.

The 2022-2023 school year was pivotal for our district. The Board established ambitious goals to improve outcomes, and we welcomed a new Superintendent to lead the way in pursuit of these objectives. The appointment marked the beginning of a new chapter, signaling our dedication to fostering positive change and growth within Hertford County Public Schools.

The Strategic Plan is a testament to the Board's unwavering commitment to translating those goals into meaningful action at every level of our educational community. Through a collaborative and inclusive process, we carefully crafted a Strategic Plan to address the unique needs and aspirations of our students, educators, staff, and community members. It serves as our guiding compass, steering us toward academic, staffing, operational, and engagement excellence.

I want to express my pride in presenting this Strategic Plan to the public, representing our community's vision and aspirations. It embodies our stakeholders' dedication and hard work within the district and beyond during the "listen-to-learn" tour and subsequent engagements.

As we embark on this exciting journey, I want to thank the community for your continuous support. Your commitment to the district's pursuit of excellence is a driving force that empowers us to reach new heights. Over the next five years, we look forward to working collaboratively with you to implement the Strategic Plan, ensuring its impact is felt in every classroom, every department, and every corner of our district.

In closing, on behalf of the Board, I extend our most profound appreciation to the community for your trust, involvement, and dedication. Together, we are poised to achieve greatness, and with your ongoing support, the future of Hertford County Public Schools is exceptionally bright.

Thank you for being an integral part of our journey toward excellence.

Sincerely,

Eddie Hall

Mr. Eddie Hall
Board Chair, Hertford County Public Schools

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Mr. Eddie Hall
President
Term Ends: November 2024



Mr. J. Wendell Hall
Board Vice Chair
Term Ends: November 2024



Mr. Dennis M. Deloatch
Board Member
Term Ends: November 2026



Mrs. Sheila Porter
Board Member
Term Ends: November 2026



Mr. David Shields
Board Member
Term Ends: November 2026



STRATEGIC PLAN 2023-28

Pursuit of Excellence UNLEASHING OUR POTENTIAL



Letter from the Superintendent

Dear Hertford County Public Schools Community,

With great enthusiasm and a profound sense of accomplishment, I present our district's Strategic Plan for 2023-2028, titled "Pursuit of Excellence: Unleashing our Potential." This plan serves as our roadmap, outlining a clear and ambitious vision for the future as we strive for excellence in every facet of our educational community.

Developing this strategic plan was not a solitary effort but a collaborative journey undertaken with the invaluable input of all stakeholders in our district. Through the "listen-to-learn" tour, I engaged in meaningful conversations with parents, students, teachers, support staff, and community members. These discussions provided valuable insights into our district's strengths, areas of improvement, and the aspirations of our diverse and dynamic community.

The strategic plan is designed around four central commitment areas: academic excellence, staffing excellence, operational excellence, and engagement excellence. These pillars represent our collective commitment to providing an exceptional educational experience that nurtures the full potential of every student, cultivates a supportive and empowering work environment for our staff, ensures the efficient functioning of our operations, and fosters deep and meaningful community engagement.

I am proud to say that this plan reflects the aspirations and priorities articulated by the community. It encapsulates our shared values and the unique strengths that make our district special. The plan is not a static document but a living, breathing testament to our dedication to continuous improvement.

As we embark on this journey together, I extend my heartfelt gratitude to each member of our community who contributed their time, insights, and passion to shape this Strategic Plan. Your commitment to our students' well-being and success is commendable, and this collaborative spirit will propel us toward the pinnacle of educational excellence.

In closing, I want to express my profound pride in the work we have accomplished and my unwavering confidence in the potential we are unleashing. Together, we will navigate the path to excellence, and as we reach new heights, the impact of our collective efforts will resonate for generations to come.

Sincerely,

Jesse J. Pratt

Dr. Jesse J. Pratt
Superintendent, Hertford County Public Schools

Overview of the Strategic Planning Process

***"Pursuit of Excellence, Reaching Our Potential"* is more than a motto; it is a guiding principle that inspires us daily. It encapsulates our commitment to providing a transformative education that prepares students for academic success and a lifelong journey of personal growth and achievement.**

Welcome to the district overview section of our strategic plan for Hertford County Public Schools. As we embark on this journey of educational excellence, it is crucial to set the stage by understanding the context, values, and goals that will guide our collective efforts. Our district is more than just a collection of schools; it is a community committed to fostering growth, nurturing potential, and preparing students for a dynamic and ever-changing world.

Context

Hertford County Public Schools serves as the educational cornerstone for our diverse community. With a rich history and a commitment to innovation, our district has evolved to meet the evolving needs of our students. Today, we find ourselves at the intersection of tradition and progress, striving to provide an education that equips students with the skills, knowledge, and values necessary for success in the 21st century.

Values

At the heart of our district are the values that shape our culture and drive our decision-making. We believe in fostering an inclusive learning environment that empowers and respects each student's unique talents and backgrounds. Equity, collaboration, and a dedication to continuous improvement are the cornerstones of our educational philosophy. We recognize that every child is unique, and it is our duty to cultivate an environment that nurtures their individual strengths and passions.

Goals

Our strategic plan is built on a foundation of clear and ambitious goals that reflect our commitment to excellence. These goals encompass academic achievement, social-emotional well-being, and the development of essential life skills. As we chart our course for the future, we aim to enhance student engagement, elevate academic performance, and prepare our graduates to be informed, compassionate, and active members of society.

This strategic plan is a roadmap for realizing our vision of providing an exceptional education for every student in HCPS. It is a collaborative effort involving educators, parents, community members, and students working together to create a learning environment that prepares students for tests and life beyond the classroom.

Join us as we embark on this exciting journey, where every decision is made with the best interests of our students in mind. Together, we will shape the future of education at HCPS and empower the next generation to reach their full potential.

MISSION

Hertford County Public Schools will foster a safe, nurturing environment that serves all students and families through quality education, diversity, and innovative opportunities, ensuring graduates are globally competitive and equipped for success.

VISION

To cultivate today's minds to impact tomorrow's leaders.

CORE VALUES

Student-Centered

Our district is dedicated to providing an environment where each student's unique needs are prioritized, academic standards are upheld, and a love for learning is cultivated.

Accountability

Our district embraces accountability through clear expectations, data-driven progress monitoring, and a culture of continuous growth and shared responsibility for every student's success.

Equity

Equity is at the heart of our district, ensuring every student has fair access to resources, opportunities, and a curriculum that celebrates diversity and fosters a sense of belonging.

Excellence

Excellence is embracing growth with a commitment to continuous improvement and adaptability to the evolving needs of our students and community.

Collaboration

Our district values collaboration as a team effort, where open communication, mutual respect, and a commitment to student-centered learning, equity, and accountability guide our collective pursuit of providing the best education for every student.



Creativity

Graduates should focus on developing and nurturing creative skills and mindset in students as an essential component of their education.



Collaborator

Graduates should be capable of working collaboratively in diverse teams, respecting different perspectives, and contributing positively to group dynamics.



Communicator

Graduates should showcase outstanding proficiency in communication, including the ability to articulate complex ideas with clarity and precision.





Critical Thinker

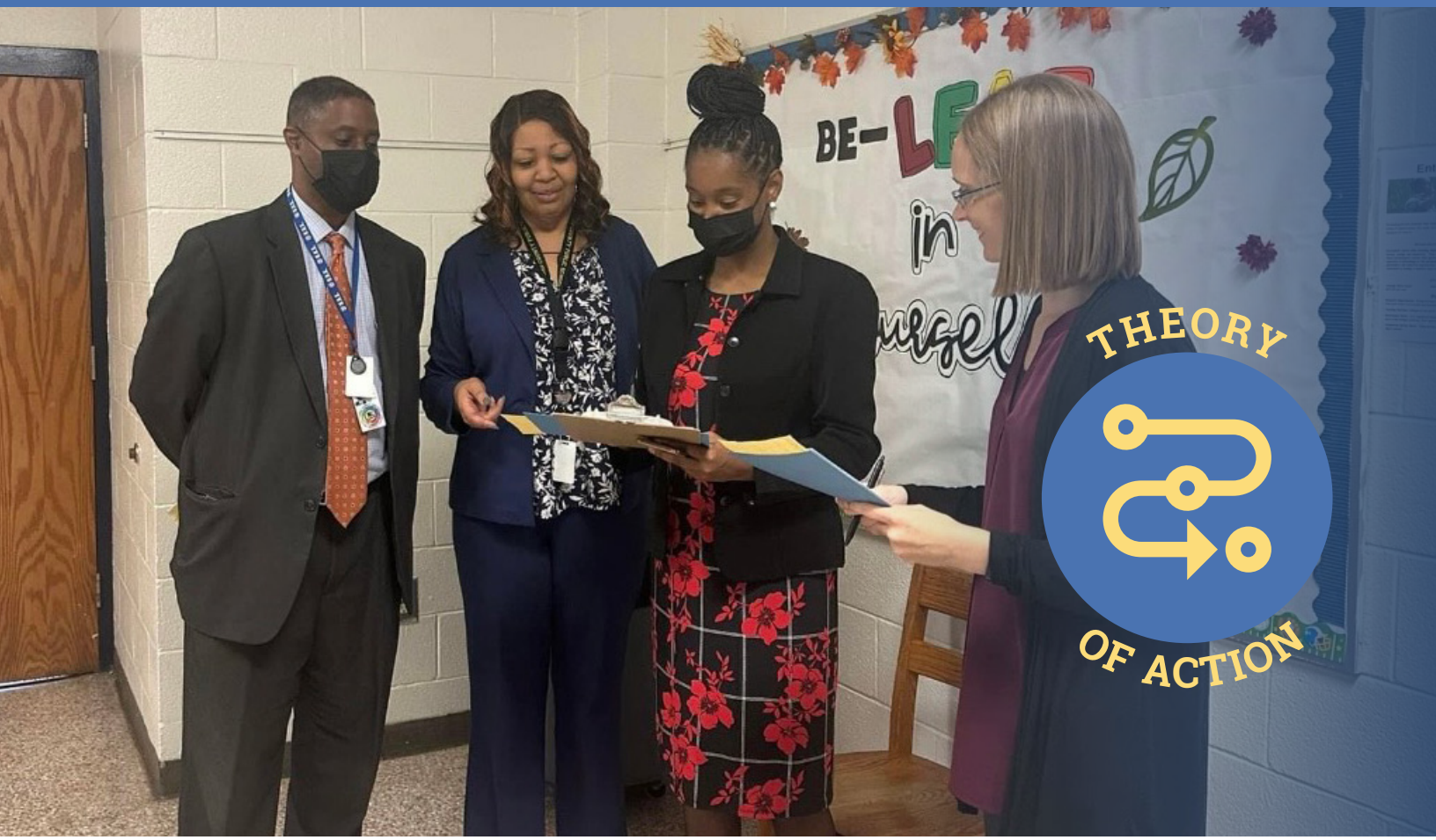
A graduate with strong problem-solving skills has the ability to analyze information, evaluate evidence, think logically, and generate innovative solutions.

Learner's Mindset

Graduates are encouraged to develop a cutting-edge and learning mindset, where they seek out innovative solutions and challenge existing norms.

By emphasizing these talking points, students can gain a clearer understanding of how to embody the BEARS motto in their daily actions and interactions. It encourages them to take responsibility for their learning, engage actively, be true to themselves, show respect to others, and prioritize their safety and the safety of those around them.

W	**B**RIGHT	■ Engage in acts of kindness, support your peers, and create a welcoming and uplifting atmosphere wherever you go. ■ Understand that your actions can inspire positive change and contribute to a brighter future. ■ Set goals, explore your passions, and seek opportunities that align with your interests. ■ Maintain a positive mindset and believe in your abilities. See challenges as opportunities for growth and learning.
E	**E**NGAGED	■ Actively participate in class discussions and activities. ■ Listen attentively to teachers and peers. ■ Ask questions when you need clarification. ■ Show enthusiasm and curiosity for learning.
A	**A**UTHENTIC	■ Be true to yourself and express your thoughts and feelings honestly. ■ Embrace your unique qualities and talents. ■ Respect and appreciate the diversity of others. ■ Avoid pretending to be someone you're not to fit in.
R	**R**ESPECTFUL	■ Treat others with kindness, empathy, and compassion. ■ Value different perspectives and opinions. ■ Use appropriate language and tone when communicating. ■ Take care of your physical and mental well-being.
E	**S**AFE	■ Follow safety rules and guidelines provided by the school. ■ Report any safety concerns or potential hazards to teachers or staff. ■ Practice good digital citizenship and online safety. ■ Make responsible choices to ensure your own well-being and that of others.



Theory of Action

What is the purpose of a Theory of Action?

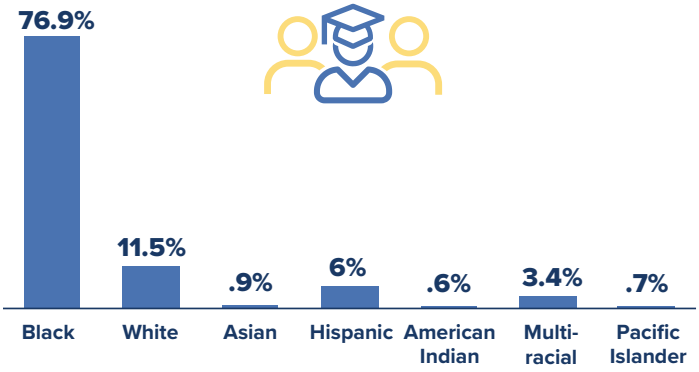
The Theory of Action is a guiding framework outlining strategies and interventions to achieve student success. It is a roadmap connecting actions with expected outcomes, fostering transparency and a shared vision among stakeholders. HCPS Theory of Action aligns our goals, actions, and outcomes, shaping the approach to educating all students and developing and implementing this Strategic Plan.

HCPS Theory of Action

If Central Services supports the district with ongoing professional development that includes data analysis and resources, then principals will be able to support all teachers' instructional and social-emotional needs; then teachers will address the needs of the whole child's academic, social, and emotional needs, then all children will learn at a higher level of attainment and be globally competitive.

District Profile

STUDENTS



- **2,460** students
- **14.4%** Exceptional Children (EC)
- **6.9%** Academically and Intellectually Gifted Students (AIG)
- **4%** Limited English Proficient Students (LEP)
- **100%** eligible for Free or Reduced-Price Lunch (EDS)

STAFF

- New Beginning Teacher Support
- School Climate & Culture
- **169** certified teachers
- **45** district office staff
- **156** classified employees

SCHOOLS & FACILITIES

Ahoskie Elementary School	59,860 sq ft
Bearfield Primary School	103,809 sq ft
CS Brown STEM	18,470 sq ft
District Office	8,540 sq ft
Hertford County Early College	
Hertford County High School	131,143 sq ft
Hertford County Middle School	121,267 sq ft
Riverview Elementary School	65,282 sq ft

ACADEMICS

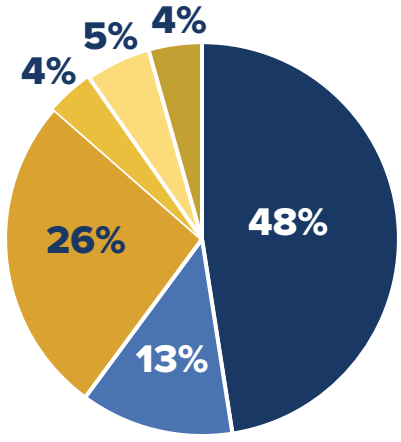
- **82%** Graduation Rate
- **480** students are enrolled in Career and Technical Education (CTE) Courses
- **258** college credit bearing courses
- **40** career academics with internship requirements and **36** job shadowing students

BUDGET

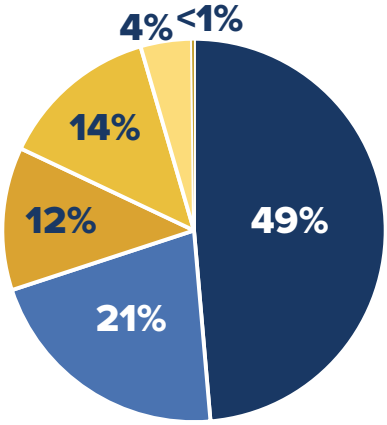
State Public School Fund	$23,907,569
Local Current Expense Funds	$6,333,000
Federal Grants Fund	$13,251,467
Capital Outlay Fund	$1,920,000
School Food Service Fund	$2,686,000
Other Local Current Exp. Funds	$2,203,000

Salaries	$24,459,369
Benefits	$10,735,419
Purchased Services	$6,070,133
Supplies	$6,773,984
Capital	$2,178,131
Transfers	$85,000

Revenue Sources



Expenses





Four Commitments

The Strategic Plan outlines a comprehensive vision for the district, encapsulated in four distinct commitment areas, each designed to propel Hertford County Public Schools towards unparalleled success. Academic Excellence is the cornerstone, emphasizing cultivating an environment where student learning and achievement are paramount. Staffing Excellence recognizes the pivotal role of our educators and staff, aiming to foster a supportive and innovative workplace that nurtures their professional growth and dedication. Operational Excellence focuses on optimizing the efficiency and effectiveness of our administrative and logistical processes, ensuring that resources are used effectively to support our academic mission. Finally, Engagement Excellence underscores the importance of forging strong partnerships with students, parents, and the wider community, promoting active involvement and collaboration to enrich the educational experience. Our Strategic Plan strives to create a well-rounded and dynamic foundation for sustained Excellence in Hertford County through these commitment areas.



The district will focus on improving and enhancing the quality of teaching and learning within Hertford County Public Schools (HCPS). *This area encompasses strategies to promote innovative and effective teaching methodologies, curriculum development, assessment practices, and technology integration to enhance student engagement and achievement. It also involves providing professional development opportunities for educators to continually improve their skills and stay abreast of best practices in education.*

Academic Excellence Theory of Action

If Hertford County Public Schools (HCPS) commits to a comprehensive approach to improving teaching and learning, including professional development for all staff, aligned resources, and strong accountability measures, we will see measurable progress in student engagement and achievement. This commitment will empower principals and administrators to support educators in addressing holistic learning needs, leading to globally competitive students. By providing personalized professional development, Principals and teachers will enhance instructional leadership, improving accountability and student outcomes.

FOCUSED ACTION FOR HIGH IMPACT

Key Measures

- ✓ Expand PreK seats from 125 to 145.
- ✓ Increase the percentage of students in grades PK-2 who are proficient in reading (DIBELS or STAR) from 48% to 63%.
- ✓ Increase the percentage of students in grade 3 who are proficient in reading from 21% to 76%.
- ✓ Increase the percentage of students in grades 3-8 who are proficient in reading from 31% to 81%.
- ✓ Increase the percentage of students in English II who are proficient in reading from 32% to 82%.
- ✓ Increase the percentage of students in grades 3-8 who are proficient in math from 26% to 76%.
- ✓ Increase the percentage of proficient students in Math I from 21% to 71%.
- ✓ Increase the percentage of proficient students in Math III from 29% to 79%.
- ✓ Increase the percentage of students in grades 5 and 8 who are proficient in science from 58% to 83%.
- ✓ Increase the percentage of students in Biology who are proficient from 52% to 77%.
- ✓ Increase the student attendance rate from 49% to 97%.



- ✓ Reduce the percentage of disciplinary incidents resulting in OSS from 36% to 26%.
- ✓ Reduce disproportionality in discipline incidents from % to %.
- ✓ Increase the graduation rate from 82% to 100%.
- ✓ Increase Dual Enrollment participation from 31% to 81%.
- ✓ Increase the number of students on panorama or climate surveys identifying HCPS as "feeling safe" from 44% to 94%.

Imperative 1 – Improve Teaching and Learning

All HCPS students will achieve measurable academic progress each school year.

Objective 1.1 – Instructional Foundations – *Focus rigorously on literacy, numeracy, STEM programming, and career exploration opportunities to prepare students for success beyond the classroom.*

- **Action 1.1.1 –** Instructional Framework – Enhance the quality of instructional support for educators.
  - **Key Result 1 –** *Improve instructional consistency and alignment across the district.*
    - ***Key Initiative 1 –*** *Conduct a comprehensive review of existing instructional models.*
  - **Key Result 2 –** *Enhance teacher competency and increase efficacy.*
    - ***Key Initiative 1 –*** *Implement a comprehensive districtwide professional learning plan to improve professional practice centered on student outcomes.*
- **Action 1.1.2–** Districtwide Literacy – Improve early literacy (PK-3) and 4-12 literacy.
  - **Key Result 1 –** *Clearly define and support the implementation of an evidence-based balanced literacy approach in the district.*
    - ***Key Initiative 1 –*** *Provide professional learning for teachers on using culturally relevant literacy instruction.*
  - **Key Result 2 –** *Increase literacy proficiency and reading comprehension.*
    - ***Key Initiative 1 –*** *Implement a research-based early literacy [PK-3] program and increase enrollment.*
    - ***Key Initiative 2 –*** *Implement a research-based literacy program (grades 4-12) in secondary schools.*
    - ***Key Initiative 3 –*** *Implement literacy strategies in all classrooms.*
- **Action 1.1.3 – Districtwide Math –** Enhance numeracy (Math K-12).
  - ***Key Result 1 –*** *Improve math proficiency.*
    - *Key Initiative 1 – Develop and implement a cohesive, conceptual-based math curriculum aligned with state standards.*
  - ***Key Result 2 –*** *Improve math teaching practices.*
    - ***Key Initiative 1 –*** *Provide math-specific professional learning opportunities for teachers.*
    - ***Key Initiative 2 –*** *Integrate technology resources to support math instruction.*



- **Action 1.1.4 –** Instructional Strategies – Clearly define high-leverage instructional strategies and expectations for districtwide use.
  - ***Key Result 1 –*** *Support and monitor instructional strategies in schools.*
    - ***Key Initiative 1 –*** *Provide learning opportunities year-round.*
- **Action 1.1.5 –** College and Career Readiness – Develop Career Pathways (RCCC partnership - The Power of 15 Initiative).
  - ***Key Result 1 –*** *Increase STEM participation and extracurricular offerings.*
    - ***Key Initiative 1 –*** *Foster partnerships with local STEM organizations and businesses*
    - ***Key Initiative 2 –*** *Create STEM-related extracurricular activities.*
  - ***Key Result 2 –*** *Prepare graduates to be employed, enlisted, or enrolled.*
    - ***Key Initiative 1 –*** *Collaborate with RCCC to expand dual enrollment opportunities (e.g., certificates, diplomas, associate degrees, etc.).*
    - ***Key Initiative 2 –*** *Students will declare their pathway plans by their junior year (enrolled, enlisted, or employed at a livable wage).*

Objective 1.2 – Student and Staff Wellness – Cultivate school environments that support student and educator well-being and improve teaching and learning.

- ***Action 1.2.1 –*** SEL Framework – Implement systemic SEL Model/PBIS Framework.
  - ***Key Result 1 –*** *Reduce the discipline's disproportionality (students of color).*
  - ***Key Result 2 –*** *Develop a districtwide Social-Emotional Learning (SEL) framework.*
    - ***Key Initiative 1 –*** *Provide SEL training for all staff members to improve the School Climate.*
- **Action 1.2.2 –** Student Attendance – Increase student attendance.
  - ***Key Result 1 –*** *Reduce chronic absenteeism.*
    - *Key Initiative 1 Develop a districtwide attendance protocol.*
  - ***Key Result 2 –*** *Develop a districtwide protocol for developing 3-4-year academic plans for high school students.*
- **Action 1.2.3 –** School Climate and Wellness – Create a district accountability model for school climate and wellness.
  - ***Key Result 1 –*** *Improve school climate.*
    - ***Key Initiative 1 –*** *Develop a comprehensive school climate and wellness assessment framework.*



The district will emphasize the importance of recruiting, developing, and retaining high-quality educators and staff members*. This area involves creating robust recruitment processes to attract talented individuals, implementing comprehensive training programs to enhance their skills, and establishing performance evaluation mechanisms to recognize and support exceptional staff members. It also addresses strategies for promoting a positive, inclusive work culture fostering collaboration and professional growth.*

Staffing Excellence Theory of Action

If Hertford County Public Schools Human Resource increases support with all staff by interacting and responding to needs and providing professional development, then we can expect our recruitment and retention rate to increase, which will decrease vacancies in the district, thereby impacting student attendance, student engagement and increasing student academic performance.

FOCUSED ACTION FOR HIGH IMPACT

- ✓ Increase the teacher retention rate from 76% to 80%.
- ✓ Increase the percentage of African American and Hispanic teachers by 4%, from 66% to 70%.
- ✓ Increase the percentage of teaching working conditions survey participation from 86% to 90%.

Imperative 2 – Expand Strategic Recruitment Practices and Increase Retention

HCPS will significantly increase its retention rate of teachers who score 0 or greater in their EVAAS data (6-12).

Objective 2.1 – *Develop and Support Talent - Enhance talent development systems to bolster recruitment and retention.*

- **Action 2.1.1 –** Support Educators – Support educators to enhance learning outcomes.
  - ***Key Result 1 –*** *Support and Coach Educators with a clear framework.*
    - ***Key Initiative 1 –*** *Beginning Teacher Program (incl. BT monthly meetings)*
    - ***Key Initiative 2 –*** *Teacher Mentor Training*
  - ***Key Result 2 –*** *Establish recruitment and retention incentives for staff.*
    - ***Key Initiative 1 –*** *Establish recognition award programs (e.g., end-of-year recognition).*
    - ***Key Initiative 2 –*** *Customer Service Excellence (e.g., Red Carpet Award)*

Key Measures



- **Action 2.1.2 –** Staff Retention – Increase staff retention rates to improve school climate, instruction, and operational efficiencies.
  - ***Key Result 1 –*** *Promote improved retention rates among staff.*
    - ***Key Initiative 1 –*** *Develop and implement a plan that includes a formal onboarding process and on-the-job support throughout the first few years.*
    - ***Key Initiative 2 –*** *Leadership development to improve climate and culture among staff.*
- **Action 2.1.3 –** Recruitment Methodology - HCPS will ensure that schools reflect the students whom they serve.
  - ***Key Result 1 –*** *Hire teachers who represent the HCPS student population.*
    - ***Key Initiative 1 –*** *Increase teacher recruitment from HBCUs.*
- **Action 2.1.4 –** Talent Pipelines - Create pipelines for teachers, principals, and central office administrators.
  - ***Key Result 1 –*** *Establish Leadership Academies that ensure educator capacity building and succession planning.*
    - ***Key Initiative 1 –*** *"Grow Our Own" model to identify and leverage the potential of certified and classified staff.*
  - ***Key Result 2 –*** *Enhance relationships/ partnerships with local universities and colleges.*
    - ***Key Initiative 1 –*** *On the Move with Murf (Chowan)*
    - ***Key Initiative 2 –*** *Excellence in Education (ECU)*
    - ***Key Initiative 3 –*** *Hertford County Partners in Education*



The district will focus on optimizing the administrative and logistical aspects of the district to ensure smooth functioning and resource utilization. *This area involves streamlining administrative processes, implementing efficient budgeting and financial management practices, and optimizing the allocation of resources to support instructional and non-instructional activities. It also encompasses strategies to improve facilities management, technology infrastructure, and safety measures within the school system.*

Operational Excellence Theory of Action

If we prioritize excellent customer service, maintain strong leadership, set clear goals, ensure accountability, support team development, and value our staff, then we can provide clean, safe facilities, offer nutritious meals to students, ensure safe and prompt student transportation, facilitate timely procurement, and sustain our buildings for the long haul.

FOCUSED ACTION FOR HIGH IMPACT

- ✓ Reduce school utility costs by 10%.
- ✓ By 2028, 90% of HCPS students who ride district buses will have on-time arrival to and from school.
- ✓ By 2028, fully integrate business modernization, including payroll, HR, and finance systems, to align district strategic objectives and business, administrative, and operational needs.
- ✓ Establish grade-level and content area vetted technology hardware and resources as evidenced by data publishing on the district's website.
- ✓ Develop and comply with all computer technology hardware and software replacement cycles.
- ✓ Facilities will increase routine work order productivity/completion rate (closed tickets in fewer than seven days).

Key Measures

Imperative 3 – Ensure Efficient Operations and Resource Utilization

HCPS will enhance district policies and systems to improve school operations and resource utilization.

Objective 3.1 – Enhance District Operations – Improve efficiency by improving finance, human resources (HR), and operations systems.

- **Action 3.1.1 – Fiscal Transparency and Accountability –** Reimagine fiscal management systems to strengthen planning practices and increase transparency and accountability around the



availability and use of district resources.

- ***Key Result 1 –*** *Establish evidence-based, collaborative budgeting practices.*
  - ***Key Initiative 1 –*** *Reduce school utility costs (performance contracting).*

- **Action 3.1.2 – HR Upgrades –** Enhance HR operations and performance management systems.
  - ***Key Result 1 –*** *Utilize technology to streamline human resources departmental workflows and maximize talent.*
    - ***Key Initiative 1 –*** *Assess HR operations and related software to outline opportunities to improve efficiency and build capacity.*
    - ***Key Initiative 2 –*** *Create standard operating procedures for HR management functions that integrate automated workflow solutions.*
- **Action 3.1.3 – Policy and Protocols –** Utilize industry best practices to enhance district policies and strengthen protocols in alignment with HCPS core values and talent development strategies.
  - ***Key Result 1 –*** *Ensure district policies and performance management systems effectively support teaching and learning.*
    - ***Key Initiative 1 –*** *Create and implement a policy review cycle.*
    - ***Key Initiative 2 –*** *Strengthen performance management processes for certified and classified staff.*
- **Action 3.1.4 – Operations Upgrades –** Enhance district operations to improve school services.
  - ***Key Result 1 –*** *Create a districtwide technology plan to support teaching and learning and streamline district operations.*
    - ***Key Initiative 1 –*** *Assess technology inventory and create a single system for tracking and supporting devices.*
    - ***Key Initiative 2 –*** *Conduct a comprehensive assessment of network, equipment, and software components to recommend educational technology and information technology upgrades.*
    - ***Key Initiative 3 –*** *Develop a technology procurement process to ensure building leaders have clear guidance regarding what standards are in HCPS.*
  - ***Key Result 2 –*** *Create a comprehensive transportation services plan to improve safety and reliability.*
    - ***Key Initiative 1 –*** *Evaluate transportation systems, equipment, maintenance, and protocols and generate prioritized recommendations that reflect industry best practices.*

Objective 3.2 – Modernize Learning Spaces – Modernize learning spaces to create optimal environments for teaching and learning.

- **Action 3.2.1 – Facilities Upgrades –** Develop a capital improvement package prioritizing efficiency and innovation to enhance teaching and learning.
  - ***Key Result 1 –*** *Create a research-based long-range facilities plan that addresses instructional requirements, safety, renovation, and capacity.*
    - ***Key Initiative 1 –*** *Conduct a facility utilization study to develop goals that align with safety, sustainability, and enrollment projections.*
    - ***Key Initiative 2 –*** *Collaborate with stakeholders and employ best practices to design a safety plan for all learning spaces.*
  - ***Key Result 2 –*** *Develop a Child Nutrition equipment and facilities plan to address update/replacement needs and streamline operations.*
    - ***Key Initiative 1 –*** *Upgrade the existing Point of Sale software program.*



The district will foster strong partnerships and meaningful connections with various stakeholders, including students, parents, teachers, staff, and the broader community. *This area involves developing strategies to enhance communication and collaboration among all stakeholders, soliciting feedback and input to improve decision-making, and actively involving the community in the educational process. Additionally, it includes initiatives to promote student involvement in extracurricular activities and community service, thereby nurturing a sense of belonging and pride within the school system.*

Engagement Excellence Theory of Action

If we provide opportunities for the community to express their opinions in a collaborative manner, the teachers will see the parents as key members of the school community, then the parents will feel more engaged and valued, and the students will become more respectful of their teachers and school, and therefore learning will be valued.

FOCUSED ACTION FOR HIGH IMPACT

- ✓ Establish at least one before or after school program at each learning site.
- ✓ Increase the number of community partners by 5%.
- ✓ Increase the number of volunteers to three (3) per school.

Imperative 4 – Increase Connectedness and Foster Positive Relationships

HCPS will increase meaningful engagement with students, staff, families, and the community to build connectedness and positive relationships within the district.

Objective 4.1 – Increase Engagement - Increase family and community engagement to improve student outcomes.

- ***Action 4.1.1 – Meaningful Family and Community Connections –*** Utilize various modalities to connect with families and the community and encourage two-way communication.
  - ***Key Result 1 –*** *Consistently engage diverse voices and improve feedback systems.*
    - ***Key Initiative 1 –*** *Increase families' knowledge of events, changes, and activities within the school and the district.*
    - ***Key Initiative 2 –*** *Establish/enhance internal and external advisories and coalitions.*
  - ***Key Result 2 –*** *Improve school-level family and alumni engagement.*

Key Measures



- ***Key Initiative 1 –*** *Provide family and community engagement training to school administrators and staff.*
- ***Key Initiative 2 –*** *Develop school community and alumni engagement plans.*

Key Result 3 – *Increase volunteerism and the number of active community partners.*

- ***Key Initiative 1 –*** *Create strategic partnerships with local businesses, organizations, and agencies to increase volunteerism and donor support.*
- ***Key Initiative 2 –*** *Create a student mentorship program in collaboration with strategic partners and alumni.*
- ***Key Initiative 3 –*** *Establish a high-impact volunteer tutoring program.*

Action 4.1.2 – Direct Support for Families – Provide families with access to resources to support students' growth and development.

Key Result 1 – *Develop a family resource plan based on collaboration with families, school communities, and other key stakeholders.*

- ***Key Initiative 1 –*** *Establish/enhance before-and-after school programming.*
- ***Key Initiative 2 –*** *Establish Parent Academy.*
- ***Key Initiative 3 –*** *Establish student-led mentorship and tutoring programs.*

> *This is the moment where we can have an impact on changing the practice of family engagement, now and forever.*
>
> –Dr. Karen Mapp

Scorecard

Hertford County Public Schools Strategic Plan Scorecard is a dynamic tool designed to measure our progress in achieving the key initiatives outlined in our strategic plan. At Hertford County Public Schools, we are dedicated to the relentless pursuit of excellence and continuous improvement in education. This scorecard provides a snapshot of our performance across critical indicators and key performance metrics, offering a transparent view of our journey toward meeting the goals outlined in our strategic plan. It serves as a compass, guiding us through the strategic initiatives that propel our district forward, shaping the educational experiences of our students.

Academic Excellence Scorecard	22-23	23-24	24-25	25-26	26-27	27-28	Annual Improvement
Expand PreK Seats	125	125	130	135	140	145	5
Increase PK-2 Reading Proficiency	48%	51%	54%	57%	60%	63%	3%
Increase Grade 3 Reading Proficiency	21%	32%	43%	54%	65%	76%	11%
Increase Grades 3-8 Reading Proficiency	31%	41%	51%	61%	71%	81%	10%
Increase English II Reading Proficiency	32%	42%	52%	62%	72%	82%	10%
Increase Grades 3-8 Math Proficiency	26%	36%	46%	56%	66%	76%	10%
Increase Math I Proficiency	21%	31%	41%	51%	61%	71%	10%
Increase Math III Proficiency	29%	39%	49%	59%	69%	79%	10%
Increase Grades 5 & 8 Science Proficiency	58%	63%	68%	73%	78%	83%	5%
Increase Biology Proficiency	52%	57%	62%	67%	72%	77%	5.0%
Increase Student Attendance Rate	49%	59%	68%	78%	87%	97%	10%
Increase Dual Enrollment	31%	41%	51%	61%	71%	81%	10%
Increase School Safety	44%	54%	64%	74%	84%	94%	10.0%
Decrease Disciplinary Incidents OSS	36%	34%	32%	30%	28%	26%	2%
Decrease Disproportionality in Discipline	10%	9%	7%	5%	3%	1%	1%
Increase Graduation Rate	82%	86%	89%	93%	96%	100%	3.5%
Staffing Excellences Scorecard	**22-23**	**23-24**	**24-25**	**25-26**	**26-27**	**27-28**	**Y-O-Y**
Increase Teacher Retention	76%	77%	78%	79%	80%	80%	1
Increase Diversity of Teachers	66%	67%	68%	69%	70%	70%	1
Increase Beginning Teacher Support	86%	87%	88%	89%	90%	90%	1
Increase Climate of the District	63%	65%	67%	68%	70%%	72%%	2
Operational Excellences Scorecard	**22-23**	**23-24**	**24-25**	**25-26**	**26-27**	**27-28**	**Y-O-Y**
Reduce Utility Cost			2%	4%	7%	10%	
Increase School Bus Arrival Times		50%	60%	70%	80%	90%	
Increase Work Order Productivity	33 days	27 days	21 days	15 days	9 days	7 days	
Engagement Excellences Scorecard	**22-23**	**23-24**	**24-25**	**25-26**	**26-27**	**27-28**	**Y-O-Y**
Increase Before and After School Programs	0	2	3	4	5	7	
Increase Community Partners	6	7	8	9	10	11	1 pt
Increase the Number of Volunteers	4	8	12	16	20	24	4
Increase the Number of Engagement Opportunities for Parents/Stakeholders	29	34	39	44	49	54	5 pts

What is our currently reality?

Is there a difference between where we are and where we want to be?

Show we focus our efforts in Core, Supplemental or Intensive Support?

Is this the right problem to solve?

How is it working? Do we need to adjust?

Did we implement with integrity?

Did we address the correct problem?

Where do we go from here?

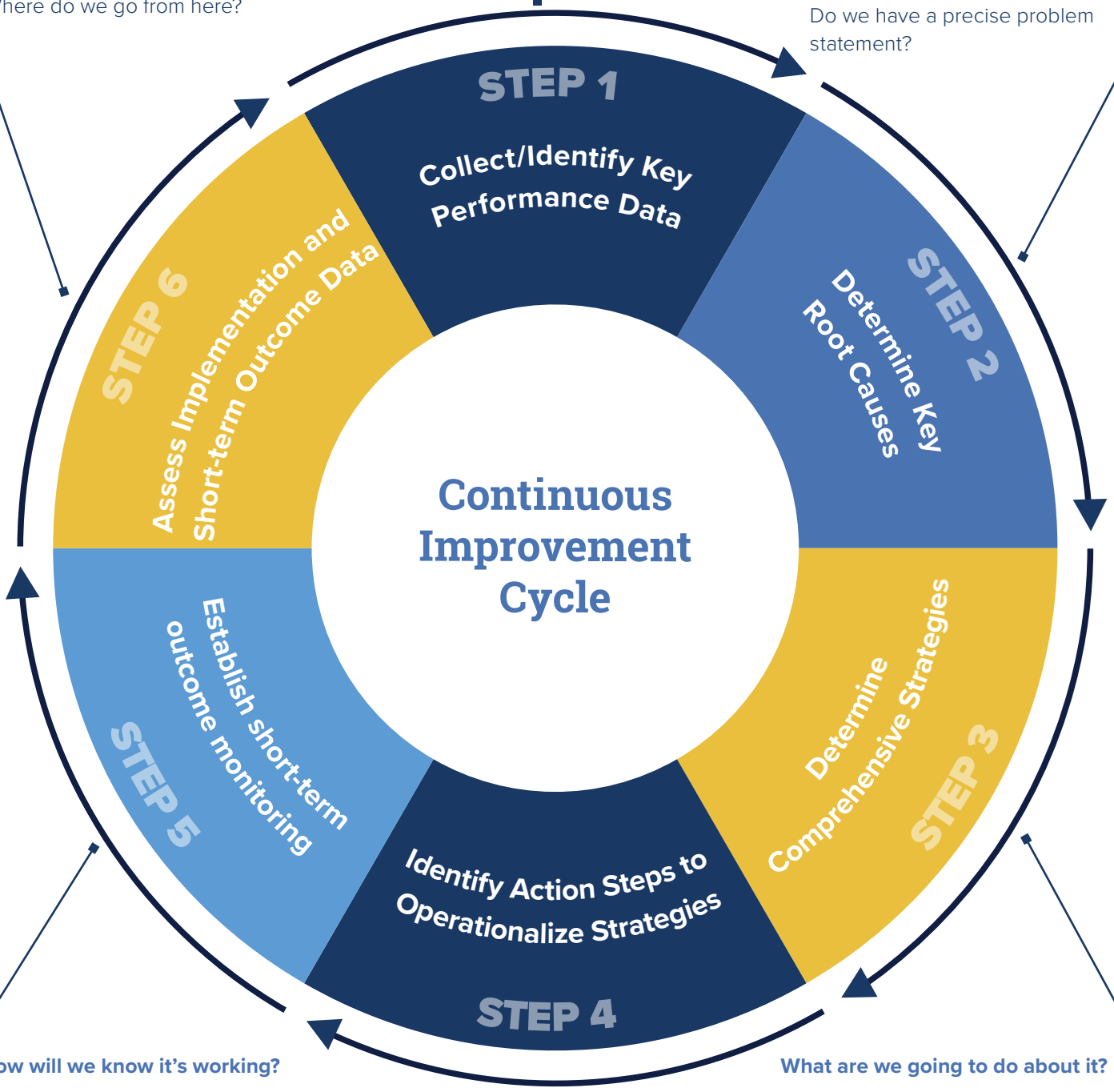
Why is this our current reality?

Is it a systems problem?

Is it a skill problem or performance problem? (adults? students?)

What other data might we need?

Do we have a precise problem statement?



How will we know it's working?

How will we ensure we are doing what we said we are going to do?

How often will we measure progress towards the goal?

What steps will each of us take? By when?

What are we going to do about it?

What is the plan?

It is "acceptable" and "realistic?"

Do we have a SMART/SMARTIE goal?

Strategic Planning Team

Thank you for contributing your thoughts, expertise, and countless hours towards shaping the future of HCPS!

Board of Education

Mr. Eddie Hall, Chair
Mr. J. Wendell Hall, Vice-Chair
Mr. Dennis Deloatch
Mrs. Sheila Porter
Mr. David Shields

District Level Leadership

Dr. Jesse J. Pratt, Superintendent
Chanel Sidbury, Assistant Superintendent
Dr. Jacqueline Perry-Higgs, Chief Human Resources Officer
Tonya Freeman, Chief Public Information Officer
Brenda Pate, Director of Curriculum & Instruction
Jorgette Williams, Director of Exceptional Children
Lori Merritt, Interim Finance Officer
Christopher Beneck, Director of Technology
Woodson Hunter, Supervisor of Maintenance
Kimberly Quinn, Supervisor of Transportation
Ernest Cooley Jr, Director of CTE and Safety
Judith Hoggard, Director of Child Nutrition
Allie Evans, Director of Federal Programs
Natasha Norman, Director of Human Resources

Strategic Plan Committee Members
District Employees & Community Members

District Employees

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Shamika Archer
Nicole Ballance
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Chris Beneck
Dee Beverly
Pam Bond
Corese Bowers
Dr. Lyndsey Britt
Deborah Brown
Rita Bula
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Carl Cox
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