



SUBMITTED BY:

Raymond L. Haynes

SUPERINTENDENT

OCTOBER 2024



Hampton City Schools Administrative Center

One Franklin Street
Hampton, Virginia 23669-3570

Raymond L. Haynes, Ph.D. Superintendent

Dear Hampton City Schools Community:

As I reflect on my first year as superintendent of Hampton City Schools, I am filled with a deep sense of pride and gratitude. It has been an incredible journey, and one that has been quite rewarding. As a dedicated educator with Hampton City Schools my entire 29 year career and a proud graduate of this distinguished school division, it has been a privilege to lead and serve our school community in this capacity.

Our commitment to our students, families, and the community is that our students will graduate the Portrait of a Hampton Graduate. This portrait is a comprehensive vision that emphasizes the development of key competencies such as content knowledge; career and life skills; communication, collaboration, and creativity; and positive sense of self and purpose. As we continue to strive for excellence in all areas, the Portrait of a Hampton Graduate will be at the forefront of everything we do.

This year, we celebrated many significant milestones. One of the most notable achievements was our designation as a K-12 Ford Next Generation Learning (NGL) Community. This recognition reflects our commitment to transforming education through innovative approaches and creating pathways for all students to succeed. This distinction has allowed us to begin expanding signature experiences into our elementary and middle schools, providing our students with valuable opportunities that not only academically prepare but also equip them with the skills necessary for success in college, career, and life.

I am thrilled to share that our division continues to excel in several key areas. We have maintained a high on-time graduation rate, a testament to the hard work and dedication of our students, teachers, and staff. Our less than 1% dropout rate speaks to our commitment to ensuring every student has the support they need to complete their education. Furthermore, all of our schools achieved 100% accreditation without conditions, a clear indication of the quality of education we provide and the collective effort of our entire community.

As we move forward, our motto of "One Community, One Transformation: Excellence with Intentionality" will continue to guide us. We are dedicated to fostering an environment where every student can thrive, and we will persist in our efforts to innovate and excel in all aspects of education. Together, we will work to ensure that Hampton City Schools remains a place where students are inspired, challenged, and empowered to reach their fullest potential.

Thank you for your continued support and partnership. It is an honor and privilege to serve as your superintendent, and I look forward to working alongside each of you as we continue to build a bright future for our students.

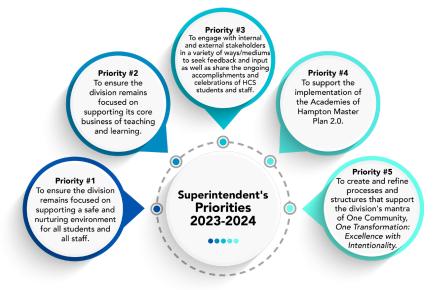
Sincerely,

Raymond L. Haynes, Ph.D.

Maximize Every Child's Learning

Mission, Vision, and Goals

Our efforts are closely aligned with the mission and objectives outlined in the school division's strategic plan. Consequently, our strategies and actions are fundamental to the strategic vision of Hampton City Schools (HCS), playing a crucial role in achieving student success. As detailed below, you will see that the superintendent's priorities for the 2023–2024 school year were in strong alignment with the division's mission, vision, and 2021–2026 HCS Strategic Plan goals. The superintendent's priorities for the 2023–2024 school year were as follows:



Included below are some updates of the work we engaged in during the 2023–2024 school year related to the HCS Strategic Plan goal of Maximizing Every Child's Learning.

- Launched the "One Division, One Community: Excellence with Intentionality" mantra to broaden
 our efforts in intentionally engaging the entire community, including business partners, military,
 families, local government agencies, and faith-based organizations. This purposeful approach has
 fostered new partnerships and laid the groundwork for community-connected learning, which
 was successfully piloted in our elementary and middle schools during the school year and will be
 expanded to all school levels in the 2024–2025 school year.
- Worked with members of the Division Leadership Team to ensure Board reports were directly aligned with the mission, vision and goals of HCS. The items below represent Board reports that were shared during the 2023–2024 school year. The presentations included, but were not limited to, the following:
 - Overview of June 2023 Leadership Summit
 - 2023–2024 Student Rights & Responsibilities Handbook
 - Overview of August 2023 Leadership Summit
 - Open Enrollment and Staffing Update
 - One Community, One Transformation: Summer Learning & Enrichment Programs
 - Staffing Updates
 - One Community, One Transformation: 2023–2024 School Accreditation Updates
 - One Community, One Transformation: Bringing Hollywood to Hampton
 - Business Operations Financial Report (monthly reports)
 - One Community, One Transformation: Climate and Culture/SEL Update
 - One Community, One Transformation: Academies of Hampton Update
 - One Community, One Transformation: Intramural Sports in the Middle Grades
 - One Community, One Transformation: Grade 5 Science Kits
 - One Community, One Transformation: On-Time Graduation Report for Cohort 2023
 - Fiscal Year 2024 School Board Budget Update

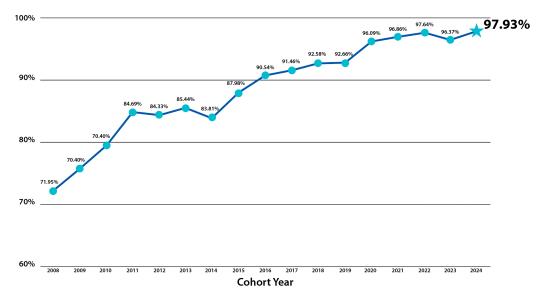
- One Community, One Transformation: Early Literacy Updates
- Virginia Peninsula Community College
- One Community, One Transformation: Academies of Hampton Master Plan 2.0 Update
- Fiscal Year 2025 Preliminary Budget Forecast
- Elementary Language Arts Curriculum Review and Recommendation
- One Community, One Transformation: Transforming Learning Spaces
- Superintendent's Proposed Budget 2024–2025
- Updates to Superintendent's Recommended Fiscal Year 2025 Budget
- 2024–2025 School Calendar and 2025–2026 Planning Calendar
- One Community, One Transformation: HCS Project-Based Learning Showcase
- Elementary School Uniform Update
- Special Education Annual Plan
- Perkins Plan
- One Community, One Transformation: Signature Experiences
- Federal Program Applications
- Social Studies Government Textbook Adoption
- One Community, One Transformation: Hampton City Schools 21st Century Program
- Participated in various state conferences to stay current with best practices in education, receive
 updates from the Virginia Department of Education (VDOE), and keep informed about policy
 changes and developments in public education.
- Collaborated and partnered with HCS educators and community members under our division's
 mantra of "One Community, One Transformation: Excellence with Intentionality," leading to
 numerous academic achievements for HCS. As a result of our combined efforts and focus on the
 core mission of teaching and learning, these academic accomplishments include, but are not
 limited to, the following:
 - All 29 schools (100%) have once again received the rating of "Accredited without Conditions, the highest level rating of accreditation.
 - HCS experienced our highest on-time graduation rate of all time, as 97.93% of students from the 2024 cohort graduated on time.
 - With the division's focus on equity, ontime graduation rates continue to exceed the state rate when looking at student performance groups who are historically underrepresented.

Percentage of HCS schools accredited without conditions

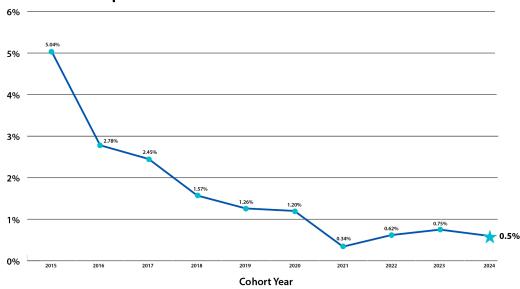


- Students with disabilities have an on-time graduation rate of 100%, compared to the state average of 90.69%.
- English Learners (students who speak English as a second language) graduated on-time at a rate of 100%, compared to the state's average of 79.15%.
- Hispanic students' on-time graduation rate is 100%, compared to the state's average of 87.06%.
- Looking at the student group of African American students, Hampton's on-time graduation rate is 97.53%, compared to the state average of 90.39%.
- Homeless student population has an on-time graduation rate of 94.12%, compared to the state average of 77.34%.
- Economically disadvantaged students outpaced the state with an on-time graduation rate of 97.10%, compared to the state average of 89.63%.
- The dropout rate for the 2024 cohort was 0.5%, marking the fourth consecutive year the division's dropout rate has been below 1%, and the lowest dropout rate in the Region Additionally, HCS has the lowest dropout rate in the Commonwealth of Virginia when compared to other graduating classes of 300 students or more.

HCS On-Time Graduation Rates Cohort 2008-2024



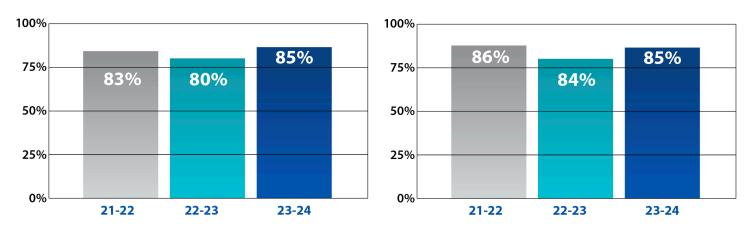
Dropout Graduation Rates Cohort 2015-2024



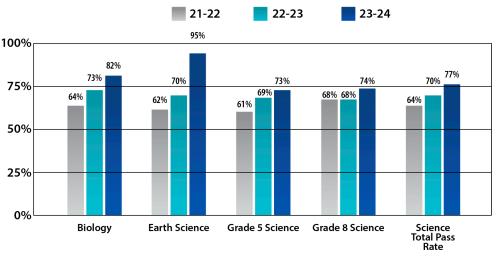
- Associate degrees earned by HCS students continues to rise steadily. For the 2024 cohort, 58 students achieved their associate degrees, bringing the total number of degrees earned since 2018 to an impressive 161.
- The Virginia Department of Education's (VDOE) School Quality Indicator for Chronic
 Absenteeism continues to affect schools' annual accreditation ratings due to the ongoing
 effects of the pandemic. However, HCS is pleased to report that all 29 schools have received a
 Level I rating, the highest rating possible, for this indicator.
- Dual enrollment offerings continued to expand for students across all four high schools. HCS students earned a record-breaking 9,318 dual enrollment credits from Virginia Peninsula Community College during the 2023–2024 school year, surpassing the previous year's total of 7,493 credits.
- Data indicates that student pass rates on SOL assessments for the 2023-2024 school year have increased across all four core content areas, as shown in the bar graphs provided. Curricular revisions and professional learning for teachers and school administrators have played a crucial role in these improved student achievement outcomes.

3 Year Comparison of HCS Combined English Rates

3 Year Comparison of HCS Combined Math Rates

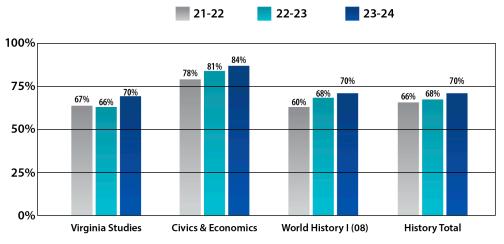


3 Year Comparison of HCS Science Pass Rates



Level / Overall Pass Rates %

3 Year Comparison of HCS History Pass Rates



Level / Overall Pass Rates %

- Supported the planning and hosting of an annual career fair and expo where all HCS freshmen were provided the opportunity to engage with members of the business community. Approximately 100 businesses partnered with HCS for this now annual event.
- Hosted Virginia Congressman Bobby Scott to spotlight the exceptional work happening in early literacy across HCS elementary schools. The event highlighted Bassette Elementary School's innovative approach to promoting literacy in the elementary grades, grounded in the latest research on the science of reading.
- Articulated through the superintendent's priorities the critical importance of collecting and analyzing relevant student achievement data based on specific academic outcomes, with the aim of enhancing overall student achievement.
- Successfully navigated the first year of implementing Master Plan 2.0 as part of the Ford Next Generation Learning community. A key focus during the 2023–2024 school year was developing signature learning experiences for students in grades K-8. These innovative and engaging learning experiences were piloted throughout the year and



have now been integrated into the curriculum for these grade levels for the upcoming school year.

 Provided ongoing support for the Project-Based Learning Showcase, now established as an annual experiential learning opportunity for all HCS high school students. In this initiative, students collaborate in teams to develop solutions for realworld problems within our community. They have the chance to partner with both internal and external stakeholders, ensuring that their projects not only aim to make a difference but also have a tangible impact on a segment of the Hampton community.



- Ensured the provision of a safe, supportive, and enriching environment for students through the HCS Beyond School Hours program. Funded by a combination of state and federal grants, the program served 1,200 elementary and middle school students across 22 schools during the 2023–2024 school year. Built on the successful model of eight 21st Century Community Learning Center (CCLC) grants awarded to HCS, the program complements regular classroom instruction with hands-on STEM experiences, career exploration, and family engagement opportunities. This immersive learning experience, facilitated by community partners, utilizes an integrative teaching and learning approach. The HCS Beyond School Hours enrichment program provides real-world problem solving that incorporates the engineering design process and student collaboration, fostering a strong foundation in STEM (Science, Technology, Engineering, and Math) education.
- Communicated the expectation that principals and assistant principals operate as instructional leaders, with a focus on ensuring that primary students are reading at grade level by the end of Grade 3. To support this goal, elementary principals and assistant principals engaged in a continuous professional development series aimed at enhancing their skills in observing classroom instruction and delivering constructive feedback during the literacy block.
- Hosted Virginia Superintendent of Public Instruction, Dr. Rebecca Coons, to highlight the
 exceptional early literacy initiatives across HCS elementary schools. During her visit, Dr. Coons
 toured several academies at Bethel High School, where she visited classrooms to observe students
 actively engaged in learning. She also spoke with academy student ambassadors and school
 staff, gaining insights into how HCS continues to innovate and transform teaching and learning
 throughout our school division.

- Established frameworks to enhance support for challenge-based learning experiences for high school students during the summer months.
- Embraced the concept of reimagining the structures and processes within the division to ensure that students regularly engage in experiential learning opportunities in science classrooms. To facilitate this, we transformed a shuttered school building into an operational warehouse in order to design and assemble engaging and rigorous science experiments. These experiments were delivered to schools on a timely basis at the start of each quarter. Each delivery included fully prepared experiments with comprehensive instructions for both students and teachers, as well as all necessary supplies, providing a turnkey resource for educators. The experiments were designed to be rigorous and closely aligned with state standards.
- Recommended and allocated financial resources to expand college and career readiness
 opportunities for students in elementary and middle grades, supporting the division's initiative
 to enhance the student learning experience. For instance, additional funds were allocated to
 incentivize teachers to pursue further college coursework, qualifying them to teach dual enrollment
 courses. This investment has broadened our course offerings and increased the availability of slots
 for students.
- Persisted in the implementation of a dual language immersion program, where English language learners and native English speakers are grouped together in the same classroom. In this program, students receive math and reading instruction in English, while science and



social studies are taught in Spanish. Currently based at Langley Elementary School, the program expanded to include Grade 2 during the 2023–2024 school year, and now serves students from kindergarten through second grade.

- Conducted a Community Priorities Workshop where a diverse group of stakeholders offered
 valuable input and feedback to the HCS Division Leadership Team and School Board on the
 implementation of the division's signature experiences in elementary and middle grades. The
 feedback focused on identifying potential community-connected partners and enhancing
 meaningful student experiences.
- Hosted Lieutenant Governor of Virginia Winsome Earle-Sears as she presided over a scholarship ceremony at Phoebus High School, recognizing seven graduating Marine Corps JROTC students who collectively earned approximately \$2 million in military scholarships.
- Facilitated a new collaboration with Xello, a research-based college and career readiness platform that aligns seamlessly with our goal of creating signature experiences for K-12 students. Xello allows students to document their personal journeys towards becoming a Portrait of a Hampton Graduate, with support from counselors, teachers, and family members. This engaging online platform complements workforce-based learning, ensuring that students are well-prepared to transform their dreams into future career, college, and life successes.



 Continued to transform education through innovative approaches (K-12 Ford Next Generation Learning Community) and creating pathways for all students to succeed. This distinction has enabled us to start expanding signature experiences into our elementary and middle schools, offering students valuable opportunities that not only academically prepare them but also equip them with essential skills for success in college, career, and life.

Career Exploration and Immersion 10 Industry and Career Exploration 9 Self, Career, and Industry Exploration 8 Self & Community Impact & Transition 7 Self & Community Partnership 6 Self and Community Exploration Self Awareness 3 Introduction and Connection to Self, 2 Community, and Industry Self Awareness & Social Awareness Self Awareness & Social Awareness Self Awareness & Social Awareness Self Awareness & Social Awareness

Create Safe, Nurturing Environments

Included below are some updates of the work we engaged in during the 2023–2024 school year related to the HCS Strategic Plan goal of Create Safe, Nurturing Environments.

- Facilitated the intentional integration of Social Emotional Learning (SEL) skills across the division.
- The SEL virtual toolkit was expanded to include strategies for fostering a sense of belonging, based on student SEL data. Additionally, there was a strong focus on community-building ideas for use throughout the school year. Staff received monthly SEL Tips, which included ready-made, customizable activities designed for implementation in PreK-12 classrooms, ensuring consistent support for SEL development across all grade levels.



- Placed an intentional focus on cultivating a restorative culture within our schools, creating an
 academic environment that empowers young people to pursue their goals and aspirations while
 fostering a sense of agency, belonging, and identity. Administrators were provided with tools and
 resources to work with their school leadership teams and staff to further develop and implement
 restorative practices, promoting a supportive and inclusive school culture.
- Maintained ongoing support for climate coaches to promote a safe and nurturing environment
 across all HCS schools. These coaches participate in continuous training alongside school
 administrators and are responsible for disseminating resources and conducting training for their
 respective staffs. This past year's training sessions provided an opportunity to examine student SEL
 data and identify priorities to meet the needs of both students and staff. Climate coaches play an
 integral role on the school leadership team, ensuring a consistent focus on creating a supportive
 and nurturing school climate.
- Reinforced the expectation of ongoing training for school security officers to ensure safe and nurturing learning environments. Additionally, customer service training is provided at various times throughout the school year to further support these efforts.
- Set the expectation and secured funding to upgrade security cameras and internal/external

systems at various school and central office locations. Continued implementing state-of-the-art weapons detection systems across all HCS schools as well as the use of the K9 program.

- Supported and assisted in the planning of a community event targeted to support mental health and wellness. Last year, at the 2nd Annual HCS Mental Wealth Fair, over 1,000 family members, students and staff attended.
- Secured ALL In grant funding to provide additional resources addressing chronic absenteeism, including hiring an attendance-focused social worker.
- Recognized the importance of early intervention and advocated for adding a school counselor position at Moton Early Childhood Center.
- Supported a multi-disciplinary division-wide threat assessment team.
 Members of this team have provided training and support to school administrators and staff conducting threat assessments in our schools.
- Supported the HCS Department of Student Services' collaboration with Hopeful Hampton, a city initiative offering support and services to young people impacted by violence.



- Supported an SEL survey for students in grades 3-8 to better identify their sense of belonging and SEL competencies.
- Prioritized and supported restorative practices training for select school staff. Additionally, a
 restorative coordinator was hired with grant funding to support creating a restorative culture and
 provide strategies for schools with restorative counselors.
- Ensured the ongoing training of school security officers to support safe and nurturing learning environments.

Established the expectation for the ongoing implementation and expansion of middle school

sports, including the allocation of necessary fiscal resources. To date, the division has successfully introduced boys and girls volleyball, soccer, and basketball, with soccer being added during the 2023-2024 school year.

- Supported the Department of School Social Work in developing and continuously updating a comprehensive community resource guide for staff, students, and families. This guide includes a curated list of agencies and businesses that provide essential services to HCS families. The resource has been highly praised by both our families and numerous community partners for its valuable information and accessibility.
- Coordinated the United Way Campaign efforts that led to almost \$12,000 in donations.



Attract, Develop, and Retain Exceptional Staff

Included below are some updates of the work we engaged in during the 2023-2024 school year related to the HCS Strategic Plan goal of Attracting, Developing, and Retaining Exceptional Staff.



- Supported the continued implementation of a five-year HCS Teacher Induction Program. The program serves as a model for other school divisions and has resulted in supporting HCS' efforts to recruit and retain the highest quality teachers.
- Emphasized the crucial role of school administrators in staff induction and retention. All administrators received ongoing training on the division's multi-year teacher induction program and were equipped with research-based strategies to enhance teacher retention and support. As a result, teacher turnover decreased from 15% at the conclusion of the 2022–2023 school year to 10.9% at the conclusion of the 2023–2024 school year.
- Attended HCS conferences throughout August 2023 to welcome, train, and orient new teachers
 joining HCS, ensuring they are well-prepared for their roles and integrated into the school
 community.

- Ensured that HCS employee compensation remains highly competitive across all sectors. As part of the Fiscal Year 2025 budget process, employee compensation will see a minimum increase of 4% for the upcoming school year. Additionally, adjustments have been made to various salary scales, including the teacher salary scale, beyond the division-wide compensation increase, to further support recruitment and retention efforts.
- Collaborated with the Budget Department and Human Resources Department during the annual budget process to allocate funds specifically designed to offset increases in health insurance costs.
- Promoted a stronger online presence and expanded use of digital recruiting tools to attract highly
 qualified candidates. The HCS website was redesigned to feature a dedicated recruitment section,
 highlighting the comprehensive benefits of working with HCS and streamlining the application
 process.
- Supported the partnership with the City of Hampton, the School Board, and the Hampton
 Education Foundation to further develop a Next Generation Scholarship Fund aimed at supporting
 future HCS educators. Additionally, the partnership agreement with VPCC and Hampton University
 signed at the conclusion of the 2023–2024 school year will serve as a strategic recruitment tool,
 enhancing our efforts to attract and cultivate future teachers for HCS.

- Established the division's first Celebration of Excellence event, bringing together all 3,000+ staff members to celebrate successes and kick off the 2023-2024 school year.
- Established the associate teacher position as part of our "Grow Our Own" initiative. HR collaborates with each associate teacher to create an individualized licensure plan outlining the requirements needed to become license eligible. This model has since been adopted by neighboring school districts.



- Engaged approximately 60 provisionally licensed teachers and associate teachers in the iTeach program, an accelerated initiative designed to help employees complete licensure requirements.
- Enrolled approximately 180 associate teachers in Passage Prep, an online test preparation website that provides study materials and practice tests for various Praxis exams required for licensure.
- Collaborated with Hampton University to offer a Math Bootcamp, helping teachers prepare for the Math Praxis. Professors from the university worked with 10 elementary and 13 secondary teachers during a weeklong test preparation bootcamp.



• Chaired the search committee for region superintendents to select a new executive director for the New Horizons Regional Education Center.

Enhance Family and Community Engagement and Satisfaction

Included below are some updates of the work we engaged in during the 2023–2024 school year related to the HCS Strategic Plan goal of Enhancing Family and Community Engagement and Satisfaction.

 Represented the school division by speaking and presenting at various community events to include, but not limited to, the following:

- Kiwanis Club Meeting
- George P. Phenix Legacy Reception
- 1619 Commemoration (Fort Monroe)
- Hampton Retired Educators Association Luncheon
- Hampton Council PTA Meetings
- NAACP Meeting
- Town & Gown Meeting
- Hampton Education Foundation Meetings
- Business View Magazine Interview
- Hampton State of the City Address
- Community Priorities Workshop
- Hampton Neighborhood Commission Meeting



- Boys & Girls Club of the Virginia Peninsula Meeting
- Congressman Bobby Scott's Roundtable Discussion
- NAACP Health Fair
- Macedonia Call Meeting
- Virginia Educators' Association (VEA) Convention
- Norfolk State University Master of Social Work Students
- Virginia Peninsula Chamber of Commerce 2024 Rising Tide Series
- Wythe Exchange Club Scholarship Dinner
- Represented HCS through participation on the Virginia Air & Space Science Center Board of Directors, VersAbility Resources Board of Directors, as well as the New Horizons Regional Education Centers Board of Trustees.
- engagement with all stakeholders by setting clear expectations and providing necessary support, fostering a climate and culture of transparency and information sharing. This effort focused on keeping the community informed about ongoing work, available resources, and the structures and processes that support the HCS mission of academic support for every child, every day, whatever it takes. Additionally, I launched a podcast, "HCS Talks," which featured interactions with a wide range of stakeholders. During the 2023–2024 school year, 43 episodes were recorded and broadcasted and had



VIRGINIA

EDUCATION

over 5,100 downloads. Guests included, but were not limited to, teachers, administrators, support staff, students, community partners, nonprofit partners, and alumni. The following individuals are examples of the guests who were on the podcast:

- Dr. Richard Mason, school board chair
- Mary Bunting, city manager
- Police Chief Wideman, city of Hampton
- Colonel Altman, Commander, 633d Air Base Wing, Joint Base Langley-Eustis
- Phenix PreK-8 first graders
- Bethel High School seniors
- Moton Early Childhood Center preschoolers
- Teachers of the Year, coaches, instructional staff, administrators
- Nancy Beach, executive director, Hampton Education Foundation
- Ricky Matthews, WAVY TV-10 meteorologist and KHS alumni
- Francena McCorory, Olympic gold medalist and BHS alumnae
- Howard White, Brand Jordan and HCS alumni
- Dr. Adolph Brown, author, psychologist, tv host, motivational speaker
- Continued the implementation of a robust communication platform, ParentSquare, to connect with families via email, phone, text, or app notification. This platform allows Hampton City Schools to unify all parent communication from the division, schools, classrooms, and school activity groups under one umbrella, providing a one-stop shop for school communication. Parents/guardians can keep track of news, activities, and events from all their children's schools in one place. ParentSquare is available for staff and parents to use on their computers or mobile devices, enabling both one-on-one and group messaging with real-time language translation.

- Received numerous recognitions at the division-wide level, to include the following:
 - The Virginia School Boards Association (VSBA) 2023 Food for Thought award in the category of wellness/physical activity for the Learn to Swim Program
 - Hampton Roads Workforce Council Workforce Innovator Award (in conjunction with the city of Hampton economic development office)
 - Virginia Purple Star Award (Syms Middle School, Smith Elementary School, Cooper Elementary Magnet School for Technology, Phenix PreK-8 School, Langley Elementary School, and Machen Elementary School)
 - Virginia Living Magazine's Top Schools and Universities 2024 list
 - The Best Communities for Music Education designation from the NAMM Foundation marking the 11th year that the division has been recognized
 - The National Terrazzo and Mosaic Association (NTMA) honor award for the Jeffery O. Smith science wing at Kecoughtan High School
 - National School Public Relations Association (NSPRA) 2024 Publications and Digital Media Awards (one award of excellence, one award of merit, four honorable mentions)



- Continued to identify resources and collaborate with the planning team to sponsor the Mental Wealth Fair, ensuring its success and ongoing support for the mental health and wellness of our community.
- Maintained and strengthened our vital partnership with Virginia Peninsula Community College to support and expand the school division's robust dual enrollment program. This program remains a cornerstone of the Academies of Hampton, playing a crucial role in preparing students for academic and career success.



- Launched a partnership with Sentara Health to introduce a school-based Telehealth service at our PreK-8 schools. This innovative pilot program integrates Sentara staff within school buildings, providing virtual access to medical health providers. The initiative aims to gather data for potential future expansion to additional schools. With parent permission, Sentara health providers can virtually diagnose and treat common illnesses and conditions, offering numerous benefits:
 - Enhanced access to healthcare for both students and staff.
 - Reduced absenteeism and improved academic engagement for students.
 - Fostered positive experiences with healthcare providers, building trust and rapport.
 - Provided families with local healthcare options and a reliable medical home.



- Minimized family disruptions and time away from work for parents.
- Supported school nursing staff in managing both acute and chronic health conditions.
- Proposed and secured approval from the School Board for a resolution affirming our commitment to providing the necessary resources and programs to support militaryconnected students academically, socially, and emotionally.
- Facilitated the Superintendent's Council with representation from base commanders from Joint Base Langley Eustis and Norfolk Naval Station to discuss how to collaboratively enhance mission readiness and mutually support strategic goals.
- Supported schools in their applications for the Purple Star School designation. The Virginia Purple Star Designation is awarded to military-friendly schools that have demonstrated a significant commitment to supporting students and families connected to our nation's military. During the 2023–2024 school year, six additional schools received Purple Star status from the VDOE, bringing the total to 11 schools recognized across the district.
- Enhanced the Office of Community and Government Relations website to serve as a key resource for prospective military-connected families and community members. The updated site highlights the strengths and successes of HCS and provides access to the VDOE School Quality Profiles, allowing users to view the most accurate data on our schools' academic performance.
- Hosted the Hampton 101 tour at Tarrant Middle School for the City of Hampton, partnering with 21st Century to showcase the hands-on and engaging activities offered to students. Led tours for 40 community members to highlight the innovative enrichment programs across Hampton City Schools.

Maintain Effective, Efficient and Innovative Support Systems

Included below are some updates of the work we engaged in during the 2023–2024 school year related to the HCS Strategic Plan goal of Maintaining Effective, Efficient, and Innovative Support Systems.

- Optimized the organization in alignment with projected student enrollment and restructured
 various educational programs and delivery methods based on student achievement data, researchbased practices, and the division's strategic plan. This comprehensive approach was integrated
 into the annual budget development process to ensure efficiency and effectiveness in meeting our
 educational goals.
- Continued to enforce the expectation for collaboration between and across central office
 departments. For instance, the English Language Arts Department maintained its partnership with
 the Special Education Department to design and implement intervention programs addressing the
 needs of struggling readers. This ongoing collaboration and systems approach have consistently
 resulted in student achievement gains and the development of effective and efficient systems.
- Successfully piloted an online student registration process during the 2023-2024 school year,

enabling families to complete the majority of this process online. This new system, which has streamlined the registration experience for families and staff alike, will be expanded during the 2024–2025 school year.

- Successfully implemented the HCS Instructional Walkthrough Process during the 2023–2024 school year. This process created a systems approach for central office staff to conduct classroom observations collaboratively with school administrators. Feedback from each walkthrough is captured and housed on a website for central office staff and school administrators to review and revisit. The observational data is used to drive professional development and provide differentiated support to classroom teachers.
- Successfully implemented a structured process for school-based data meetings to occur each school year on a quarterly basis during the 2023–2024 school year. Principals used a division-created template to draft their school's quarterly data presentation. Each presentation was delivered to the school's faculty by the school administrative team to highlight academic growth and areas for improvement. Based on quarterly data, select schools also met with central office staff to review their data trends when additional support was needed.
- Continued the expansion of the HCS Enterprise Fund. This fund houses the HCS Instructional Toolkit, which serves as a process for sharing HCS division-created instructional resources and data processes and structures with school divisions across Virginia. For example, nine school divisions subscribed to use the HCS curriculum during the 2022–2023 school year. The HCS Enterprise Fund generated \$175,000 during the 2022–2023 school year and is expected to increase the amount of annual revenue generated to over \$300,000 during the 2023–2024 school year. Proceeds from this initiative are dispersed to members of the instructional and assessment team responsible for creating these resources and serving in a support role to the partner divisions.
- Significantly expanded the HCS Enterprise Fund, increasing annual revenue from \$180,043 in fiscal year 2023 to \$548,225 by the end of fiscal year 2024. The number of partner divisions grew from nine in the 2022–2023 school year to 21 in the 2023–2024 school year. A portion of the proceeds from this initiative is allocated to members of the instructional and assessment team who create these resources and support partner divisions, serving as a strategic retention incentive for the school division.

Manage Fiscal Resources Effectively and Efficiently

Included below are some updates of the work we were engaged in during the 2023–2024 school year related to the HCS Strategic Plan goal of Managing Fiscal Resources Effectively and Efficiently.

- Reinstated in-house custodial services for the 2024–2025 school year, transitioning from contracted services to enhance control and oversight of facility maintenance and cleanliness within the school division.
- Continued to support staff in their efforts to identify additional funding opportunities in support of the Academies of Hampton.
- Garnered support for the construction of a new science wing at Bethel High School which is scheduled to open August 2026.
- Collaborated with the HCS division leadership team to develop a strategic plan for the effective spenddown of remaining ESSER funds, which are set to expire in September 2024.

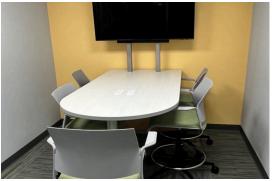
- Placed emphasis on enhancing school facilities and classroom spaces to include the following:
 - Opened the addition of a 38,000 sq/ft science wing to Kecoughtan High School.
 - Renovated 15 outdated science classrooms at Kecoughtan High School into new learning spaces.
 - Renovated two art classrooms at Kecoughtan High.
 - Remodeled media centers at Kraft Elementary School, Patrick Elementary School, Phillips Elementary School, Barron Elementary School, Eaton Middle School, Lindsay Middle School and Tarrant Middle School.
 - Renovated 10 restroom facilities at Kraft Elementary School, Barron Elementary School, Phillips Elementary School, and Mary Jackson Elementary School.



- Replaced all exterior windows at Eaton Middle School.
- Upgraded the fire alarm systems at Bryan Elementary School and Lindsay Middle School.
- Paved and rubberized the track surfaces of Phoebus High School and Hampton High School.
- Upgraded the interior lighting to LED at Langley Elementary School and Asbury Elementary School.
- Installed new electronic marquees at Kecoughtan High School, Phoebus High School, Phillips Elementary School, and Aberdeen Elementary School.
- Upgraded the HVAC systems at Smith Elementary School, Mary Peake Elementary School, Asbury Elementary School, Forrest Elementary School, Langley Elementary School and Aberdeen Elementary School.
- Replaced the roofs of Merrimack Operations Center and Patriot Operations Center.



















The Hampton City School Board

DR. RICHARD MASON Chair

DR. TINA BANKS-GRAY Vice Chair

STEPHANIE JACKSON AFONJA

ANN CHERRY

JOSEPH C. KILGORE

JASON S. SAMUELS

DR. REGINALD WOODHOUSE

