STRATEGIC PLAN 2025-2030

Sussex County Public Schools

A Launchpad VISION

TO THE MOON AND *Beyond*



THE VOICE OF OUR Superintendent

Dear Sussex County Families, Staff, and Community,

I am thrilled to share with you an exciting new chapter in our journey together—a bold, inspiring direction for the future of our school division.

This year, we are proud to introduce the theme of our new strategic plan:

"***A Launchpad Vision: To the Moon and Beyond.***"

This vision represents more than just a theme—it is a call to action. It reflects our unwavering belief in the limitless potential of our students, the power of collective innovation, and our commitment to academic excellence, equity, and community partnership.

Just as a launchpad is the foundation for space exploration, our schools serve as the launchpad for every student's dreams, ambitions, and future success. Together, we will build an environment where students are equipped with the knowledge, skills, and confidence to soar—whether they choose college, career, service, or entrepreneurship.

The strategic plan, developed through months of collaboration with educators, families, students, and community stakeholders, outlines key priorities, including:

Student-Centered Learning	Emphasizing curiosity, creativity, and critical thinking.
Equity and Access	Ensuring every student has the tools and opportunities to thrive.
Innovation and Excelence	Embracing modern tools, teaching, and technologies.
Community Engagement	Strengthening partnerships with families and local leaders.

We know the future will demand resilience, adaptability, and courage. With your continued support, we will guide our students to not only meet these challenges—but to lead boldly, dream fearlessly, and reach for new heights.

Thank you for being part of this shared mission. Together, we are igniting the engines of possibility—for every learner, in every school, every day. We are building leaders for tomorrow.

Let's launch this vision—"***To the Moon and Beyond***!"



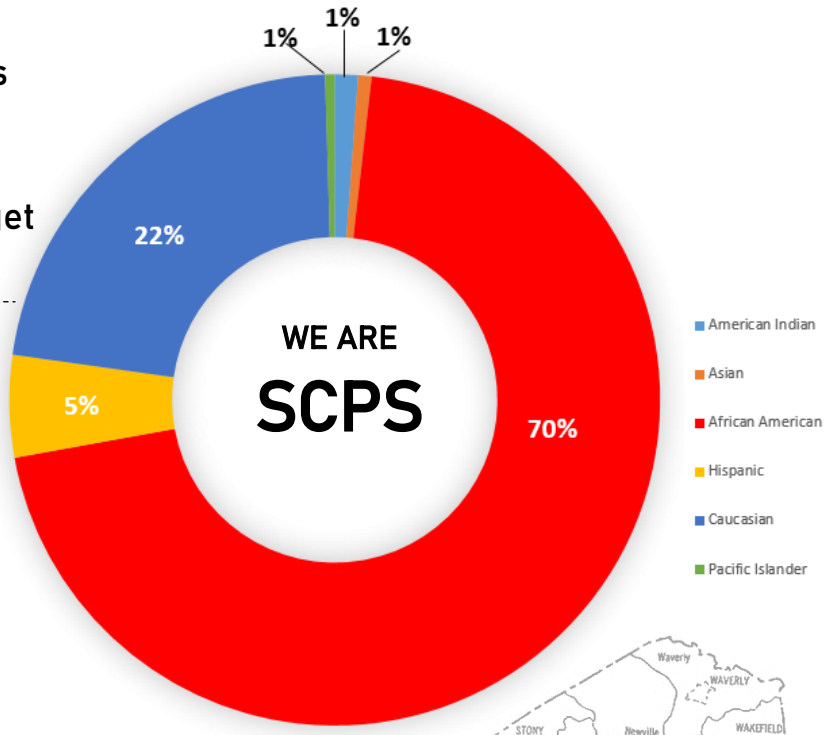
Dr. Julius Hamlin
Division Superintendent
Sussex County Public Schools

WHO WE ARE

Sussex County is a rural county located in the Commonwealth of Virginia. As of the 2010 census, the population was 12,087. Its county seat is Sussex. Sussex County was formed in 1754 and named after Sussex County, England. Settlement of Sussex County started prior to 1700 when people began to move south of the Blackwater River.

3 Schools **1045** Students

256 Staff **$24.8 M** Budget



Sussex County Public Schools is privileged to serve our amazing, vibrant, and diverse community. Our plan has been developed to honor our history and celebrate the many wonderful strengths that make our community a place where students can learn and grow to their full potential.





439 Square Miles

4 Communities:
Stony Creek, Jarrett, Waverly & Wakefield

1

Beautiful Campus

OUR Vision

To be a model of academic excellence and high student achievement in our state, nation, and beyond.

OUR Mission

To ensure a safe learning environment and high-quality education where every student reaches their full potential through diverse learning experiences and strong community partnerships.

OUR Core Beliefs

WE BELIEVE:

- All students can learn and are capable of meeting their highest potential.
- Our diversity is our strength.
- We are responsible for working collaboratively with our families and community members to ensure student success.
- The foundation of successful and productive relationships is respect, trust, and honest two-way communication.



OUR Guiding Principles

- Intentionally Increasing Student Achievement
- Teacher Support
- Principal Instructional Leadership Support
- Community Outreach/Partnerships

"Education is not preparation for life; education is life itself."

– John Dewey



OUR 4 Areas of Focus

FOCUS AREA 1:
Student Achievement

FOCUS AREA 2:
Personnel Support & Talent Development

FOCUS AREA 3:
Community Outreach & Partnerships

FOCUS AREA 4:
Efficiency of Operations

OUR SUSSEX GRADUATES ARE:

EFFECTIVE COMMUNICATORS

- Proactively lead and collaborate with others from diverse backgrounds and experiences to achieve a shared vision and shared goals.
- Engage actively, responsibly, and respectfully with others, expressing their ideas clearly while encouraging the ideas of others.
- Confidently speak with assurance, which helps to build trust and make their message more persuasive.

ADVOCATES FOR SELF AND OTHERS

- Utilize their knowledge and skills to be a champion for positive change personally, professionally, and on behalf of their community and the community at large.
- Build positive, supportive, and meaningful relationships, optimizing resources to bring about impactful progress, growth, development, and change.
- Plan with purpose to achieve short and long-term goals.



SUSSEX COUNTY PUBLIC SCHOOLS VIRGINIA
EDUCATING TOMORROW'S LEADERS

OUR SUSSEX GRADUATES ARE:

OPEN-MINDED

- Respect and empathize the perspectives and viewpoints of others, fostering an environment of respect and inclusion.
- Act responsibly in promoting personal beliefs and ethics by seeing and reflecting upon new experiences, ideas, ad perspectives.
- Use critical thinking to evaluate information, considering both the pros and the cons before forming conclusions.
- Embrace opportunities for self-improvement through continued education, feedback, and new experiences.

LIFE READY



- Problem solvers who think critically, approach challenges with creativity and find practical solutions to complex problems.
- Effective communicators who communicate their ideas, both in writing and verbally, and can engage in meaningful conversations across diverse settings.
- Resilient leaders who are able to cope with setbacks, manage stress, and adapt to changing environments, whether in their careers or personal lives.
- Fiscally sound and financially literate leaders with the ability to understand the basics of managing personal finances, budgeting, and planning for long-term financial goals, which is crucial for independent living.
- Time managers who prioritize tasks effectively, balance multiple responsibilities, and meet deadlines, ensuring productivity and success in various areas of life.
- Self-Motivators who are proactive in setting goals and taking initiative without relying solely on external motivation.
- Ethical leaders who understand the importance of integrity, responsibility, and ethical decision-making in both personal and professional contexts.
- Collaborators who exhibit effective leadership skills who can work well in teams, demonstrate leadership when needed, and are comfortable with both taking direction and providing guidance.
- Global thinkers who are aware of global issues and cultural diversity, and can engage respectfully and thoughtfully in a connected world.

FOCUS AREA 1

STUDENT ACHIEVEMENT



Student Achievement

Goal Area 1: Reading Comprehension

Objective: All students will make a minimum of one year's growth as evidenced by their reading scores on the Virginia Language and Literacy Screening System (VALLSS), Standardized Test for the Assessment of Reading (STAR) and /or Reading SOL Assessment.

Essential Actions:

- The Director of Instruction, Reading Specialists, Reading Coach, and Classroom Teachers will evaluate and revise the District Wide Literacy Plan annually based upon student data.
- STAR, VALLSS, Student Growth Assessments, Benchmark, and Checkpoint Data will be used to support interventions and remediation outlined in the Student's Reading Plan.
- Administrators and teachers will implement evidence based instructional methods and strategies at each school/grade level to promote student achievement.
- Celebrate student growth in reading instruction for both the student and the teacher.
- Through weekly Professional Learning Communities, the teachers will analyze student reading data and address target areas.
- Teachers will attend professional development training in the reading context area at least twice a year.

Goal Area 2: Graduation Requirements

Objective: Increase the Graduation Completion Index to 95% and enhance the Career, College, and Civic Readiness Indicators by leveraging data, resources, and opportunities to create 21st-Century Readiness. This preparation ensures students leave high school equipped for college, careers, and the workforce.

Essential Actions:

- Enhance partnerships with community colleges and universities to aid in expanding dual enrollment options.

- Design and expand the Gifted and Talented and STEAM Programs to expose students to advanced curriculum.
- Provide access for students to become familiar with and exposed to career and technical opportunities.
- Utilize creative scheduling and educational tracks to support diploma or GED attainment for students with specific circumstances and needs.
- Develop and fully expand personalized, standards-focused online and blended learning opportunities to increase choice, learning and achievement, graduation rates, and college and career readiness.
- Conduct quarterly graduation tracking meetings to ensure students are progressing toward graduation, identify students needing additional support and provide timely interventions.

Goal Area 3: Standardized Assessments and Accreditation

Objective: All schools will receive a rating of "On Track" or better based on Virginia's School Performance and Support Framework**.**

Essential Actions:

- Create high-quality curriculum guides aligned with Virginia Department of Education's Curriculum Frameworks to ensure that instructional delivery is systematic, explicit, and improves student mastery.
- Integrate technology in classrooms to enhance learning experiences, boost student performance, and ensure students are well-prepared for a digital work environment.
- Provide continuing professional development/training opportunities reinforcing high-leverage practices to maintain effective teaching strategies.
- Provide access to high-quality instructional materials and instructional practices that differentiate to meet the needs of ALL students.
- Conduct comprehensive data tracking meetings to ensure students are progressing towards content mastery, identify students needing additional support and provide timely interventions.
- Provide intensive interventions that target areas of deficiency based on data.
- Hire reading and math interventionists to provide explicit and systematic interventions to identified students to increase mastery.

- Strict enforcement of the attendance policy for the school division to ensure the goals and objectives of this action plan are supported.
- Host monthly Parent Advisory Committee meetings and Special Education Advisory Committee meetings to increase parental involvement, provide comprehensive school data, and share instructional practices that can be utilized in the home.
- Intentionally create opportunities to connect learning beyond the classroom by incorporating real-world experiences, helping students to apply their knowledge in practical settings, and preparing them for future challenges.

Goal Area 4: Exceptional Education (SPED, ESOL, GIFTED)

Objective: Improve and enhance the support provided to students with disabilities and students with English for Speakers of Other Languages. (ESOL).

Essential Actions:

- Assemble instructional and administrative personnel (special educators, speech therapists, parent outreach groups, etc…) to evaluate current level of support in an effort to enhance progressive Exceptional Education and ESOL learners' student academic growth.
- Educate our personnel about the process of language acquisition and other factors when working with students who have English as their second language.
- Provide support and training to implement, evaluate, and enhance instruction and use of best-practice strategies specifically designed for exceptional education students and ESOL learners.
- Improve the achievement outcomes for students with disabilities in core content areas by providing targeted accommodations for instruction using strategies that support inclusive education.

"*Education* is the passport to the future, for tomorrow belongs to those who prepare for it today."

- Malcolm X

"The whole purpose of ***education*** is to turn mirrors into windows." -
Sydney J. Harris



FOCUS AREA 2

PERSONNEL SUPPORT & TALENT DEVELOPMENT



Personnel Support & Talent Development

Goal Area 1: Talent Acquisition and Recruitment

Objective: Build a continuous pipeline of high-quality, skilled and diverse talent to meet current and future staffing needs.

Essential Actions:

- Develop Department/School Division Brand: Enhance Sussex County Public School's reputation as an employer of choice through marketing and social media presence to attract top talent.
- Revise Job Descriptions and Hiring Processes: Create clear, inclusive job descriptions and standardize recruitment processes for efficiency and consistency.
- Leverage Technology: Implement AI-driven tools for resume screening and candidate assessments to better match candidates to job roles.
- Diversity Outreach: Establish partnerships with universities, professional organizations, and job boards that focus on underrepresented groups, improving workforce diversity by 15% in the next 2 years.
- Onboarding Process: Enhance onboarding to ensure new hires are smoothly integrated into the school division and quickly become productive.

Goal Area 2: Employee Retention and Engagement

Objective: Improve employee retention by creating a positive work environment that fosters long-term engagement through supportive work environment and career growth opportunities.

Essential Actions:

- Employee Engagement Surveys: Conduct regular surveys to assess employee satisfaction and engagement levels, implementing action plans based on feedback to address any issues.
- Career Development Programs: Create and promote career development opportunities, including training, certifications, and mentorship.

- Recognition Programs: Establish programs for acknowledging achievements, both formally (awards) and informally (peer recognition) to increase engagement scores by 15%.
- Work-Life Balance Initiatives: Reduce employee turnover by 10% within the next year by enhancing employee satisfaction and work-life balance.
- Exit Interviews: Conduct thorough exit interviews to gather feedback on why employees leave and identify improvement opportunities to enhance job satisfaction and reduce turnover.

Goal Area 3: Learning and Development

Objective: Foster continuous skill development and career growth opportunities for employees to excel in their roles and adapt to evolving needs of the school division.

Essential Actions:

- Training Needs Assessment: Implement an employee development program that aligns with both individual career goals and school division needs.
- Leadership Development Programs: Develop initiatives to groom future leaders within the organization, creating a mentorship program to support leadership development and knowledge transfer.
- Learning Management System (LMS): Implement or upgrade an LMS to provide easy access to online training resources by ensuring all employees have access to at least 40 hours of training annually through e-learning and digital platforms
- Measuring Training Effectiveness: Regularly evaluate the success of training programs through performance improvements and employee feedback, increasing employee participation in professional development programs by 25% in the next year.

Goal Area 4: Compensation, Benefits and Compliance

Objective: Ensure Sussex County Public School's compensation and benefits packages are competitive, equitable, and aligned to practices that comply with labor laws, industry regulations, and organizational policies.

- Salary Benchmarking: Regularly assess the surrounding school divisions' salary data to ensure competitiveness and fairness in compensation.

- Pay Equity Analysis: Conduct regular pay audits to identify and address any pay disparities.
- Flexible Benefits Packages: Offer customizable benefits to cater to diverse employee needs, including retirement plans, stock options, and family leave.
- Recognition and Rewards Programs: Introduce non-monetary rewards (e.g., extra time off, special recognition) to complement financial incentives.
- Regular Audits: Conduct audits to assess compliance with employment laws, safety standards, and company policies.
- Compliance Training: Provide regular training on employment law, safety regulations, and workplace ethics for managers and employees.
- Employee Handbook Updates: Regularly update the employee handbook to reflect changes in policies, laws, and organizational practices.

Goal Area 5: Employee Well-Being and Wellness

Objective: Enhance the overall well-being of employees by providing support for mental, physical, and emotional health.

Essential Actions:

- Comprehensive Benefits: Offer a benefits package that includes health, dental, mental health resources, and wellness programs.
- Mental Health Support: Implement employee assistance programs (EAPs) to offer counseling and mental health resources.
- Wellness Programs: Launch initiatives like fitness challenges, mindfulness workshops, and ergonomic assessments to promote physical and mental health.
- Promote Healthy Work Environments: Encourage a culture where employees feel safe, supported, and appreciated by promoting respect and inclusivity.

FOCUS AREA 3

COMMUNITY OUTREACH & PARTNERSHIPS



Community Outreach & Partnerships

Goal Area 1: School and community partnerships

Objective: Invest in building strong community partnerships that create pathways to opportunity for students and families.

Essential Actions:

- Develop and strengthen partnerships with community service providers to establish and implement a high-quality, integrated support model that addresses the holistic needs of students and their families, promoting academic achievement and social well-being.
- Make parent programs more accessible and engaging by offering them in multiple languages, locations, and formats, including Family Engagement Nights and customized training.
- Invest in a Parent Resource Center to develop strong community and school partnerships that will support student achievement by addressing local needs.

Goal Area 2: Collaboration with local colleges and healthcare providers

Objective: Identify and foster collaborations with local colleges and healthcare providers to support and strengthen services to the school division.

Essential Actions:

- Organize a list of corporate and higher-education potential partners that can provide support to the Sussex County community. (Establishments such as: Rowanty, Southside Regional, Brightpoint, Paul D. Camp, Rolls Royce, etc.).
- Establish and nurture partnerships with businesses and institutions of higher learning to facilitate ongoing practicum experiences, student teaching placements, and internships, with the objective of developing a pool of qualified future candidates for employment.
- Create a partnership with a local hospital or local health facility to construct and implement a health care clinic that will provide free health care screenings and physicals for students and their families on-site.

Goal Area 3: Staff and community partnerships

Objective: Create a shared culture of collaboration that encourages, promotes, and rewards engagement activities between staff and community partners.

Essential Actions:

- Establish and implement annual community/school events that support mental and physical health and awareness.
- Provide opportunities for the Joint School Board and Board of Supervisors to meet at least 1 to 2 times per year to discuss the effectiveness and efficiency of the school division's operation, focusing the meetings around the four core areas of the strategic plan: Student Achievement, Personnel Support, Efficiency of Operations, and Community Outreach & Partnerships.
- Establish a yearly Volunteer Program that highlights the impact and support of the community and school volunteers, recognizing volunteers, partnerships, and mentors.



FOCUS AREA 4

EFFICIENCY OF OPERATIONS



Efficiency of Operations

Goal Area 1: Procedures and Protocols

Objective: Create consistency in procedures across the SCPS campus.

Essential Actions:

- Develop campus-wide standard operating procedures.
- Ensure 100% of staff are following standard operating procedures.

Goal Area 2: Safety and Security

Objective: Increase the safety and security of the SCPS campus as conditions warrant and funds are available.

Essential Actions:

- Reduce accident prevention related to injuries and worker compensation claims.
- Add more cameras to our campus to increase coverage for our football and other athletic fields.
- Add more weapons and metal detectors to our campus buildings.

Goal Area 3: Finance

Objective: Prioritize the allocation and expenditures of funds to support the school division's goals.

Essential Actions:

- Increase the efficiency and transparency with procurement in order to prioritize fiscal needs, support existing programs, and eliminate current programs that are not in alignment with our strategic goals.
- Develop and implement a five-year projection of revenue and expenditures in order to provide input to the budget process.
- Develop and maintain a five-year comprehensive and detailed Capital Improvement Plan.
- Research financial accounting software to replace the current outdated BAI Software.
- Collaborate with Human Resources on an employee time keeping and leave system.
- Increase fiscal transparency with enhanced budget adoption and financial reporting documents.

Goal Area 4: Technology

Objective: Architect, deliver and maintain a reliable and stable technology infrastructure appropriate to support the vision and mission of the school division.

Essential Actions:

- Provide opportunities to increase the baseline technology cyber security awareness for faculty and administrative staff.
- Scale Internet bandwidth to match educational demands based on VDOE per user recommendation.
- Maintain a robust campus network for efficient communications via an established hardware life cycle replacement schedule. Max Age: Switches 10 yr. / APs 7 yr.
- Schedule life-cycle management of end user devices to keep pace with emerging educational requirements. Max upgrade Age: PCs 10yr / LTs 4 yr.
- Seek funding from federal, state and other sources to support educational technology.
- Establish and continually refine policies, procedures and procurement to strengthen physical and cyber security; with an emphasis on data protection. MFA / encryption.
- Implement an annual instructional software evaluation to insure usage and applicability to educational goals.
- Disallow individual use of free portals in classroom instruction (Ex; Class dojo to APPTEGY Rooms).

Goal Area 5: Transportation, Food Services, and Maintenance

Objectives:

- Transportation will continue to provide essential and efficient services to the students of Sussex County Public Schools.
- Food Services will continue to provide nutritious meals to the students of Sussex County Public Schools and create additional opportunities to generate revenue.
- Maintenance will continue to ensure all mechanical services are performing efficiently.

Essential Actions:

- Continue to decrease spending.
- Provide professional development opportunities
- With the assistance of the Operations Administrative Assistant, I will create a monthly expenditure log to categorize spending.
- Prepare a monthly fuel usage report.
- Meet with the Garage Manager, Dietary Management Professional and the Maintenance team weekly to monitor purchasing and usage of supplies and address any concerns and issues they may have.
- Increase revenue by 3% by offering additional payment options to our student and staff through a new point of sales system and additional ala carte meals which will include more made from scratch items. With this implementation we expect student meal participation to increase by 80%.
- Continue to participate in the Community Eligibility Program which provides free meals to all students.



Essential Actions:

- Perform end of month inventory to prevent excessive spending.
- Continue to provide quality training for staff.
- Continue to participate in the fresh fruit and vegetable program.
- Maintenance will continue to follow the procurement process to ensure we are receiving quality goods and services while decreasing spending by 2%
- Implement the use of sub-contractors for large projects to prevent smaller maintenance concerns and regular scheduled preventive maintenance from being neglected. In addition, adding an HVAC contract to ensure the completion of proper annual inspections which prevents breakdowns and disruptions.
- Continue making improvements to wastewater treatment facility.

WE Thank You!

On behalf of the Sussex County School Board and Sussex County Public Schools, we thank you and the entire Sussex Community for your support, contributions, encouragement, and inspiration that supported us in creating and developing our 2025-2030 Strategic Plan.

This process has truly reflected the strength of our community and the shared commitment we all have to the success and well-being of our students. From thoughtful input at community forums to the countless hours spent reviewing data and sharing insights, your contributions have been vital in shaping a plan that reflects our shared values, vision, and goals.

To our School Board members—thank you for your leadership, guidance, and dedication to ensuring that our district remains focused on equity, excellence, and innovation. And to our families, staff, students, and community members—thank you for your engagement, your voice, and your partnership.

We are excited to move forward with a clear and purposeful roadmap that will guide our efforts in the years ahead. Together, we are building a stronger future for all students in Sussex County Public Schools.

SUSSEX

County Public Schools

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