



Accelerating Student Achievement

- Set clear learning targets for every lesson.
- Deeply understand state academic standards.
- Build rigorous, aligned assessments.
- Consistently implement instructional best practices.
- Close the opportunity gap.



Key Accomplishments

Accelerating student achievement continued to be a top focus as a part of our strategic plan in Hamilton County Schools (HCS). A new learning model, HCS at Home, was implemented to provide choice to families around how to safely learn during a global pandemic. The doors to our schools were open for in-person learning for over 90% of the school year, and students were able to participate in in-person learning opportunities beginning on day one without experiencing any delay to the start of the school year. To address recovery, summer learning opportunities were provided to our most academically at-risk students before the school year began and My Minutes Matter, a knowledge-building initiative in our MidTown schools, was launched. Our Content Demonstration Teachers made remote instruction available to students through recorded lessons in every content area, and new technology was integrated into the classrooms to support both in-person and at home learning through online learning platforms. We continued to push for high quality classroom instruction and learning materials by implementing new ELA curricula across all grades and redefining our intervention practices to meet the needs of students in real-time. Our student groups were supported through educator training, and we launched a Welcome Center to support international students and their families as they transition to HCS.

What's Next

- Organizing community early learning initiatives to support Kindergarten readiness.
- Reimagining middle school supports to meet the needs of students in new, innovative ways.
 - Implementing acceleration strategies in mathematics for all students.
 - Developing and implementing a district Equity Plan as requested by the Hamilton County Board of Education.
 - Deepening the impact of Summer REACH learning camps for our most academically at-risk students.
 - Increasing targeted academic remediation and acceleration models for students through expanded tutoring opportunities before and after school .
 - Increasing classrooms supports for English Language Learners and Exceptional Education.
 - Strengthening foundational literacy practices through the TN Department of Education Read 360 initiative.



Future Ready Students

- Engage every child, every day.
- Prepare all students for college and career.



Key Accomplishments

We continued to expand career pathways and support post-secondary success for all students as part of our strategic plan to prepare Future Ready Students. We started by creating a graduation framework to ensure success for all students from the first day of Kindergarten to graduation day. Opportunities were expanded for students by increasing our dual-credit and industry certification options for high school students, including early TCAT opportunities at Sequoyah High School and expanded open enrollment opportunities for the strings program at Hixson Middle School. Our Career and Technical Education (CTE) programs continue to grow stronger as five programs received the distinction of "Tennessee Certified Pathway" and we added two more locations for Early Youth Apprenticeship options. Access to our Future Ready Institutes was expanded by adding bus routes to support student enrollment in institutes that match students' aptitude and interest.

What's Next

- Expanding school choice and open enrollment seats in the district.
- Adding more work-based learning (WBL) opportunities and transportation options for WBL programs.
- Increasing opportunities to receive industry certifications.
- Creating middle school awareness programs to help connect students with programs that match their aptitude and interest.
- Continuing to work with the Chattanooga business community to expand partnership work.
- Applying to the state to have more CTE programs receive the TN Pathway Certification distinction.



Efficient & Effective Operations

- Enhance student safety and school security.
- Establish long-term plan for transportation service model.
- Establish long-term plan for facilities maintenance and capital improvements.
- Leverage technology to improve operational efficiency.
- Optimize budget and resource utilization.

Key Accomplishments

Efficient and effective operations were instrumental in our ability to provide safe learning environments and strong mitigation efforts, allowing our students the opportunity to learn in-person for more than 90% of the school year. We ensured our learning environments were well maintained and we provided additional custodial services in response to COVID-19 safety protocols in place to mitigate spread among teachers and students. The district opened the new Harrison Elementary School in January 2021, and started work on the renovation of existing buildings and facility updates for students, including constructing secured entrances in schools to prevent unauthorized entry. The district increased organizational efficiency through the implementation of a new enterprise resource planning software, MUNIS, and a new timesheet management system, ExecuTime. We also implemented new student and family supports, such as our single sign-on solution, ClassLink, to easily and efficiently access various learning resources across the district.

What's Next

- Beginning construction of a new Tyner Academy building.
- Completing renovation of the reimagined K-12 CSLA building.
- Increasing starting pay for School-Aged Child Care (SACC) employees.
- Renovating Washington Alternative Learning Center and relocating Dawn School.
- Installing outdoor wireless access points for school bus videos.
- Hiring additional Student Safety Officers with a goal of one officer in each school building



Great Teachers & Leaders

- Recruit and select top talent.
- Retain talent.
- Provide competitive total rewards.
- Stimulate professional learning and growth.
- Identify, develop, and support leaders.
- Include classified and professional employees in talent development.

Key Accomplishments

Initiatives to support and retain high quality teachers continue to be a focus aligned to our Great Teachers and Leaders strategies outlined in our strategic plan. The health and well-being of our staff was prioritized this year with the opening of three clinics and two pharmacies, expansion of the Whole Teacher Well Teacher program, and the addition of free mental health support and telemedicine for all employees. In response to the global pandemic, we were also able to offer free COVID-19 testing and vaccination opportunities for HCS employees through partners at One to One Health and HCS Ed Health Services. Revamped employee leadership pathways were a focus with the development of HCS Leadership Standards and the launch of the Leadership, Exploration and Development (LEAD) pathways for employees. We increased our focus on recruitment by developing a talent diversity plan to attract diverse candidates and by partnering with UTC to certify teacher candidates with an ESL endorsement.

What's Next

- Expanding Grow Your Own classified pathways and classified employee recruitment.
- Offering additional coaching opportunities to our newly hired teachers.
- Launching additional LEAD pathways for aspiring teacher leaders and managers.
- Focusing on process improvements for hiring and onboarding employees.
- Coordinating with certification partners to more closely align talent development with our current workforce needs.

Engaged Community

- Promote positive culture, climate and communication.
- Strengthen PreK-12 learning community structures.
- Empower community in decision-making.






Key Accomplishments

As a central part to our strategic plan, we continued to engage students, families, staff and the community to support the success of our students in HCS. We started by administering several system-wide surveys to gather feedback on our response to the pandemic, school-climate and culture and school calendar decisions and convened student, teacher and parent advisory councils to guide the district in decision making. We strengthened and expanded partnerships with several community groups in order to stand up Virtual Learning Centers to provide in-person support to our students during times of school closure and to collaborate around Summer REACH programming needs. The community, including HCS, the City of Chattanooga, Hamilton County, the Enterprise Center and EPB partnered to create HCS EdConnect, resulting in over 12,000 students being connected to free home internet services. Together with partners, we established the Hamilton County Schools Foundation to support initiatives that go beyond the regular district budget and launched the Family Resource Center, a hub for high-quality supports and services that empower families.

What's Next

- Establishing the Community Forward partnership with the City of Chattanooga.
- Expanding Student Success Planning to additional schools and piloting with select community partners.
- Continuing to host Leadership HCS cohorts for visibility into the operations of Hamilton County Schools.
- Increasing resource support to parents and families through the Family Resource Center.

Annual Performance Summary

 areas where goals were met or increases were made over baseline year.
 areas where goals were missed or decreases over baseline year.
 areas where a new baseline has been set.

Key Performance Indicator	2018 Baseline	2019 Actual	2020 Actual	2021 Target	2021 Results			2022 Target	2023 Target
					2021 Actual	Diff from Target	Diff from Baseline		
Focus Five									
3rd Grade English Language Arts	33.7%	36.4%	35.2%	41.9%	36.8%	-5.1%	3.1%	45.9%	50.0%
Algebra I (Including 7th/8th Grade Alg I)	22.1%	27.6%	37.5%	33.1%	21.9%	-11.2%	-0.2%	38.5%	44.0%
% of Students Completing 1+ EPSO	31.1%	43.4%	68.2%	53.1%	83.7%	30.6%	52.6%	64.0%	75.0%
Average ACT Composite	19.9	19.6	19.7	20.4	18.9	-1.5	-1.0	20.7	21.0
Graduation Rate	86.6%	86.9%	87.0%	88.3%	85.5%	-2.8%	-1.1%	89.2%	90.0%
Accelerating Student Achievement									
District Accountability Status*	Satisfactory	Achieving	N/A	Achieving	N/A	N/A	N/A	Exemplary	Exemplary
Grade 3-5 ELA	34.8%	36.5%	36.0%	41.9%	36.0%	-5.9%	1.2%	45.5%	49.0%
Grade 6-8 ELA	32.5%	31.2%	31.9%	40.3%	25.9%	-14.4%	-6.6%	44.1%	48.0%
HS ELA	27.6%	35.3%	34.9%	38.3%	33.8%	-4.5%	6.2%	43.7%	49.0%
Grade 3-5 Math	39.6%	48.2%	50.4%	46.8%	40.9%	-5.9%	1.3%	50.4%	54.0%
Grade 6-8 Math	34.8%	41.0%	43.1%	41.9%	28.2%	-13.7%	-6.6%	45.5%	49.0%
HS Math	17.8%	24.9%	28.5%	27.9%	19.7%	-8.2%	1.9%	33.0%	38.0%
# of Schools With Growth 3 or Higher	44	66	N/A	54	67	13	23	58	63
Super Subgroup Success Rate	17.4%	22.0%	23.6%	28.7%	17.6%	-11.1%	0.2%	34.3%	40.0%
Super Subgroup Below Reduction	43.7%	38.3%	34.3%	34.3%	43.2%	8.9%	-0.5%	29.7%	25.0%
English Lang. Prof. Meet Growth Metric	45.6%	43.6%	45.2%	55.3%	25.2%	-30.1%	-20.4%	60.2%	65.0%
Future Ready Students									
Student Satisfaction		66.5%	65.5%	72.2%	75.0%	2.8%	8.5%	76.1%	80.0%
Ready Graduates		37.2%	39.6%	44.6%	36.8%	-7.8%	2.6%	49.8%	55.0%
Post-secondary Scholarship Awards	\$31.3 MM	\$95.0 MM	\$124.5MM	\$41.0 MM	\$116.0 MM	\$75.0 MM	\$84.7 MM	\$43.0 MM	\$45.0 MM
Post-secondary Matriculation	69.6%	66.2%	66.1%	72.3%	63.4%	-8.9%	-6.2%	73.7%	75.0%
Great Teachers and Leaders									
Teacher Satisfaction	84%	86%	90%	87%	87.0%	0.0%	3.0%	89%	90%
Diversity Index	1:54	1:62	1:63	1:49	1:72	23	18	1:47	1:44
1-year Teacher Retention Rate	74%	86%	86%	78%	89.0%	11.0%	15.0%	80%	82%
Teacher Absenteeism**	46.4%	45.0%	46.9%	35.7%	36.5%	0.8%	-9.9%	30.3%	25.0%
% of Teachers Meeting Annual Growth Standard per TVAAS Composite	68.0%	79.9%	N/A	71.5%	82.0%	10.5%	14.0%	73.2%	75.0%
Engaged Community									
Kindergarten Readiness***	41.8%	40.1%	41.0%	55.9%	33.5%	-22.4%	-8.3%	63.0%	70.0%
Chronic Absenteeism (K-12)	14.7%	12.5%	11.40%	11.4%	19.7%	8.4%	5.0%	9.68%	8.00%
Parent Satisfaction		79.4%	80.7%	81.8%	82.0%	0.2%	2.6%	83.4%	85.0%
Parent Volunteer Hours****		12,004	13,675	25,862	N/A	N/A	N/A	35,431	45,000
Effective and Efficient Operations									
Total Miles Between Safety Incidents	53,947	47,691	50,937	60,000	200,876	140,876	146,929	62,000	64,000
Avg. % Buses Arriving On-time Daily	95.0%	88.0%	88.0%	96.5%	94.1%	-2.4%	-0.9%	97.0%	98.0%
Nutrition Services Utilization (Breakfast and Lunch)	27.4%	26.1%	28.2%	29.0%	19.1%	-9.9%	-8.3%	29.5%	30.0%
Avg. Days to Complete Maint. Work Orders	58.8%	58.0%	58.7%	62.0%	36.2%	-25.8%	-22.6%	63.0%	64.0%
Avg. Days to Close Tech. Support Tickets	17	7	7	11	9	-2	-6	9	7
	34	17	6	21	8	-13	-26	18	15

* Due to COVID-19 disruptions to during the 2020-2021 school year, districts with 80% student testing participation were held harmless by TDOE and did not receive an accountability status.

** In addition to sick leave, teachers were allowed additional COVID leave days. Teacher absenteeism reflects days missed to sick and COVID leave.

*** In 2020-21, some schools transitioned to using iReady, a more rigorous, academic focused assessment to measure kindergarten readiness, and some schools continued to use Read 20.

**** Due to COVID-19 mitigation measures, volunteers were not allowed in schools during 2020-21 school year.

<https://www.hcde.org/FR2023>