
2021-2026 Strategic Plan Final Report

Priorities 2, 3, and 4

August 17, 2026



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Strategic Plan 2021-26 Priorities

EQUITY

PRIORITY 1: Teaching Tomorrow's Leaders

PRIORITY 2: Excellence and Efficiency

PRIORITY 3: Exemplary Staff

PRIORITY 4: Empowering Culture



Strategic Plan 2021-26 Priorities

EQUITY

PRIORITY 2:

Excellence and Efficiency

Goal I: By 2026, 100% of OCS departments will establish performance metrics for all facilities to evaluate safety, modern technology, and efficiency.

Goal II: By 2026, 95% of students using district buses will experience safe, on-time arrivals to and from school.

Goal III: By 2026, OCS will initiate 100% of capital spending based on key building performance and utilization rates.



PRIORITY 2:**Excellence and
Efficiency**

Goal I: By 2026, 100% of OCS departments will establish performance metrics for all facilities to evaluate safety, modern technology, and efficiency.

2026 Goal Met: 100% of OCS Departments

The Work Continues:

- Emergency preparedness to support a safe and healthy learning environment
- Community engagement to strengthen efficient and transparent school business functions
- Two-way communication to strengthen engagement with internal and external stakeholders
- Operational efficiency to optimize facility operations
- Marketing to expand access to high quality school nutrition services



PRIORITY 2:**Excellence and
Efficiency**

Goal II: By 2026, 95% of students using district buses will experience safe, on-time arrivals to and from school.

2026 Goal Not Met: 90.75%

The Work Continues:

- Strengthen recruitment and retention of qualified transportation staff
- Optimize safety and student transportation route efficiency to improve timeliness and reliability
- Enhance clear, consistent two-way communication between families and transportation staff



PRIORITY 2:**Excellence and
Efficiency**

Goal III: By 2026, OCS will initiate 100% of capital spending based on key building performance and utilization rates.

2026 Goal Met: 100% of Capital Spending Initiated

The Work Continues:

- Construction of new elementary school
- Establishing of construction and capital plan
- Strengthen strategic engagement with stakeholders



Strategic Plan 2021-26 Priorities

EQUITY

PRIORITY 3:

Exemplary Staff

Goal I: By June 2026, Proficient Teacher Retention Rate to be above the NC State Average (89.9%).

Goal II: By June 2026, create and implement annual OCS Employee Survey resulting in 90% of all employees and employee subgroups indicating that OCS is a good place to work and grow.

Goal III: By June 2026, at least 90% of all vacancies filled within 60 workdays.

Goal IV: Maintain commitment to supporting and hiring qualified and diverse staff that demonstrate a range of skills and qualities that support student success.



PRIORITY 3:
Exemplary Staff

Goal I: By June 2026, proficient teacher retention rate to be above the NC state average (89.9%).

2026 Goal Met

For 2024-2025, the state reported OCS rate was 89.0%, but actual was >90.0%

The Work Continues:

- Foster positive, structured, and accountable work environments
- Expand leadership opportunities
- Assess staff needs to ensure access to high-quality, relevant learning opportunities



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PRIORITY 3:
Exemplary Staff

Goal II: By June 2026, create and implement annual OCS Employee Survey resulting in 90% of all employees and employee subgroups indicating that OCS is a good place to work and grow.



2026 Goal Not Met/Baseline Set

- 73.4% agreed or strongly agreed that OCS is a good place to work and grow. HR will increase ~33% survey participation rate.

The Work Continues:

- Foster positive, structured, and accountable work environments
- Expand leadership opportunities and employee recognition efforts
- Providing clear, consistent, and responsive support;



PRIORITY 3:**Exemplary Staff**

Goal III: By June 2026, at least 90% of all vacancies filled within 60 workdays.

2026 Goal Met

- Certified: <50 days in Sep, Oct, Feb
- Classified: <56 days in Sep, Oct; 63 days in Feb

The Work Continues:

- Develop and sustain a highly-qualified and diverse applicant pool; expand targeted recruitment efforts
- Strengthen the district's brand by clearly communicating the value of working in Orange County Schools; leverage technology to enhance the recruitment process



PRIORITY 3: Exemplary Staff

Goal IV: Maintain commitment to supporting and hiring qualified and diverse staff that demonstrate a range of skills and qualities that support student success.

2026 Goal Met

The Work Continues:

- Very low vacancy rates (<2% for licensed staff)
- NBCT numbers increased from 81-94
- No BT faced non-renewal for licensure reasons
- Analyze recruitment and hiring data, including applicant pool composition, new hire trends, and job fair participation,
- Develop and sustain internal pipelines that support current staff and students



Strategic Plan 2021-26 Priorities

EQUITY

PRIORITY 4: Empowering Culture

Goal I: By June 2026, OCS will decrease the overall number of out-of-school suspensions in all subgroups by 10% annually.

Goal II: By June 2026, OCS will address attendance by reducing the district chronic absenteeism rate from 21.83% to 19% as a way to improve student readiness, engagement, and academic outcomes by resolving a significant barrier to student learning.

Goal III: By June 2026, OCS will implement and maintain ongoing, effective, and meaningful engagement methods to strengthen communication and relationships between schools, families, and the community.



PRIORITY 4:**Empowering
Culture**

Goal I: By June 2026, OCS will decrease the overall number of out-of-school suspensions in all subgroups by 10% annually.

2026 Goal Met: 10% Decrease in Subgroups

The Work Continues:

- Implementation of clear, fair, and restorative disciplinary procedures
- Training and support for school level staff on prevention of disciplinary incidents
- School specific strategies and core resources to support social emotional health and safety for students.



PRIORITY 4:**Empowering
Culture**

Goal II: By June 2026, OCS will address attendance by reducing the district chronic absenteeism rate from 21.83% to 19% as a way to improve student readiness, engagement, and academic outcomes by resolving a significant barrier to student learning.

2026 Goal Not Met: 23.07%

The Work Continues:

- Implementation of social emotional learning and mental health curriculum across all schools
- Expansion of school-based mental health services and youth mental health first-aid training
- Implementation of research-based trauma informed practices



PRIORITY 4:

Empowering
Culture

Goal III: By June 2026, OCS will implement and maintain ongoing, effective, and meaningful engagement methods to strengthen communication and relationships between schools, families, and the community.

2026 Goal Met

The Work Continues:

- Expand Family Academy programming across all 13 schools through quarterly districtwide engagement initiatives
- Elevate district storytelling through strategic media partnerships and digital communications
- Strengthen collaboration with local media, government, nonprofit, and community partners





2026-2031 Strategic Plan

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Questions?





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