



Comprehensive Long-Range Plan

2021-2026

*“Learning through Inspiration, Engagement, Empowerment,
and Innovation – Every Student Every Day”*

Mission

*We will empower everyone to achieve excellence by sparking inspiration
and learning through innovation.*

Table of Contents

Mission	1
Warren County Public Schools	3
Board Members	3
Central Office Administration	4
Central Office Instructional Staff	4
School Principals and Assistant Principals	5
Planning Committee	6
Introduction	8
Correlates of Effective Schools	9
Goals	10
Forecast of Enrollment	12
Regional Services in Cooperation With	13
Neighboring School Divisions	13
Section I: Instruction	14
Section II: Climate and Culture	16
Section III: Family and Community	17
Section IV: Health and Safety	19
Section VI: Transportation	23

Warren County Public Schools

Board Members

<u>Board Member</u>	<u>District</u>
Catherine R. Bower, Vice Chair	Fork
James S. Wells	Happy Creek
Dr. Kristen J. Pence	South River
Ralph A. Rinaldi	Shenandoah
Melanie Salins	North River

Central Office Administration

Christopher L. Ballenger, Ed.D.	Superintendent
George R. "Buck" Smith	Assistant Superintendent for Administration
E. Alan Fox	Assistant Superintendent for Instruction
Robert H. Ballentine	Director of Finance
Gregory F. Livesay	Director of Facilities
Shane A. Goodwin	Director of Personnel/Communication
Michael E. Hirsch, Ed.S.	Director of Special Services
Timothy A. Grant	Director of Technology
Aaron L. Mitchell II	Director of Transportation
Nickole Kinsey	Food Service Coordinator

Central Office Instructional Staff

Donna M. Boies	Federal Programs Coordinator/Title III
Heather N. Bragg	Curriculum Supervisor
Douglas Stefnoski	Instructional Technology Coordinator/STEM
Denise N. Walton	Testing Specialist, Gifted, & CIP
Lisa K. Seal	Supervisor of Special Services

School Principals and Assistant Principals

A.S. Rhodes Elementary School	<u>Lori A. Layman, Principal</u>
E. Wilson Morrison Elementary School	<u>Lisa S. Rudacille, Principal</u> Stephanie D. Gregg, Assistant Principal Jennifer A. Cameron, Dean
Hilda J. Barbour Elementary School	<u>Nikkolet C. Taubenberger, Principal</u> Carolyn Sheppard, Assistant Principal
Leslie Fox Keyser Elementary School	<u>Shamika McDonald, Principal</u> Jessica M. Vacca, Assistant Principal
Ressie Jeffries Elementary School	<u>Nina Helmick, Principal</u> Nikki Bradley, Assistant Principal
Skyline Middle School	<u>Robert F. Johnston, Principal</u> Julie L. Hilling, Assistant Principal Zach Logan, Dean
Warren County Middle School	<u>Amy Gubler, Principal</u> Bryan Mosher, Assistant Principal Annette Fincham, Dean
Skyline High School	<u>Danelle Sperling, Principal</u> Matthew Hopple, Assistant Principal Jody T. Lee, Assistant Principal Alyson Pumphrey, Dean
Warren County High School	<u>Kenneth R. Knesh, Principal</u> G. Michelle Edwards, Ed.D., Assist. Principal Vince Gregg, Assistant Principal Tucker Brown, Dean
Blue Ridge Technical Center Education	Jane Baker, Director of Career and Tech Dr. Michael Smith, Dean
Diversified Minds/Brighter Futures	Randa R. Vernazza, Principal

Planning Committee

Blue Ridge Technical Center

Rusty Sears

Jane Baker

A.S. Rhodes Elementary School

Niki Bradley

Lori Abbott

Lori Layman

E. Wilson Morrison Elementary School

Kaitlyn Tuttle

Stephanie Gregg

Shane Goodwin

Leslie Fox Keyser Elementary School

Rita Werner

Melissa Hanscome

Danelle Sperling

Shamika McDonald

Ressie Jeffries Elementary School

Kristin Frankel

Meredith Miller

Nina Helmick

Matt Hopple

Hilda J. Barbour Elementary School

Kate Kitchen

Tiffany Swanson

Nikki Taubenberger

Jess Vacca

Skyline Middle School

Ashley Hobbins

Ashley Taylor

Robert Johnston

Warren County Middle School

Luke Heeter

Amy Gubler

Skyline High School

Chelsea Warner

Warren County High School

Special Services/Non-Traditional Programs

Central Office

Tammy Vanetten

Matt Kull

Ryan Dyke

Jennifer Brockman

Jody Lee

Lesley Detweiler

Lisa Francis

Whitney Crigger

Jerry Cave

Chris Ballenger

Melody Shepard

Alan Fox

Lisa Rudacille

Michael Hirsch

Introduction

The Virginia Standards of Quality for Public Education established in state law standards which all public schools must meet. Standard 6, Planning and Public Involvement (22.1-253.13:6B), specifies the following:

B. Each local school board shall revise, extend and adopt biennially a division-wide comprehensive plan that shall be developed with staff and community involvement. Prior to the adoption of any division-wide comprehensive plan, each local school board shall post such plan on the division's internet website if practicable, and in any case, shall make a hard copy of the plan available for public inspection and copying and shall conduct at least one public hearing to solicit public comment on the division-wide plan.

The division-wide comprehensive plan shall include, but shall not be limited to, (i) the objectives of the school division: (ii) an assessment of the extent to which these objectives are being achieved: (iii) a forecast of enrollment changes: (iv) a plan for projecting and managing enrollment changes including consideration of the consolidation of schools to provide a more comprehensive and effective delivery of instructional services to students and economies in school operations: (v) an evaluation of the appropriateness of establishing regional programs and services in cooperation with neighboring school divisions: (vi) a plan for implementing such regional programs and services when appropriate: (vii) a technology plan designed to integrate educational technology into the instructional programs of the school division, including the school division's career and technical education programs, consistent with the six-year technology plan for Virginia adopted by the Board of Education: (viii) an assessment of the needs of the school division and evidence of community participation in the development of the plan: and (ix) any corrective action plan required pursuant to 22.1- 253.13.

A report shall be presented by the school board to the public by November 1 of each odd numbered year on the extent to which the objectives of the division-wide comprehensive plan have been met during the previous two school years.

The Warren County School Board, in accordance with this statute, has developed the following Comprehensive Plan for the 2021-2026. This plan identifies certain areas that the division will focus on through the duration of this plan. There are other areas of need that was not included in this plan but will receive attention over the next six years. As we strive for excellence, WCPS will continue to focus on student needs and will strive to exceed student performance objectives associated with the Virginia Standards of Learning and the Federal Every Student Succeeds Act. The Comprehensive Plan will be evaluated and updated, as the needs of the division and school community dictate.

Correlates of Effective Schools

Warren County Public Schools long-range decision-making as well as day-to-day operational practices are based on the Correlates of Effective Schools.

Safe and Orderly Environment: Business like atmosphere, neat and orderly and has a sense of community and school spirit.

High Expectations for Students and Staff: Teachers believe all students can learn. A sense of security and confidence permeates the school environment.

Strong Instructional Leadership: The school administration defines the school mission and goals and consistently communicates these to staff, students, parents, and community.

Clear and Focused Mission: The school purpose and mission are understood and supported by students, staff, parents and the community.

Opportunity to Learn and Student Time on Task: Teachers allocate significant time to instruction.

Monitoring Student Achievement: Schools frequently assess students and programs.

Home, School, and Community Relations: Parents and community support the mission of the school and are provided roles in achieving the mission.

Goals

- *Students will graduate from Warren County Public Schools able to think critically; think creatively; communicate effectively; collaborate with others; and be prepared to enter the workforce with marketable skills and/or ready for the rigor of higher education.*
- *All schools will be accredited on an annual basis as defined by the Virginia SOLs.*
- *Warren County Public Schools will employ properly credentialed teachers, administrators, and staff. The School Board will strive to provide competitive compensation for all personnel.*
- *Staff development will be tailored to the needs of each staff member for the purpose of continually improving the entire school division.*
- *All students and staff will be afforded a safe and engaging learning environment that promotes healthy behaviors and positive relationships for everyone every day.*
- *A safe, reliable, and equitable transportation system will be provided for all students.*
- *Technology will be integrated into all facets of the school division's operating system as well as the delivery of instruction. All students will exit our schools with appropriate 21st-century technology skills, which will enable them to compete in a global society.*
- *The School Board and all schools will engage and communicate effectively and openly with students, families, and the community.*
- *Develop community partnerships for the benefit of the entire school community.*
- *Provide an all-inclusive school experience.*

The Standards also require that a report on the extent to which the objectives of the division-wide comprehensive plan have been met during the previous two school years be prepared for presentation to the School Board by November of each odd-numbered year.

Forecast of Enrollment

Grade	21-22	22-23	23-24	24-25	25-26
KG	353	382	368	372	382
1	344	369	372	369	372
2	354	359	367	363	372
3	366	363	371	369	367
4	339	370	357	361	371
5	360	345	363	359	368
6	346	358	393	369	361
7	381	353	373	409	370
8	414	390	362	382	411
9	492	400	391	396	378
10	419	485	408	413	401
11	401	416	487	400	414
12	397	401	419	488	409
UG/GED	0	0	0	0	0
Total	4966	4991	5031	5050	4976

Warren County Public Schools utilize enrollment data to monitor school division and individual school enrollment. This data helps the division to project staffing, budgeting, and classroom allocations. Prior to the pandemic, WCPS was seeing an increase in projected enrollment numbers. Projecting enrollment data is always a difficult task, the pandemic has exacerbated this effort.

Regional Services in Cooperation With Neighboring School Divisions

Region IV Superintendents	Mountain Vista Governor School
Lord Fairfax Community College	Region IV Instructional Leaders
Page, Rappahanock, Shenandoah, and Fauquier Schools	LFCC Education Consortium
PAVAN	Pathways and Connections
RSW Regional Jail Education and Counseling	Shenandoah Valley Educational Technology Consortium
Northern Shenandoah Valley Technical Round Table	Skyline CAP Head Start

Section I: Instruction

Students will graduate from Warren County Public Schools able to think critically; think creatively; communicate effectively; collaborate with others; and be prepared to enter the work force with marketable skills and/or ready for the rigor of higher education.

All schools will be accredited on an annual basis as defined by the Virginia SOLs.

Warren County Public Schools will employ properly credentialed teachers, administrators, and staff. The School Board will strive to provide competitive compensation for all personnel.

Staff development will be tailored to the needs of each staff member for the purpose of continually improving the entire school division.

Objective 1.0: All schools will score at or above 90 percent in all SOL tested subjects and meet Federal Annual Measurable Objectives (FAMOs).	
Strategy	<ul style="list-style-type: none"> ● Teachers will use Benchmark formative and summative assessment results to develop lessons that address students’ strength and weaknesses with specific standards ● Targeted Intervention, remediation, and acceleration ● Utilize practices that promote opportunities for students to demonstrate 21st century learning skills. ● Offer staff development that addresses: teaching strategies, active engagement, specialized & differentiated instruction, and student-teacher relationships.
Timeline	<ul style="list-style-type: none"> ● School year 2021-2022 target of 75% (every subject) ● School year 2022-2023 target of 80% (every subject) ● School year 2023-2024 target of 85% (every subject) ● School year 2024-2025 target of 90% (every subject) ● School year 2024-2025 target of 90% or beyond (every subject)
Person Responsible	<ul style="list-style-type: none"> ● Assistant Superintendent for Instruction ● Teachers ● Principals ● Division Instructional Team

Objective 2.0: WCPS will recruit, employ, and retain a highly qualified staff	
Strategy	<ul style="list-style-type: none"> ● Develop a recruiting plan to attract highly qualified staff ● Explore other benefits that will attract employees to WCPS ● Provide a quality induction/mentoring program to all beginning employees and provide other supports for veteran teachers
Timeline	<ul style="list-style-type: none"> ● Continuous
Person Responsible	<ul style="list-style-type: none"> ● Principals ● Human Resources ● Division Instructional Team

Objective 3.0: 100 % of Students will graduate from Warren County Public Schools prepared to enter the work force with marketable skills and/or ready for the rigor of higher education.

Strategy	<ul style="list-style-type: none"> ● Beginning in the 7th grade students will create an Academic and Career Plan ● Use the career assessment inventory to determine potential course offering selections. ● Increase enrollment in dual enrolled courses ● Offer alternative learning opportunities ● Utilize blended learning to support the 5 Cs: communication, collaboration, critical & creative thinking skills, and citizenship
Timeline	<ul style="list-style-type: none"> ● School Year 2021-2022: 75% of all students receiving an advanced or standard diploma will earn a Virginia Department of Education approved business and industry CTE credential. ● School year 2022-2023 target of 80% ● School year 2023-2024 target of 85% ● School year 2024-2025 target of 90% ● School year 2025-2026 target of 95%
Person Responsible	<ul style="list-style-type: none"> ● Asst. Superintendent for Instruction ● Director of Career and Technical Education ● Principals ● School counselors

Objective 4.0: Work to increase course offerings and programs at all schools PK-12

Strategy	<ul style="list-style-type: none"> ● Review current programs and course offerings ● Take recommendations for new course offerings and programs ● Recruit properly credentialed teachers
Timeline	<ul style="list-style-type: none"> ● Annually
Person Responsible	<ul style="list-style-type: none"> ● Asst. Superintendent for Instruction ● Principals

Section II: Climate and Culture

All students and staff will be afforded a safe and engaging learning environment that promotes healthy behaviors and positive relationships for everyone every day.

Provide an all-inclusive school experience.

Staff development will be tailored to the needs of each staff member for the purpose of continually improving the entire school division.

Objective 1.0: All school will maintain an average daily attendance of no less than 95%	
Strategy	<ul style="list-style-type: none"> ● Schools below 95% attendance threshold will include within their school plans, a goal which addresses attendance improvement ● Use instructional strategies that engage students with learning that is relevant and includes real life connections ● Teachers will greet students at the door daily
Timeline	<ul style="list-style-type: none"> ● School plan update quarterly
Person Responsible	<ul style="list-style-type: none"> ● Students ● Parents ● Principal ● Teachers

Objective 2.0: As evidenced by yearly surveys, 100% of students and staff will indicate that they feel safe in their school	
Strategy	<ul style="list-style-type: none"> ● Utilize Positive Behavioral Interventions and Supports (PBIS) ● Each school will have a plan in place to provide a tiered system of academic and behavioral support for all students ● Provide professional development on culturally responsive instruction, which promotes diversity, equity, inclusion and collaboration ● Work law enforcement, Fire and Rescue, The Department of Health and Community Services Board to update school safety/crisis plan annually
Timeline	<ul style="list-style-type: none"> ● Annual
Person Responsible	<ul style="list-style-type: none"> ● Teacher ● Principal ● Division Administration ● WCPS School Board

Section III: Family and Community

The School Board and all schools will engage and communicate effectively and openly with students, families, and the community.

Develop community partnerships for the benefit of the entire school community.

Objective 1.0 Increase communication with parents/ guardians concerning instructional, recreational, and safety related initiatives on a weekly basis as evidenced through teacher contact logs, website updates, social media updates, and communication through the school’s learning management system	
Strategy	<ul style="list-style-type: none"> ● Schools will utilize and keep up to date social media, websites, as well as, send email to communicate with parents regarding school functions ● Each school will distribute appropriate Standards of Learning Testing information to parents at the beginning of the school year ● Students and parents/ guardians will be provided with a Program of Studies each winter to plan for the upcoming school year
Timeline	<ul style="list-style-type: none"> ● Ongoing
Person Responsible	<ul style="list-style-type: none"> ● Teachers ● Principals ● Division Administration

Objective 2.0: Parent involvement will increase by 10% annually through documented participation in school related activities	
Strategy	<ul style="list-style-type: none"> ● Schools will recruit parents/ guardians to participate in family engagement activities that allow access to activities outside of the regular school day ● Teachers and administrators will communicate with parents and document their contact in PowerSchool ● All schools will provide an environment that allows parents/ guardians to support their child’s learning ● Schools will contact parents/ guardians about events they are hosting and provide options to parents/ guardians that are unable to attend
Timeline	<ul style="list-style-type: none"> ● Regularly throughout the school year ● Ongoing
Person Responsible	<ul style="list-style-type: none"> ● Teachers ● Staff ● Students ● School Administration ● School counselors

Objective 3.0: Add five new community partners each year to build community relationships and partnerships that will help promote student success

Strategy	<ul style="list-style-type: none">● The school division will continually work to identify community partnerships that will help support the achievement of the students through academic and extracurricular activities● The school division will collaboratively work on school based teams with community partnerships such as: The Warren Coalition and the Arc of Warren● The school division will also partner with local, regional, and national businesses, individuals, civic groups, and faith-based organizations
Timeline	<ul style="list-style-type: none">● Regular meetings● Ongoing throughout the year
Person Responsible	<ul style="list-style-type: none">● Principals● Teachers● Division Administration

Section IV: Health and Safety

All students and staff will be afforded a safe and engaging learning environment that promotes healthy behaviors and positive relationships for everyone every day.

Objective 1.0: Each school will be actively engaged in the Virginia Crisis Management, Safety Audit, and Threat Assessment system as evidenced through monthly meetings, completed surveys and threat assessment documentation	
Strategy	<ul style="list-style-type: none"> ● All staff will be trained in the relational Mandt crisis management system ● Administrators will be trained in the VDOE/UVA Threat Assessment model ● Safety audits, walk throughs and safety drills will be conducted
Timeline	<ul style="list-style-type: none"> ● Ongoing ● Annually
Person Responsible	<ul style="list-style-type: none"> ● Principals ● Director, Special Services

Objective 2.0: Each school will actively engage in programs to prevent bullying as evidenced by staff trainings and a 20% decrease in bullying referrals over five years	
Strategy	<ul style="list-style-type: none"> ● Implementation of evidence based programs through partnership with the Warren Coalition. ● Review data at monthly school based meetings and recommend plans and practices to support a safe and healthy environment ● Student input mechanism will be maintained at each school to gather information regarding threats of violence ● School year 2021-2022 target- 2% ● School year 2022-2023 target- 3% ● School year 2023-2024 target- 5% ● School year 2024-2025 target- 5% ● School year 2025-2026 target- 5%
Timeline	<ul style="list-style-type: none"> ● Ongoing ● Annually
Person Responsible	<ul style="list-style-type: none"> ● Principals ● Director, Special Services ● Division Administration

Objective 3.0: Monitor procedures and guidelines for school safety and security during periods of emergencies and natural disasters as evidenced by annual crisis plan submission and regularly held threat assessment meetings

Strategy	<ul style="list-style-type: none"> ● Each school will develop and maintain a crisis manual in accordance with division guidelines ● Maintain a division level health and safety handbook posted on the WCPS website ● WCPS will participate in the County Emergency Operations Team and Local Emergency Management Team
Timeline	<ul style="list-style-type: none"> ● Ongoing
Person Responsible	<ul style="list-style-type: none"> ● Principals ● Director, Special Services ● Division Administration

Section V: Technology

Technology will be integrated into all facets of the school division's operating system as well as the delivery of instruction. All students will exit our schools with appropriate 21st century technology skills, which will enable them to compete in a global society.

Objective 1.0: Promote and support a positive student learning experience ensuring personalized learning at a deeper level designed to enhance problem solving, critical thinking, communication, and digital citizenship skills for higher learning or workplace readiness	
Strategy	<ul style="list-style-type: none"> ● Research and develop digital resources ● Work collaboratively with teachers and Technology Integration Coaches to provide support and training for new educational technology innovations ● Provide virtual tools that enhance a blended learning environment. ● Promote learning opportunities within and outside of the school day. ● Provide students with digital citizenship and internet safety resources. ● Survey staff and leadership regarding effective digital resources for review and reevaluation.
Timeline	<ul style="list-style-type: none"> ● Ongoing ● Annually
Person Responsible	<ul style="list-style-type: none"> ● Director of Technology ● Instructional Technology Coordinator ● Technology Integration Coaches ● Building Principals

Objective 2.0: All teachers will be provided professional development on effective blended learning practices that leverage the strengths of technology: student engagement, differentiated instruction, the 5 Cs, and student agency	
Strategy	<ul style="list-style-type: none"> ● Plan and provide a variety of ongoing, relevant, and personalized professional development options such as PLCs, book studies, online self-paced, 1:1, small group, and VSTE conferences. ● Utilize an embedded coaching, co-planning and co-teaching system to support instruction and learning. ● The Instructional Technology team will survey teachers and maintain coaching logs as well as Frontline PD records to make informed decisions about the types of professional development, coaching strategies, and pedagogical support that are needed. ● Allocate a Technology Integration Coach (TIC) exclusively to each school. ●
Timeline	<ul style="list-style-type: none"> ● Annually
Person Responsible	<ul style="list-style-type: none"> ● Director of Technology ● Instructional Technology Coordinator ● Technology Integration Coaches

Objective 3.0: Promote and support the technology infrastructure to provide a robust and secure learning environment for all students and staff	
Strategy	<ul style="list-style-type: none"> ● Review and utilize network security and digital privacy recommendations available from various stakeholder organizations such as VDoE and MS-ISAC. ● Continue to participate in federal (FCC/ E-rate) and state programs (VPSA) to maximize resources for students and staff. ● Promote an equitable learning environment by reducing barriers to technology access including those students with special needs. ● Provide technical support as indicated by the VDoE Standards of Quality. ● Continue to improve on WAN by adding redundancy to minimize network outages.
Timeline	<ul style="list-style-type: none"> ● Ongoing ● Annually
Person Responsible	<ul style="list-style-type: none"> ● Director of Technology ● Division Administration ● Systems Administrators

Section VI: Transportation

A safe, reliable, and equitable transportation system will be provided for all students.

Objective 1.0: Vehicle Purchase and Maintenance	
Strategy	<ul style="list-style-type: none"> ● Implement and maintain current school bus replacement plan ● Seek additional funding to help support the purchase of new buses
Timeline	<ul style="list-style-type: none"> ● 2021-2022 Purchase 5 - 8 Buses ● 2022-2023 Purchase 5 - 8 Buses ● 2023-2024 Purchase 5 - 8 Buses ● 2024-2025 Purchase 5 - 8 Buses
Person Responsible	<ul style="list-style-type: none"> ● Director of Transportation

Objective 2.0: Route and Stop reviews for safety and efficacy	
Strategy	<ul style="list-style-type: none"> ● Evaluate routes before the school year ● Driver observations on a daily basis
Timeline	<ul style="list-style-type: none"> ● Ongoing
Person Responsible	<ul style="list-style-type: none"> ● Parents ● Bus Drivers ● Route Coordinators ● Director of Transportation

Objective 3.0: Update bus radio system and procedures	
Strategy	<ul style="list-style-type: none"> ● Update bus radio system ● Install base mounts at each school
Timeline	<ul style="list-style-type: none"> ● Purchased and installed by 2025
Person Responsible	<ul style="list-style-type: none"> ● Director of Transportation ● Division Administration