



# 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.*

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# Warren County Public Schools

## Board Members

<u>Board Member</u>	<u>District</u>
Andrea M. Lo	Fork
Dr. Antoinette D. Funk	Happy Creek
Dr. Kristen J. Pence	South River
Tom L. McFadden, Jr.	Shenandoah
Melanie C. Salins	North River

## Central Office Administration

J. David Martin, Ed.D.	Acting Superintendent
Charles A. Costner, Ph.D.	Assistant Superintendent for Administration
Heather N. Bragg	Assistant Superintendent for Instruction
Robert H. Ballentine	Director of Finance
Bryan D. Helmick	Director of Facilities
Rachel K. Drake	Director of Human Resources
Danelle S. Sperling	Director of Special Services
Douglas J. Stefnoski	Director of Technology
Aaron L. Mitchell II	Director of Transportation
Nickole E. Brown	Food Service Coordinator
Randa R. Vernazza	Director of Pupil Services

# Central Office Instructional Staff

Carolyn F. Sheppard	Federal Programs Coordinator/Title III
Denise N. Walton	Testing /GT/CIP/MVGS Coordinator
Jessica M. Vacca	Interim Deputy Director of Special Services
Carla W. Scott	Special Education Coordinator
Eileen R. Knesch	Dyslexia / English Curriculum Coordinator
Hope M. Petty	Teacher Support Coordinator
Darcy M.Cupp	Math / Science Curriculum Coordinator
Meredith B. Miller	Instructional Support Coordinator

## School Administration

**A.S. Rhodes Elementary School..... Lori A. Layman, Principal**

**E. Wilson Morrison Elementary School.....Jennifer L. Knox, Principal**

Shane M. Hoyt, Assistant Principal

Ariel J. McCarter, Dean of Students

**Hilda J. Barbour Elementary School.....Nikkolet C. Taubenberger, Principal**

Erika N. Richman, Assistant Principal

**Leslie Fox Keyser Elementary School.....Jennifer A. Cameron, Principal**

Andrea S. Lewis, Assistant Principal

<b>Ressie Jeffries Elementary School.....</b>	<b>Nina M. Helmick, Principal</b>
	Niki N. Bradley, Assistant Principal
	Jeanellyn Beaty, Dean of Students
<b>Skyline Middle School.....</b>	<b>Chad E. Burk, Principal</b>
	Sherry B. Doane, Assistant Principal
	Mike E. Smith, Dean of Students
	Carrie A. Streett, Dean of Students
<b>Warren County Middle School.....</b>	<b>Christopher D. Johnston Ph.D., Principal</b>
	Krystal D. Hall, Assistant Principal
	Derek L. Marbury, Dean of Students
<b>Skyline High School.....</b>	<b>Jody Lee, Principal</b>
	Ryan C. Mettinger, Assistant Principal
	Sonya R. Lawrence, Assistant Principal
	Todd D. Miller, Dean of Students
	Jessica M. Allen, Dean of Students
	William E. Cupp, Athletic Director
<b>Warren County High School.....</b>	<b>Kenneth R. Knesch, Principal</b>
	G. Michelle Edwards, Ed.D., Assist. Principal
	Tucker W. Brown, Assistant Principal
	Elizabeth S. Sloan, Dean of Students
	William H. Hall, Athletic Director
<b>Blue Ridge Technical Center.....</b>	<b>Vince W. Gregg, Director of CTE, Principal</b>

Planning Committee

Blue Ridge Technical Center	Vince Gregg Rusty Sears
A. S. Rhodes Elementary School	Lori Layman Amy O'Wade
E. Wilson Morrison Elementary School	Jennifer Knox Shane Hoyt Ariel McCarter
Leslie Fox Keyser Elementary School	Jennifer Cameron Andrea Lewis Brittany Fox Kaitlyn Smoot
Ressie Jeffries Elementary School	Nina Helmick Niki Bradley
Hilda J. Barbour Elementary School	Nikki Taubenberger Kate Cross Erika Richman Tiffany Swanson

**Skyline Middle School**

Chad Burk  
Marlena Conner  
Juliann Winfree  
Catherine Dyer

**Warren County Middle School**

Chris Johnston  
Luke Heeter  
Krystal Hall  
Al Gunn  
Tara McCormick

**Skyline High School**

Jody Lee  
Ryan Mettinger  
Tammy VanEtten

**Warren County High School**

Kenneth Knesch  
Lesley Detweiler

**Non-Traditional Programs**

Randa Vernazza  
Bryan Smedley  
Lori Tamkin

**Central Office**

J. David Martin  
Charles Costner  
Heather Bragg  
Danelle Sperling

# Introduction

The Virginia Standards of Quality for Public Education established 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 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 were 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.

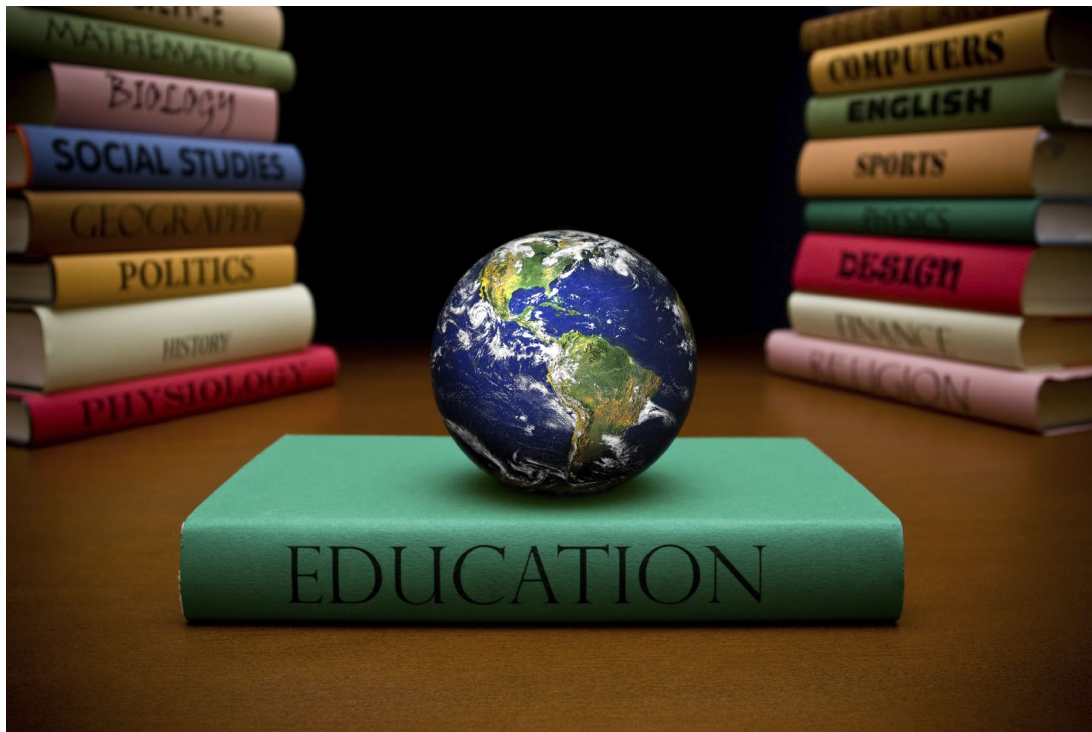
# Goals

- *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 21<sup>st</sup>-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.

# Core Beliefs

- Equal access
- All students deserve high quality instruction
- Learning depends upon basic needs being met
- Our schools will be welcoming and safe.
- Parents are a valuable part of the decision making process
- **All** students can learn and achieve at high levels
- Meet the unique educational and social-emotional needs of each child
- Learning is a partnership
- Teachers nurture and challenge each student.
- Mistakes are an important part of the learning and growth process
- School should provide a safe and structured environment that promotes learning
- High expectations for academic achievement.
- Provide equal access and opportunity for all
- Positive communication between students, staff, parents, and community is essential for success
- Ensure all students are treated fairly while taking into account their UNIQUE differences
- The environment is safe, nurturing, and respects the individual.
- Build and maintain meaningful relationships with the entire school family
- Prepare students for success in a constantly changing world
- Promoting diversity and providing opportunities to learn from individual differences enriches learning
- All individuals have intrinsic worth
- We must create a safe and healthy environment for all students



## 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
<b>Total</b>	<b>4966</b>	<b>4991</b>	<b>5031</b>	<b>5050</b>	<b>4976</b>

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's School
Laurel Ridge Community College	Region IV Instructional Leaders
Page, Rappahannock, Shenandoah, and Fauquier Schools	LRCC 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"> <li>Teachers will use Benchmark formative and summative assessment results to develop lessons that address students' strength and weaknesses with specific standards</li> <li>Targeted Intervention, remediation, and acceleration</li> <li>Utilize practices that promote opportunities for students to demonstrate 21st century learning skills.</li> <li>Offer staff development that addresses: teaching strategies, active engagement, specialized &amp; differentiated instruction, and student-teacher relationships.</li> </ul>
Timeline	<ul style="list-style-type: none"> <li>School year 2021-2022 target of 75% (every subject)</li> <li>School year 2022-2023 target of 80% (every subject)</li> <li>School year 2023-2024 target of 85% (every subject)</li> <li>School year 2024-2025 target of 90% (every subject)</li> <li>School year 2024-2025 target of 90% or beyond(every subject)</li> </ul>
Person Responsible	<ul style="list-style-type: none"> <li>Assistant Superintendent for Instruction</li> <li>Teachers</li> <li>Principals</li> <li>Division Instructional Team</li> </ul>

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

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"> <li>● Beginning in the 7th grade students will create an Academic and Career Plan</li> <li>● Use the career assessment inventory to determine potential course offering selections.</li> <li>● Increase enrollment in dual enrolled courses</li> <li>● Offer alternative learning opportunities</li> <li>● Utilize blended learning to support the 5 Cs: communication, collaboration, critical &amp; creative thinking skills, and citizenship</li> </ul>
Timeline	<ul style="list-style-type: none"> <li>● 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.</li> <li>● School year 2022-2023 target of 80%</li> <li>● School year 2023-2024 target of 85%</li> <li>● School year 2024-2025 target of 90%</li> <li>● School year 2025-2026 target of 95%</li> </ul>
Person Responsible	<ul style="list-style-type: none"> <li>● Asst. Superintendent for Instruction</li> <li>● Director of Career and Technical Education</li> <li>● Principals</li> <li>● School counselors</li> </ul>

Objective 4.0: Work to increase course offerings and programs at all schools PK-12	
Strategy	<ul style="list-style-type: none"> <li>● Review current programs and course offerings</li> <li>● Take recommendations for new course offerings and programs</li> <li>● Recruit properly credentialed teachers</li> </ul>
Timeline	<ul style="list-style-type: none"> <li>● Annually</li> </ul>
Person Responsible	<ul style="list-style-type: none"> <li>● Asst. Superintendent for Instruction</li> <li>● Principals</li> </ul>

## 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"><li>● Schools below 95% attendance threshold will include within their school plans, a goal which addresses attendance improvement</li><li>● Use instructional strategies that engage students with learning that is relevant and includes real life connections</li><li>● Teachers will greet students at the door daily</li></ul>
Timeline	<ul style="list-style-type: none"><li>● School plan update quarterly</li></ul>
Person Responsible	<ul style="list-style-type: none"><li>● Students</li><li>● Parents</li><li>● Principal</li><li>● Teachers</li></ul>

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



## 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"> <li>Schools will utilize and keep up to date social media, websites, as well as, send email to communicate with parents regarding school functions</li> <li>Each school will distribute appropriate Standards of Learning Testing information to parents at the beginning of the school year</li> <li>Students and parents/guardians will be provided with a Program of Studies each winter to plan for the upcoming school year</li> </ul>
Timeline	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
Person Responsible	<ul style="list-style-type: none"> <li>Teachers</li> <li>Principals</li> <li>Division Administration</li> </ul>

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

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

## 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"> <li>• All staff will be trained in the relational Mandt crisis management system</li> <li>• Administrators will be trained in the VDOE/UVA Threat Assessment model</li> <li>• Safety audits, walk throughs and safety drills will be conducted</li> </ul>
Timeline	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Annually</li> </ul>
Person Responsible	<ul style="list-style-type: none"> <li>• Principals</li> <li>• Director, Special Services</li> </ul>

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"> <li>• Implementation of evidence based programs through partnership with the Warren Coalition.</li> <li>• Review data at monthly school based meetings and recommend plans and practices to support a safe and healthy environment</li> <li>• Student input mechanism will be maintained at each school to gather information regarding threats of violence</li> <li>• School year 2021-2022 target- 2%</li> <li>• School year 2022-2023 target- 3%</li> <li>• School year 2023-2024 target- 5%</li> <li>• School year 2024-2025 target- 5%</li> <li>• School year 2025-2026 target- 5%</li> </ul>
Timeline	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Annually</li> </ul>
Person Responsible	<ul style="list-style-type: none"> <li>• Principals</li> <li>• Director, Special Services</li> <li>• Division Administration</li> </ul>

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

## 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"> <li>• Research and develop digital resources</li> <li>• Work collaboratively with teachers and Technology Integration Coaches to provide support and training for new educational technology innovations</li> <li>• Provide virtual tools that enhance a blended learning environment.</li> <li>• Promote learning opportunities within and outside of the school day.</li> <li>• Provide students with digital citizenship and internet safety resources.</li> <li>• Survey staff and leadership regarding effective digital resources for review and reevaluation.</li> </ul>
Timeline	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Annually</li> </ul>
Person Responsible	<ul style="list-style-type: none"> <li>• Director of Technology</li> <li>• Technology Integration Coaches</li> <li>• Building Principals</li> </ul>

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"> <li>• 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.</li> <li>• Utilize an embedded coaching, co-planning and co-teaching system to support instruction and learning.</li> <li>• 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.</li> <li>• Allocate a Technology Integration Coach (TIC) exclusively to each school.</li> </ul>
Timeline	<ul style="list-style-type: none"> <li>• Annually</li> </ul>
Person Responsible	<ul style="list-style-type: none"> <li>• Director of Technology</li> <li>• Technology Integration Coaches</li> </ul>

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

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

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

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