



Culpeper County Public Schools
Strategic Plan
2025-2027

Approved November 10, 2025

*Note-Multiple strategies or projects have been removed from previous plans because they have been identified as “completed” or “standard operating practice.”

DIVISION GOAL 1: CCPS STUDENTS WILL EXPERIENCE ACADEMIC SUCCESS THROUGH ENGAGING AND CHALLENGING CURRICULUM AND INNOVATIVE INSTRUCTIONAL STRATEGIES FOCUSED ON THE DEVELOPMENT OF CONTENT KNOWLEDGE, COMMUNICATION SKILLS, COLLABORATION SKILLS, CAREER READINESS, CREATIVE & CRITICAL THINKING, AND LOCAL/GLOBAL CITIZENSHIP

Supporting Data Source(s): Classroom walk-through observations, student assessment data, Accountability Reports, professional development data, etc...

#	Strategies	Person(s) Responsible	D- Developing I- Implementing O- Ongoing C- Completed P-Postponed/Paused			Evaluation of Implementation (Evidence)	Projected Time Frame
			23-24	24-25	25-26		
1	Require all schools to develop specific strategies to address achievement gaps for any areas identified by the Accountability Reports and Comprehensive Needs Assessment.	Instruction Leadership Building Admins.	O	O	O	Comprehensive School Support Plans	Multi-year plans are updated annually.
2	Implement any corrective actions recommended by VDOE’s Office of School Improvement.	Central Office Staff	O	O	O	Comprehensive School Support Plans	Multi-year plans are updated annually.
3	Learn the new VDOE Accountability School Performance and and Support Framework. Provide training and updates to school administrators.	Instructional Leadership Team		D	I	Presentations to Board and staff Attendance on weekly VDOE Office Hours	Learning- July 2024-July 2025 Implementation- July 2025-June 2026
4	Implement systems to track VDOE reporting, disaggregate Accountability data, and provide corrections to validate final Accountability points	DDOT Instructional Leadership Team Hqwbl Coordinator		D	I	Tracking and confirming SOL data, Growth Data, Readiness data and 3E data. Validating data.	In-house system for collecting available information before it is submitted to VDOE through SSWS reports, PowerSchool, and vendors. Summer 2025. Review once final data is released.

5	Prepare and train staff for the future adjustments to SOL cut scores. Develop communications to parents to notify them of the new cut scores and how these changes will impact overall pass rates and Accountability status of schools. Develop a testing and remediation plan for students attempting to earn verified credit but do not meet the new cut scores.	Instruction staff and Principals Instruction staff and Communications Director DDOT	D	I	I	Professional Dev. Letters, social media messages, website announcements Retake opportunities after remediation	Pending State Board vote.
6	The School Board will consider the needs of each school, based on the Accountability Reports, Accreditation Ratings, and School Comprehensive Support Plans.	Superintendent Building Admins.	O	O	O	Comprehensive School Support Plans Strategic Plan	New Accountability Reports will be reviewed annually.
7	Implement and fully utilize ALL IN VA grant funds to advance division initiatives in tutoring, Virginia Literacy Act (VLA) implementation, and chronic absenteeism reduction.	Instructional Staff Building Admins. Teachers	C	I	C	Grant award and related documentation	Spending allocated funds= 2023-2026
8	Implement an effective Multi-Tiered System of Support (MTSS) for Attendance that seeks to reduce chronic absenteeism and truancy to acceptable levels.	Executive Director of Student Services; Principals; Assistant Principals; School Counselors; Attendance Officer	O	O	O	MTSS Plans for Attendance at each school; Accreditation ratings for schools; Chronic Absenteeism Data	Ongoing 2024-25 Attendance Report Card implemented 25-26- Implementation of multi-disciplinary team (MDT) for chronic attendance/truancy with Juvenile Court Services and Dept. of Social Services
9	Provide an online option for high-quality professional development and instructional resources.	Instruction leadership	D	I	O	ASCD was purchased and implemented for teacher use.	ASCD has changed to Witsby. Available to staff beginning Nov. 2023. Usage is up across the division.
10	Investigate the feasibility of adding Spanish for Native/Fluent Speakers as a secondary offering in order to empower CCPS bilingual students to capitalize on	Instruction Counselors Building Admins	D	D	D	Notes and meetings related to feasibility study (placement,	Potential implementation will require careful planning due to the length of the proficiency assessment, which must measure

	communication skills and career opportunities related to biliteracy.					scheduling, staffing, progression)	all language domains. Assessment must be offered early to support students' academic scheduling Budget implications are factors in determining viability and timeline.
11	Expand and refine High Quality Work-Based Learning experiences	Instruction staff	O	D	I	Students placed in HQWBL settings 3E reports	High-Quality Work-Based Learning Experiences were expanded in 2023 and limited by VDOE in 2025. HQWBL Coordinator now aligns coursework and learning experiences to maximize student opportunities and earn Accountability points for the division.
12	Deliver high quality professional learning opportunities for teachers, paraprofessionals, and additional staff delivered by the behavior specialist to address the needs of students throughout the division	Special Education Staff Administrators	O	O	O	Documentation of staff who have completed the online course; coaching notes	Continuous ASD for paraprofessionals (VCU ACE) 2025-26 - (5) mini-PD provided by behavior support/coordinators
13	In coordination with Instruction, Special Education teachers will participate in professional learning to build knowledge of the Science of Reading and appropriate Interventions.	Instruction Department Special Education Department	I	O	O	Documentation of PD and coaching sessions	Continuous
14	Offer Summer Academy opportunities to address student learning.	Instruction and, School Administration, School staff, and Operations	D	I	I	Participation data collected	Annually, with focus on Title I schools Implementation and scope will be determined each year based on parent interest and student participation levels.

15	Transition the MTSS Instructional Plan to align with the Virginia Literacy Act (VLA) Literacy Plan, incorporating key MTSS elements.	Instruction staff, Special Education staff, Administration and select teachers	D	D /I	I	MTSS plan presented to school administrators	The MTSS plan has transitioned to the VLA Literacy Plan, with MTSS elements scheduled for integration during the 2025–2026 school year.
16	Increase parental involvement by creating or refreshing activities for parents to attend with their children. Some events may be for parents only.	School Admin teams Instructional Leaders Communications FRC and Grant staff	D	I	O	Back to School Bash Literacy Nights Teachers Informing Parents (TIP) events STEM Nights Newcomer workshops Family workshops (Suicide prevention, Youth Mental Health, Internet Safety, Healthy Relationships)	Evaluate annually. Feasibility of some events may be grant dependent.

Division Goal 2: COMMUNICATE FREQUENTLY AND CLEARLY AT ALL LEVELS WHICH INCLUDES STRATEGIES TO ASSIST WITH FAMILY ENGAGEMENT, COMMUNITY RELATIONS, AND CONSISTENT MESSAGING.

Supporting Data Source(s): Survey results, social media statistics, committee findings, Title I Family Engagement Policy, Translation usage statistics

#	Strategies	Person(s) Responsible	D- Developing I- Implementing O-Ongoing C- Completed P-Postponed/Paused			Evaluation of Implementation (Evidence)	Projected Time Frame
			23-24	24-25	25-26		
1	Strengthen communication among families, students, staff, and community partners by improving internal and external communication practices, guided by the CCPS Communication Plan.	Superintendent, Director of Communication	O	O	O	Communication Plan, Stakeholder input	Ongoing; The division plan, initiated in 2022–23, is expanded annually and is continuously monitored and adjusted as needed to ensure it remains responsive and effective Evaluate methods of CO communication to School Leadership in 2025-2026
2	Refine crisis communication protocols to ensure CCPS can deliver timely, accurate, and reassuring information to all stakeholders during emergencies.	Superintendent, Director of Communication, Division Emergency Manager	O	O	D/O	Crisis Communication Guide, Multi-agency communication plan	Ongoing, with goal to develop multi-agency plan in 2025-2026

3	Elevate the CCPS brand by leveraging social media to actively promote positive stories that highlight student achievements, innovative learning opportunities, and school successes, thereby building community trust and pride.	Director of Communication, Division and School-based staff	I	O	O	Social Media Statistics Unifying tagline	Ongoing
4	Maintain a structured system for stakeholder engagement and feedback on school policies, procedures, and practices that informs division planning.	Superintendent, Principals, Central Office	D	I	O	Division-level advisory groups including parents, teachers, classified staff and students; Division level annual surveys including budget, annual “Title Survey” needs assessment	Parent Round Table added in 2024-2025, continues in 2025-2026 along with Teacher, Classified, and Student round table advisory groups
5	Strengthen school-level family engagement by requiring intentional planning for parent and family involvement to foster meaningful partnerships that support student success.	Superintendent, Principals, Instruction Staff, Director of Communication	O	O	O	School Improvement Plans Documented parent meetings and events sponsored by the school.	Ongoing

DIVISION GOAL 3: RECRUIT, DEVELOP, AND RETAIN QUALITY ADMINISTRATORS, TEACHERS AND STAFF.

Supporting Data Source(s): Exit survey information, Mentor-Mentee feedback...

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			23-24	24-25	25-26		
1	Enhance employee retention efforts by providing a variety of employee supports, appreciation programs and recognitions	Human Resources Department	O	O	O	Feedback from employees and retention data	Ongoing
2	Analyze yearly hiring data to determine which recruitment strategies (job fairs, advertising, social media, etc.) have been successful.	Executive Director of Human Resources	O	O	O	Information on job applications and verifications of employment	Continue watching market trends and strategies.
3	Provide a quality mentoring program for all teachers new to the division.	Human Resources Department	O	O	O	Mentor feedback survey; retention data	Evaluate yearly through teacher retention data and survey data.
4	Provide professional development (Recently Appointed Administrators Program) for all new administrators.	Human Resources; Superintendent	O	O	O	Feedback from attendees; principal evaluations	All new administrators are offered the opportunity to attend.
5	Provide monthly professional development for assistant principals on a variety of topics in the areas of HR, instructional leadership, special education and student services.	Human Resources Department	I	O	O	Feedback from Assistant Principals, Principals, Directors and Executive Directors	Monthly PD on a variety of topics scheduled yearly based on survey data and need.
6	Develop programs to expand the pool of qualified applicants by creating affordable and flexible licensure pathways for	Human Resources Department	O	O	O	Pathways to Teaching Program, VCU Grant, Future	Programs currently in place, or in process with yearly evaluation of results.

	paraeducators and other classified staff, helping them transition into licensed positions.					Educators Academy, Tuition Assistance	
7	Provide staffing for new buildings and rezoned locations to meet needs	Executive Director of Human Resources	–	D	I		After new enrollment projections, capacity study, student yields study and boundary adjustments are made.
8	Train paraeducators in specific areas (reading, MANDT, etc.) that align with their specific job responsibilities.	Special Education and Instruction Departments	O	O	O	Principal feedback; exit survey information	Annually; Ongoing
9	Offer embedded coaching in reading, math and behavior to support teachers.	Internal and External coaches supported by local and federal funds.	O	O	O	Coaching and support reports	Annually
10	Offer apprentice positions within the facilities services department to train for specific positions.	Operations Department	O	O	O	Position postings	Implemented/Ongoing

DIVISION GOAL 4: PROVIDE AND EXPAND ON CAREER AND TECHNICAL EDUCATION OPPORTUNITIES FOR STUDENTS BASED UPON WORKFORCE NEEDS.

Supporting Data Source(s): Student enrollment data, state reporting data, Labor Market data, 3E data, and Accountability Reports.

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1	Increase the number of CTE credentials earned by students annually, including new credentials.	CTE Staff and School Administration	O	O	C	Testing data	Evaluated every year. Firefighter I and II courses added for 2024-2025 school year.
2	Stay current with Workforce needs.	Director of CTE Exec. Dir. of Curriculum & Instruction	O	O	O	Annual review of Labor Market Data	Reviewed annually.
3	Increase Dual Enrollment options for CTE courses.	Director of CTE Exec. Director of Instruction	O	O	O	Increase in DE offerings	Increase offerings yearly. Cosmetology (Southside VA Comm. College), Culinary Arts (Reynolds CC), Automotive (GCC), EMT (GCC), and Criminal Justice (GCC).
4	Continue to expand High Quality Work-Based Learning (HQWBL)	Instruction and CTE leadership	O	O	O	Students placed with local employers	

5	Continue collaboration with neighboring school divisions and Germanna Community College (GCC) to operate and strengthen the Future Educators Academy (Lab School). Focus on sustaining the program long-term by identifying and securing funding sources to support its continued success and expansion.	Executive Director of Curriculum & Instruction Director of CTE Germanna Community College staff	I	O	C	Student completion of the program. Future: students returning to teach	Cohort 1 began in August 2024-2025 at GCC in Culpeper. Cohort 2 started in 2025-2026 at GCC in Culpeper and expanded to Laurel Ridge in Middletown
6	Budget for a High-Quality Work-Based Learning Coordinator to expand student opportunities aligned with the 3E (Enrollment, Employment, Enlistment) accountability system. The coordinator will collaborate with the DDOT to analyze CTE completion data and review final submissions to VDOE, ensuring accurate reporting and maximizing accountability outcomes.	Executive Director of Curriculum & Instruction Director of CTE HQBWL Coordinator DDOT	D	I	I	Final Performance and Support Framework School Indicators Report	The 2024–2025 school year marked the first year of the new accountability system. Data will be reviewed annually to monitor progress. In 2025–2026, a tracking system will be implemented to follow student cohorts and document completers and credentials earned.

DIVISION GOAL 5: PROVIDE A SAFE AND SECURE LEARNING AND WORKPLACE ENVIRONMENT.
Supporting Data Source(s): Internal student behavior data, survey results...

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			23-24	24-25	25-26		
1	Establish and maintain positive school and workplace culture and climate.	Superintendent; Executive Directors; Directors; Principals	O	O	O	School climate and working conditions surveys; safety audits	2024-2025 Implementation of “bell to bell” no cell phone policy using the Yonder pouch.
3	Provide safer buildings and campuses through installation of security infrastructure and technology, and using crime prevention by environmental design models.	Superintendent; Executive Directors; Directors; Principals	O	O	O	VDOE Security grant application; capital planning & operational budgets; building plans and improvements; school safety inspections	Ongoing
4	Utilize effective internal and external communication systems.	Superintendent; Executive Directors; Directors; Principals	O	O	O	VDOE Security grant application; operational budget; communication infrastructure; school safety inspections and audits; staff, student, parent surveys	Ongoing

5	Utilize effective surveillance and detection systems.	Executive Director of Student Services and Operations; Directors of Technology, Facilities and Transportation; Principals	O	O	O	VDOE Security grant application; operational budget; communication infrastructure; school safety inspections and audits;stop arm violations	Ongoing
6	Implement effective policies, regulations, and procedures to promote safety.	Superintendent; Executive Directors; Directors; Principals	O	O	O	Safety drill reports; school safety audits; staff, student, parent surveys	2025-26 Implementation of guidance on receiving and responding to reports of behavior concerns. Implementation of guidance on conducting behavior team meetings. Implementation of guidance on how to respond to suspicions of a weapon in a classroom or bus.
7	Implement effective threat assessments	Executive Director of Student Services; Principals	O	O	O	Threat Assessment documents; training records; school safety audits; threat incident data	Ongoing
8	Implement effective Crisis Planning-Prevention, Mitigation, Response, & Recovery	Executive Director of Student Services; Principals	O	O	O	Crisis plans; school safety audits; staff, student, parent surveys	Ongoing
9	Provide effective safety training for students and staff.	Executive Director of Student Services, Operations, and Human Resources; Directors; Principals	O	O	O	Training documents; crisis plans; drill reports; school safety audits; staff & student surveys	Ongoing

10	Strengthen collaboration & support from law enforcement agencies, emergency management, fire and rescue, community agencies & organizations	Superintendent; Executive Directors of Student Services and Human Resources; Principals	O	O	O	School Division Safety Committee records; Memorandum of Understandings; training plans & debriefings	Ongoing
11	Adopt student and staff wellness goals and implement effective strategies to promote proper nutrition, physical activity, and social-emotional well-being.	Superintendent; Executive Directors of Student Services: Health and PE Specialist; Director of Food Service; Human Resources; Principals	O	O	O	School Health Advisory Board documents; Youth Risk Behavior Survey; physical education records; student and employee health records; insurance claims; employee assistance program records; staff surveys.	Ongoing
12	Implement an effective MTSS for Behavior model at all schools. Focus: Improvement of Tier 1 and Tier 2 strategies and intervention.	Executive Director of Student Services Principals	O	O	O	Student behavior response data; Counselor Needs Assessment data; School Climate Surveys	Ongoing
13	Implement an effective “MTSS for Behavior” model at all schools with a focus on improvement of Tier 3 interventions and strategies through the FBA/BIP process.	Executive Director of Special Education Principals	O	O	O	FBA/BIP documents from the Office of Special Education: how to videos in Google for all staff members	Ongoing - MTSS effectively being used for SWD across the division; 2025-26 focus - education & training on when to conduct an FBA and develop a BIP (new guidelines from USDOE/OSERS/OESE November 2024; subsequent guidance from VDOE March 2025)

DIVISION GOAL 6: PROVIDE FACILITIES THAT SUPPORT AND PROMOTE QUALITY INSTRUCTION.

Supporting Data Source(s): Capital Improvement Plan

#	Strategies	Person(s) Responsible	D- Developing I- Implementing O- Ongoing C- Completed P- Postponed/Paused			Evaluation of Implementation (Evidence)	Projected Time Frame
			23-24	24-25	25-26		
1	Update and revise the Capital Improvement Plan (CIP) at least annually.	Division	O	O	O	Capital Plan	Annually
2	Create a joint major capital planning committee with CCSB & BOS.	CCSB/CCBOS	O	O	O	Committee formed Recommendations to Capital Planning, School Board and Board of Supervisors	Once formed, meet as scheduled. The division will provide routine updates about capital projects and other tasks as discussed
3	Technology Task Force will maintain the Technology Plan and recommend the pilot of new technologies in support of effective instructional strategies.	Director of Technology and Lead ITRT	D	P	I	Develop new technology plan 2025-2030	Technology Task Force meets a minimum of twice, yearly to review technology trends. Technology leadership meets with Technology staff and ITRTs to monitor the implementation of the plan.
4	Technology emphasis on network security and ensuring FERPA and COPPA compliance through technology policies and ITRT staff training(s).	Director of Technology and Lead ITRT	I	O	O	Instruction website updates with information	Continue vetting software to be utilized by students and staff Post approved list for student, staffs, and community Implement plan in accordance with SB1486 to ensure the protection of student data and require online educational

							services to enter into a Data Privacy Agreement (DPA)
5	Maintain the work of Woolpert to develop enrollment projections, building capacities, and student yields for subdivisions/neighborhoods. A forecast of enrollment changes.	Instruction, Student Services, Transportation Staff	I	O	O	New enrollment projections	New Enrollment Projections complete. New Capacity Study complete. New Student Yields Study complete. New Boundary Adjustments for Elem. #7. (Fall of 2026?)
6	Monitor potential and emerging housing developments to project potential impacts to school capacities.	Executive Director of Curriculum & Instruction	D	O	O	Update housing information and apply student yields	Annually
7	Complete renovation and addition of CMS while constructing elementary school #7	Superintendent; Executive Directors	I	O	O		Monitor and facilitate the construction of Elementary School #7 and the renovation/addition of CMS
8	Develop zoning plan to accommodate new schools and better utilization of previous space	Superintendent; Executive Directors	D	D	I		Based on enrollment figures in the fall of 2026, coordinate with Woolpert to develop new elementary school and secondary zones associated with the addition of elementary #7 and CMS improvements
9	Develop transportation and maintenance plans to accommodate new zoning and new buildings	Executive Director of Operation, Directors of Transportation, and Director of Maintenance	D	D	I		Based on new zoning, conduct a re-evaluation of school bus routes to accommodate changes
10	Develop plan for the maintenance of the 1:1 plan as it relates to Chromebook repairs and losses.	Executive Director of Operations and Director of Technology	D	I	O	Identify a process for financing loss based on withdrawals and repairs	Developed a comprehensive maintenance plan called 1-5-9, grade levels students are provided a device Introduction of Chromebook Protection Plan (Fall 2025)
11	Implement a plan for the purchasing of new buses in a staggered way to reduce impact on the yearly budget while ensuring fleet readiness in support of all transportation demands.	Executive Director of Operations and Director of Transportation	D	I	O	Develop an inventory system for end of life buses to be replaced for better efficiency	Implement a plan for the replacement of end of life buses by 2024 Added bus replacement cycle to division Capital Improvement Fund