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## STRATEGIC PLANNING PROCESS

### Overview

#### Strategic Planning:

- Is a long-term, future oriented process of assessment, goal-setting and decision making that maps an explicit path between the present and the vision of the future.
- A plan of action.

#### Strategic Planning attempts to:

- Realize the mission of the organization.
- Develop new opportunities.
- Avoid surprises.
- Guide the organization's activities.

#### The Strategic Planning Process answers four key questions:

- Where are we now?
- Where do we want to be?
- How do we get there?
- How do we measure our progress?

#### Strategic Plan Elements:

- **Assessment** – Strengths, Weaknesses, Opportunities, and Threats of the organization. (S.W.O.T. Analysis)
- **Vision** – Defines the ultimate dream for the organization.
- **Mission** – Defines the organization's cause. Why does the organization exist?
- **Objective** – A specific and measurable accomplishment to be achieved within time and cost constraints.
- **Strategies** – The methods, processes and/or action that must be taken to achieve the objective. HOW?
- **Benchmarks** – Review and update plan. Review benchmarks. Check on the progress of the plan.

## **BELIEFS**

*Proposed as  
the district's  
fundamental  
convictions,  
values and  
character.*

# Anniston City Schools

**Committed to Excellence in all Things**

### **WE BELIEVE:**

- All individuals have the right to be treated with respect.
- All individuals have the right to a safe, clean, comfortable and secure environment.
- It takes a community to raise a child.
- High expectations produce high achievement.
- All children are capable of learning and acquiring new skills.
- All children are entitled to a quality education.
- You reap what you sow.
- Our schools can provide a high quality education.
- Anniston City School System can become the premier school system in Calhoun County.
- Children are our only reason for existing.
- Parents send us the best children they have and we owe their best children, nothing short of the best that we have.
- A child should be limited only by his or her own ability.
- All children should be promoted to the 4<sup>th</sup> grade only if they can read at 3<sup>rd</sup> grade level.

## VISIONING PROCESS

***The committee members were asked to share their vision for the Anniston City School System. Their individual responses are listed below and should be referenced periodically as the organization implements the strategic plan.***

- Top test scores in the state
- No dropouts
- All graduates go to college
- School system of choice for 90% (for educators & students)
- School system of choice in Calhoun County
- Anniston City Schools ranked among the top 10% school districts in Alabama
- Turning teacher applicants down versus beating the bushes for teachers
- Anniston City Schools ranked among top 50% in U.S.
- Students in system want to learn
- Students/teachers/parents working together
- Students/staff respect facilities and each other
- Unlimited funding
- Academics valued by parents above other activities
- Teaching and learning primary focus
- Discipline problems are few and far between
- A model school system achieving excellence in education for the children of Anniston

## Vision Statement Comments

- Community's perception and reality of excellence in Anniston City School System to be one in the same – compatible.
- Excellence in education is the community's reality and the perception of Anniston City Schools.
- Community recognition of excellence.
- A model city – A model school district – Anniston City Schools committed to excellence.

## **ASSESSMENT (S.W.O.T. ANALYSIS)**

### ***Strengths***

- Committed community
- Teachers with high level of technical knowledge
- Willing students
- Dedicated teachers and administrators
- Supportive Central Office
- Budget responsibility
- Focused school board
- Leadership
- Board curricula offerings
- High expectations for students
- Traditions
- Tremendous amount of real estate
- Supportive City Council

### ***Weaknesses***

- Lack of funds
- Parental support
- Public support
- Over 30% of students cannot read at grade level
- Lack of a comprehensive plan
- Poor management of the elementary curriculum
- Arrogance of civic leadership
- White flight
- Black flight
- Lack of organizational infrastructure
  - a. Comprehensive school district manual
  - b. Job descriptions
- Recruitment resources (Money)
- PTA support
- High rate of turnover
- Lack of discipline
- Apathy
- Lack of student motivation
- Teacher qualification
- Inappropriate learning environment – home, community, school
- Poor facilities
- Lack of teacher/parent communication - middle and high school
- Teacher commitment (some)
- Lack of responsibility (teachers, parents, students)
- Educator's perception of students (some)
- Excessive regulations – paperwork
- Management of the curriculum
  - a. Based on the market served, tailor curriculum to needs
- Inability to motivate students
- Lack of community involvement
- More emphasis on athletics instead of academics

### ***Opportunities***

- Increase test scores\*
- Community/business involvement\*
- Parent/teacher relationship\*
- Expanded curriculum\*
- Tailor curriculum based on student need
- Decrease class size
- Increase awareness of positive things occurring in the school system
- Increase federal programs
- Increase student enrollment
- Improve facilities
- Low interest rates
- Apply for more grants
- Jobs
- Scholarships
- Increase tutorial programs
- Sell excess property
- Expand technology base
- Opening Fort McClellan

***\*These were given top priority by the group.***

### ***Threats***

- Test scores\*
- Public perception about the system\*
- Lack of parental involvement\*
- No broad base support system\*
- Perception regarding real estate
- Federal mandates
- Teacher turnover
- Ad valorem tax
- Losing students to private schools
- Voucher program
- Proration
- Environmental concerns
- Local public perception within the system
- Increase in paperwork and red tape
- Lack of classroom material (i.e. books, etc.)

***\*These were given top priority by the group.***

## **Vision Statement**

**A Model School System Achieving Excellence  
in Education for the Children of Anniston**

## **Mission Statement**

**The Anniston City School System will provide the highest quality of education to our students through strong leadership and effective management of available resources to enable them to become productive citizens.**



**Objective 1: Academic Achievement**

**Objective Statement:** *Provide all students with a learning environment that enables them to achieve academic success and confidence that will provide the building blocks for life long learning and productivity.*

**Strategy 1:** Develop Instruction Management Plan.

**Action Steps:**

1. Form Instruction Management Plan Committee composed of the committee members and a consultant. (In process)
2. Scope/sequence is being written.

**Strategy 2:** District-wide assessment for each grade level (grades 3 – 12).

**Action Steps:**

1. Hire district-wide curriculum chairs.
2. Collect assessment items from teachers.
3. Develop district-wide assessment instruments correlated to scope and sequence by grade level and subject.
4. Determine assessment strategy.
  - a. How?
  - b. Form?
  - c. When?

**Strategy 3:** Present policies to the School Board of Trustees to encourage academic achievement.

**Action Steps:**

1. Present revised grade and promotion policy.
2. Present a policy to link mastery of objectives to promotion.
3. Ensure a graduation requirement policy.

**Strategy 4:** Institute a tutoring program during normal school hours.

**Action Step:**

1. Initiate mandatory tutoring.

**Strategy 5:** Institute teacher grade level and subject area planning time during normal school hours.

***Action Step:***

1. Develop building level and system level planning time.

*Assigned To:* **Academic Achievement Committee**

*Committee Members:*

*Melanie Thornton – Team Leader*

*Dr. Sammy Felton*

*Barbara Bradford*

*Janet Mauldin*

*Allan Mauldin*

*Robert Etnire*

**Objective II: Community/Parent Involvement**

**Objective Statement:** Each school shall educate and communicate with parents and thereby increase parent participation by an established percentage, as established by the school principal, as recommended by the school superintendent and approved by the board of trustees, by the end of the school year 2003 - 2004.

**Strategy 1:** Increase parent and community participation and support.

**Action Steps:**

1. Establish a PTO council made up of PTO officers from each school.
2. Conduct a parent education and membership drive at each school.
3. Utilize Parent Specialist to increase the positive interaction between home, school and community.
4. Extend teacher conference days to include evenings to accommodate working parents and families.
5. Assign a district-wide "Adopt-a-School Coordinator."
6. Develop a stronger relationship between schools and their adopters.

**Assigned To: Community/ Parent Involvement Committee**

*Committee Members:*

*Jacqueline Flenord -Team Leader*

*Bill Robison*

*Barbara Bradford*

*Walania Webster*

*Dr. Sammy Felton*

*Robert Etnire*

*Carline Cottingham*

*Vikki Floyd*

**Objective III: Facilities Objective**

**Objective Statement:** *Provide a safe, clean, comfortable, attractive environment, conducive to learning.*

**Objective 1: Evaluate facilities and establish needs for district.**

**Strategy 1:** Assessment to be completed by Director of Maintenance and the principal of the building.

**Action Steps:**

1. Concentrate on the following areas: aesthetics, function, safety and cost of maintenance by:
  - a. Examining condition of roof.
  - b. Examining electrical components of each facility (telephones, alarms, computer networking, wiring, etc.)
  - c. Examining mechanical components of each facility (plumbing)
  - d. Examining flooring
  - e. Examining food preparation area.
  - f. Examining handicap access.
2. Comply with OSHA, ADA, health department, fire department, state and federal standards.

**Strategy 2:** Determine the best facilities' mix to accomplish the district's mission.

**Action Steps:**

1. Analyze facilities needed.
  - a. Current configuration K-5, 6-8, 9-12 or other configurations.
  - b. Community demographics.
  - c. Cost of operating current facility versus replacement.
2. Plan for replacement or renovation as needed.
3. Implement "Best Practices: within budget constraints from available sources.

**Objective 2: Improve physical appearance and condition of school buildings.**

**Strategy 1:** Establish a maintenance schedule for all buildings and equipment.

**Actions Steps:**

1. Identify duties to be performed for preventive maintenance.
2. Assign duties.
3. Schedule duties weekly, monthly, yearly as needed.

**Strategy 2:** Consider best alignment and responsibility for school maintenance.

**Action Steps:**

1. Review current maintenance policies/duties.
2. Identify minor maintenance duties based on skill requirements.
3. Amend current custodial duties to include minor maintenance duties as staffing permits.
4. Provide training for current custodian employees to perform minor maintenance.

*Assigned To:* **Facilities Committee**

*Committee Members:*

*Jim Klinefelter - Team Leader*

*Barbara Bradford*

*Cindy Belcher*

*Bob Arnold*

*Deborah McManus*

*Dr. Sammy Felton*

**Objective IV: Financial**

**Financial Objective Statement:** Manage financial resources in an efficient manner by stabilizing existing resources and developing funding that adequately supports the vision of Anniston City School System.

**Objective 1: Critically evaluate the current allocation of resources.**

**Strategy 1:** Analyze Support Services.

- Staff
- Equipment
- Supplemental programs
- Material

**Action Step:**

1. Compare support services by cost center.

**Strategy 2:** Analyze budgets.

**Action Steps:**

1. Develop a historical perspective of personnel and facilities expenditures and project cost.
2. Project future personnel and facilities expenditures.

**Objective 2: Educate the community and our political leaders on the need for procuring revenue to operate the school system.**

**Strategy 1:** Produce annual report.

**Actions Steps:**

1. Compile annual data.
2. Present report to community.

**Strategy 2:** Promote the need for additional ad valorem millage rates.

**Action Step:**

1. Continuously present annual reports to stake holders.

**Strategy 3:** Make city leaders aware of the necessity for city funding.

**Action Step:**

1. Schedule a joint meeting with the Anniston City School Board, City Council and City Managers.

**Strategy 4:** Better utilize the Anniston City Schools Foundation.

**Action Step:**

1. The Superintendent and the Board of Trustees will meet and discuss opportunities to accomplish this.

**Objective 3: Identify all funding sources.**

**Strategy 1:** Maximize and procure private, local, state and federal funds.

**Action Step:**

1. Designate a cabinet level administrator to identify grant sources and requirements.

**Strategy 2:** Sale of property.

**Action Step:**

1. The Board of Trustees will call a special work session to discuss.

Assigned To: **Finances Committee**

Committee Members:

*Bill Robison - Team Leader*

*Thomas Sudduth*

*Dr. Sammy Felton*

*Nathaniel Davis*

*Bob Arnold*

*Deborah McManus*

*Janet Mauldin*

**Objective V - Retention and Recruitment of Quality Staff**

**Objective Statement:** Provide our students with the best available staff, capable of teaching and motivating at a high performance level.

**Objective 1: Develop Recruitment Programs.**

**Strategy 1:** Develop a recruitment program for teachers.

**Action Steps:**

1. Representative(s) attend career fairs.
2. Target specific areas.
3. Develop a recruitment presentation.
4. Develop a recruitment bonus system (federal funds).

**Strategy 2:** Develop a recruitment program for administrators.

**Actions Steps:**

1. Create a database of resumes.
2. Investigate administrative intern opportunities.
3. Target specific areas.

**Objective 2: Develop Retention Programs.**

**Strategy 1:** Identify at an earlier date the non-tenured teachers that can be retained with anticipated budget.

**Action Step:**

1. Determine by 3<sup>rd</sup> Thursday in April at Board Meeting, status of non-tenured teachers.

**Strategy 2:** Establish Advisory Committees at every level for staff.

**Action Step:**

1. Election of principal and superintendent advisory committees comprised of teachers and support staff.

**Strategy 3:** Develop incentives and recognition program for teachers.

**Action Steps:**

1. Implement an employee recognition program.
2. Coordinate recognition or incentive programs with school adopters, professional and paraprofessional organizations.



**Strategy 4:** Encourage advanced certification for employees.

**Action Step:**

1. Increase the awareness level of employees pertaining to advanced certification.

**Strategy 5:** Conduct exit interviews.

**Action Steps:**

1. Develop appropriate exit interview questions.
2. Assign responsibility to appropriate cabinet members.

**Strategy 6:** Develop Mentoring Program for new teachers.

**Action Steps:**

1. Conduct district-wide new teacher meetings with all 1<sup>st</sup> year teachers.
2. Define a mentoring program.

*Assigned To:* **Retention (Teacher & Administration)**

*Committee Members:*

*Allan Mauldin – Team Leader*

*Barbara Bradford*

*Thomas Sudduth*

*Teresa Walker*

*Dr. Sammy Felton*

*Nathaniel Davis*

*Melanie Thornton*

**Objective VI: Public Relations Objective**

**Objective Statement:** Raise the awareness of students, teachers, and parents, and the constituents of Anniston City School System of the importance of “positive” communication.

**Objective 1: Utilize various media to effectively communicate ACS positive news.**

**Strategy 1:** Define the appropriate media communicating with constituents of Anniston City School System.

**Action Steps:**

1. Announce PTO/etc. meetings and school events.
  - Television
  - Radio
  - Newspapers
  - Web page
  - Marquees
2. Assign a public relations responsibility to a cabinet member.

**Objective 2: Raise the awareness of students of the importance of an education.**

**Strategy 1:** Identify ways to connect education to disenfranchised students.

**Action Steps:**

1. Collaborate with community agencies for career exploration.
2. Develop career portfolios for grades 8 through 12.
3. Create opportunities for students to investigate career choices.

**Assigned To: Public Relations Committee**

*Committee Members:*

*Nathaniel Davis – Team Leader*

*Vivian Thompson*

*Allan Mauldin*

*Jacqueline Flenord*

*Dr. Sammy Felton*

*Vikki Floyd*

*Jim Klinefelter*

## ***Benchmarks***

The benchmarks serve as a means to measure the organization's success toward realizing the mission and goals of the strategic plan. It is recommended that the benchmarks be reviewed semi-annually to gauge progress.

- ❖ **Academic Achievement**
  - 90% of all students will read at grade level as they pass to the 4<sup>th</sup> grade.
  - Students will score at or above state average on state and national tests.
  - 100% of students will pass the Alabama High School Graduation Exam.
  - Drop-out rate will not exceed the state average.
  
- ❖ **Community/Parent Involvement**
  - 10% of the student body will be represented in the PTO.
  - 90% of households represented in a given school will participate in scheduled parent/teacher conferences.
  
- ❖ **Facilities Objectives**
  - 100% compliance with all county, state and federal safety and health guidelines.
  
- ❖ **Financial**
  - Within five years have three months fund balance for operating expenses.
  
- ❖ **Retention and Recruitment of Quality Staff**
  - By 2006 all teachers will meet the highly qualified status of No Child Left Behind.
  
- ❖ **Public Relations**
  - Annual public relations surveys will indicate an increase of 10% in the positive perception of Anniston City Schools.

## **Objective Categories & Committee Members**

### **Academic Achievement Committee**

Committee Members:

**Melanie Thornton** - Team Leader

Janet Mauldin

Teresa Walker

Barbara Bradford

Robert Etnire

Dr. Sammy Felton

### **Community/Parent Involvement Committee**

Committee Members:

**Jacqueline Flenord** - Team Leader

Vikki Floyd

Barbara Bradford

Waliana Webster

Dr. Sammy Felton

Robert Etnire

Carline Cottingham

Bill Robison

### **Facilities Committee**

Committee Members:

**Jim Klinefelter** - Team Leader

Barbara Bradford

Cindy Belcher

Bob Arnold

Deborah McManus

Dr. Sammy Felton

### **Finances Committee**

Committee Members:

**Bill Robison** - Team Leader

Thomas Sudduth

Nathaniel Davis

Janet Mauldin

Deborah McManus

Dr. Sammy Felton

Bob Arnold

### **Retention (Teacher & Administration)**

Committee Members:

**Allan Mauldin** – Team Leader

Barbara Bradford

Nathaniel Davis

Melanie Thornton

Thomas Sudduth

Dr. Sammy Felton

### **Public Relations Committee**

Committee Members:

**Nathaniel Davis** - Team Leader

Jim Klinefelter

Vivian Thompson

Vicki Floyd

Jacqueline Flenord

Dr. Sammy Felton

Note: Date to be determined for this committee to meet and compose letter to mail with signatures of Dr. Sammy Felton and Chairman of the Board.

## Acknowledgements

Without the dedicated participation of the persons and entities listed below, the development of this five-year strategic plan would not have been possible. Their perseverance has and will make a great deal of difference in the very near future for the Anniston City School System.

<b><u>Name</u></b>	<b><u>Organization</u></b>
Bob Arnold	Local Realtor
Cindy Allen Belcher	Central Office, Anniston City Schools
Barbara Bradford	Teacher, Randolph Park Elementary School
Carline Cottingham	Parent, Golden Springs and Anniston Middle School
Nathaniel Davis	Anniston City Board of Education
Robert Etnire	Consultant
Dr. Sammy Felton	Superintendent, Anniston City School System
Jacqueline Flenord	Parent, Anniston Middle School
Vicki Floyd	PTO President and Parent, Anniston Middle School
Robert Houston	Anniston City Board of Education
Marlon Jones	Principal, Constantine Elementary School
Norma Jones	Student, Anniston Middle School
Jim Klinefelter	Anniston City Board of Education
Allan Mauldin	Teacher, Anniston High School
Janet Mauldin	Teacher, Golden Springs Elementary School
Deborah McManus	Central Office, Anniston City Schools
Joycelyn Palmore-Haynes	Teacher, Constantine Elementary School
Phillip Posey	Teacher, Cobb Elementary School
France Prothro	Support Personnel, Anniston Middle School
Bob Phillips	Principal, Golden Springs Elementary School
Bill Robison	Anniston City Board of Education
Jennifer Sims	Principal, Anniston Middle School
Thomas Sudduth	Alabama Education Association
Sherri Sumners	Calhoun County Chamber of Commerce
Cleo Thomas	Attorney
Sharon Thomas	Principal, Cobb Elementary School
Vivian Thompson	Anniston City Board of Education
Melanie Thorton	Teacher, Constantine Elementary School
Teresa Walker	Teacher, Anniston High School
Walania Webster	Parent, Anniston High School

*This strategic plan was facilitated by Sondra Dunaway of Economic and Community Development and Ephraim Stockdale of Community Relations.*



