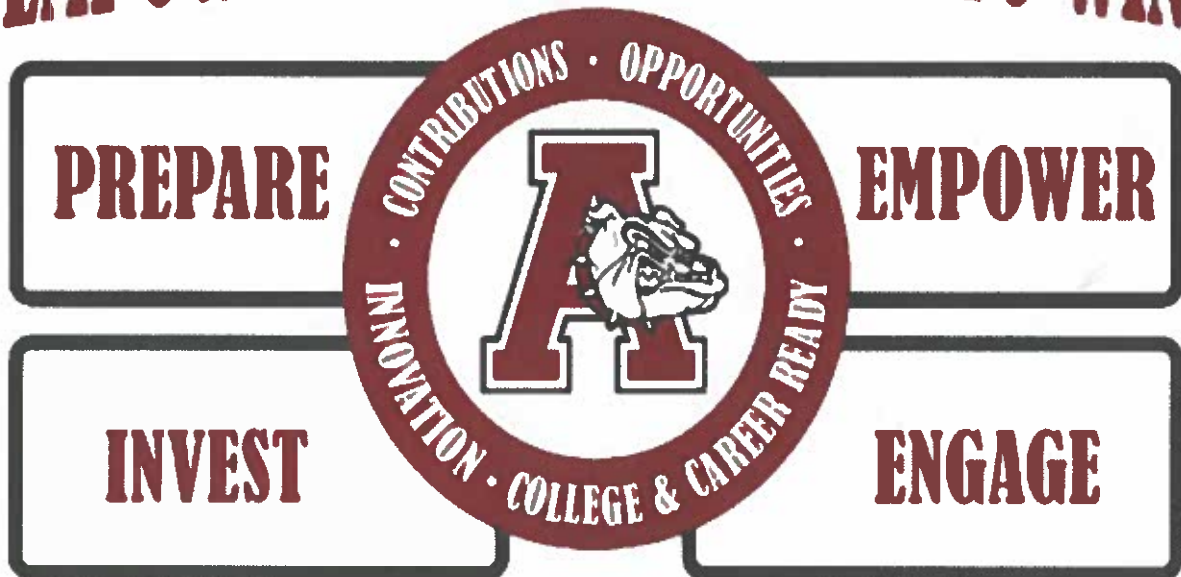


Anniston City Schools

EMPOWERING OUR STUDENTS TO WIN



Strategic Plan

2020-2024

Dr. D. Ray Hill Superintendent

About Our School District:

Founded in 1909, Anniston City School (ACS) currently comprises six schools and services approximately 1800 students in grades pre-kindergarten through twelfth grade. ACS employs over 200 certificated teachers and support personnel who are enveloped in elementary, middle, high school and the central office. Through a positive, complementary relationship with Jacksonville State University, Gadsden State Community College and other nearby two- or four-year colleges, the district is afforded the ability to continually transform its teaching staff with professional development. In addition, our system serves as training grounds for the various practicum and internship experiences required by higher education institutions.

Despite the challenges presented by poverty, meager resources, and financial instability, our employees work hard to keep students safe, focused and engaged. Some of the items we are most proud of are our dual enrollment classes, our increase in AP classes; we have a culinary arts program, an onsite bank that has students as tellers, and a new STEM program, where students are learning to use 3-D printers among other technologies. Our system tries to impart a sense of unity through many extra-curricular activities; such as tailgating and alumni conventions. We reach out to our community leaders and

neighboring communities and businesses for assistance with mentoring programs. In addition, ACS has always been known for its tradition of extraordinary, raw talent in athletics and other extracurricular opportunities. Our school system encourages sportsmanship and camaraderie on its athletic fields. Through these character-building tools, our students will develop a lifetime philosophy of success and integrity.

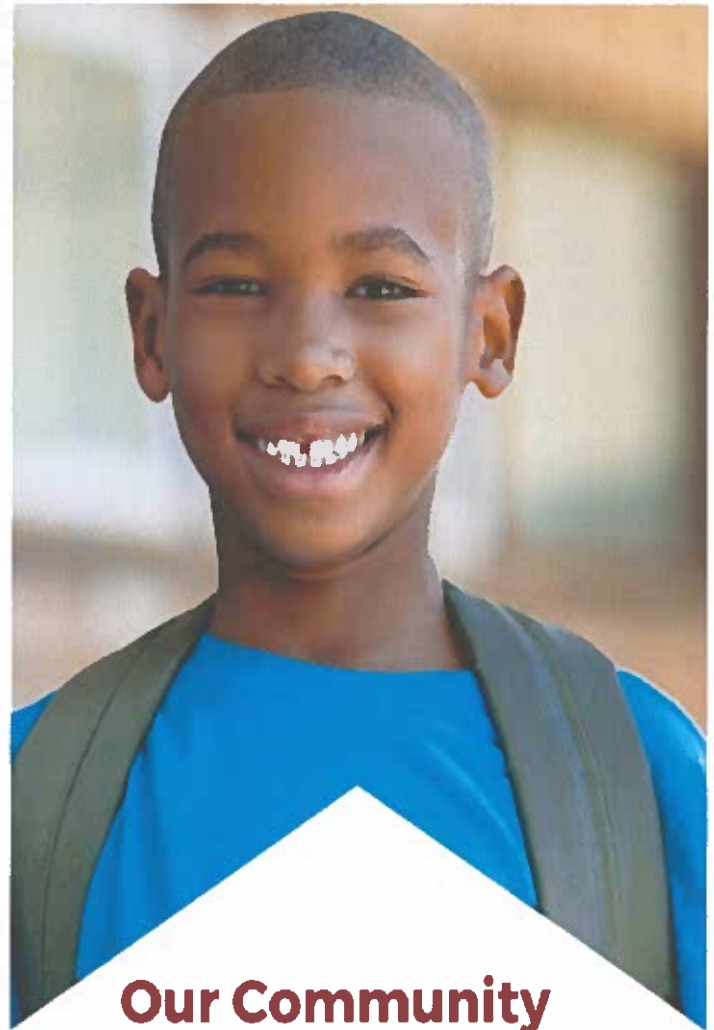
Our goal is for employees to set the bar high for our students, continually imparting an expectation that learning and growing is possible. Through the commitment of faculty, staff, students, parents and stakeholders, the Anniston City School System aspires to be a community of leaders utilizing individualized and innovative resources to develop confident, life-long learners. ACS is trying to exemplify this through our ongoing professional development for teachers, as well as reinstating the new teacher mentoring program. We invite our stakeholders to all school events, and have an open-door policy for parents. As a vision our system hopes to achieve excellence in all things by empowering ALL students to become life-long learners.



About Us

The Anniston City school system serves approximately 2,100 students in its five schools and one Pre-K Academy. The system employs 236 certificated staff in its six schools and central office. As part of the system's positive relationships with Jacksonville State University, Gadsden State Community College and other nearby two- and four-year institutions, Anniston City Schools aims to continually transform its teaching staff by offering robust professional development opportunities.

In addition, the system's schools serve as training grounds for the various practicum and internship experiences required by area colleges of education. Students are exposed to a wide variety of programs designed to prepare them for college or career, including dual-enrollment classes, a culinary arts program, an on-site bank which provides training in financial services and a fire science program in partnership with the Anniston Fire Department.



Our Community

Located at the southernmost point of the Blue Ridge Mountains, a section of the world-renowned Appalachian Mountains, Anniston is home to approximately 22,000 residents. The city has maintained its rich cultural and civil rights history and boasts attractions such as the Anniston Museum of Natural History and the Freedom Riders National Monument, which was one of several such sites designated by President Barack Obama to honor American civil rights movements. Anniston is home to many locally-owned retail shops and restaurants; scenic walking, hiking and biking trails; and historic, southern architecture. Traversing Anniston via Veterans Parkway, the city's new bypass, residents and visitors alike cannot help but marvel at the majestic views that surround them.

By the Numbers

Personnel

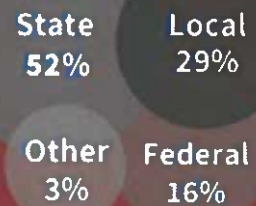
Certified	236
Classified	64
Doctoral Degree	5
Specialist Degree	3
Master's Degree	61

Demographics

Black	88%
White	7%
Hispanic/Other	5%
Total Enrollment	2,091

2020 Budget

Revenues:	\$25.3 million
Expenditures:	\$24.8 million
Proposed Ending Fund Balance:	\$3.5 million



Schools

High Schools	1
Middle Schools	1
Elementary Schools	3
Pre-K Schools	1



Transportation

Buses	35
Students Transported	1,348

Free & Reduced Lunch

100%



Financial

Budget: \$48 million

Revenue:	\$24 million
Expenditures:	\$24 million



Instruction:	\$12 million
Administration:	\$1.6 million
Transportation:	\$1.7 million
Capitol Outlay:	\$606,000



Mission



“We are committed to empowering, supporting, and inspiring all students to be prepared for the world after high school.”

Vision

“To create an educational system that engages and prepares students as life-long learners and active citizens in a democracy.”

Slogan

EMPOWERING OUR STUDENTS TO WIN

PREPARE

EMPOWER

INVEST

ENGAGE



Anniston City Schools District Learner Profile Strive To Be:

Courageous

Communicators

Collaborative

Balanced

Perseverant

Critical Thinkers



Knowledgeable

Reflective

ANNISTON

Inquirers

Open-minded



"If they can't learn the way we teach, we teach the way they learn"

— D. Ross Jordan



Alabama Foundation for Literacy
AlfaforAcademy.org/200101
@AlfaforAcademy



Anniston City Schools

Guiding Principles:

- ♦ High expectations and high-performance standards
safe, clean, order school environments
- ♦ Education as a shared responsibility of families,
schools and community partners
- ♦ Respecting diversity and meeting individual learning
needs

Anniston City Schools

Strategic Plan: Focus

1. Curriculum, Instruction & Assessment
2. Culture & Climate
3. Family & Community Engagement
4. High Quality Personnel
5. Finance & Business Operations



Anniston City Schools Strategic Plan

Goal 1

Curriculum, Instruction & Assessment

Provide educational opportunities to ensure all students achieve high academic growth

Objective 1:

Instructional personnel will implement highly effective, research-based curriculum, instruction and assessment practices.

Action Steps:

- A. Staff Teams will participate in professional development on data interpretation, alignment of standards with curriculum, learning targets, interventions, accelerated learning, and teacher effectiveness.
- B. Instructional/Reading Coaches and Lead Teachers will Facilitate monthly grade level/subject area professional development meetings with teachers.
FOCUS:
 - a.) The Four Essential Questions of Professional Learning Community (PLC)
 - b.) Curriculum implementation, monitoring performance, and feedback
 - c.) Plan for integrating virtual learning resources into the PK-12 curriculum
 - d.) Literacy Integration across the curriculum
 - e.) Monitoring student assessment data

Objective 2:

Graduates will be College and Career Ready

Action Steps:

- A. Increase the percentage of students graduating from high school equal to or greater than the state average. To do this:
 - Use of the new state mandated Comprehensive Local Needs Assessment (CLNA) to determine collective student weaknesses in reading, science, math, and skill attainment.
- B. Promote and expand access to technical and career pathways by:
 - Increased marketing of Career and Technical Education beginning with middle school

- Maintaining active, regular, and close collaboration with advisory councils / committees and support groups such as LIFT Calhoun
- C. Increase student opportunities connected to higher education through dual enrollment through:
- Create opportunities for students in middle school who qualify to take high school level courses
 - Increasing awareness of dual enrollment opportunities among parents, students, faculty, and administration
 - Close collaboration with area community colleges
- D. Increase the number of High School students earning college credit.
- Counselors will advise students, beginning their freshman year of opportunities for college credit.
 - Increased integration of high school counselors with college advisors and counselors

Objective 3:

The curriculum and related programs will meet the needs of all students.

Action Steps:

- A. Increase instructional programs and related student services that will meet the needs of a diverse student population.
- B. Increase the opportunity for advanced content pathways offered in elementary, middle and high school.
- C. Continue to leverage technology and identify other research-based solutions to integrate personalized learning practices across the curriculum.

Goal 2

Culture and Climate

Operate as a collaborative learning organization through structures that support improved instruction and student learning at all levels

Objective 1:

Close the Achievement Gap

Action Steps:

- A. Implement weekly cabinet meetings to review instructional practices based upon classroom observations, student data, and progress to make instructional adjustments.
- B. Incorporate student achievement data discussions into building administrator's monthly meetings.
- C. Incorporate an RTI Block in Master-Schedule to include:
 - Intervention
 - Enrichment
 - Life Skills Counseling
- D. Develop and pilot standards-based report cards for kindergarten

Objective 2:

Implement practices to increase positive perception of schools among families and community members.

Action Steps:

- A. Develop, implement and monitor consistent effective customer service practices across all schools in the district.
- B. Strengthen and monitor consistent positive school culture and climate practices across all schools in the district.
- C. Expand ongoing collaboration opportunities with businesses, military, faith-based, recreational, civic and city organizations to benefit students and families.

Goal 3

Family and Community Engagement

Strengthen school, family and community involvement and improved district perception

Objective 1:

Implement a community/ parent information forum.

Action Steps:

- A. The district will support events such as:
 - a. Parent virtual workshops and face-to-face to discuss data, encourage parental participation, and provide instructional materials and manipulatives to support and increase student achievement.
 - b. Student-led conferences to demonstrate collaboration and ownership of student's education.
 - c. Re-establish quarterly community meetings where students and parents are recognized for support in the schools.

Objective 2:

Partner with families to strengthen understanding of academic standards, student progress, social-emotional development support and the importance of teachers and families working together.

Action Steps:

- A. Continue to develop resources and provide information to families to support their child's education and social emotional needs..
- B. Continue to use the Internet, social media, and other tools to enhance parent communication and community partnerships
- C. Increased collaboration between the Parent Engagement Coordinator, counselors, and administration.



Goal 4

High Quality Personnel

Recruit, Retain and Develop Highly Quality Personnel

Objective 1:

Provide compensation that is competitive with other school districts of similar size and resources in the state.

Action Steps:

- A. Continue to annually assess the district's capacity to offer salary schedule adjustments for all positions.
- B. Continue to annually assess the employee compensation package .

Objective 2:

Strengthen the teacher recruitment efforts

Action Steps:

- A. Continue to develop outreach and connections with regional university teacher education programs to engage with talented future teachers early in their university experience.
- B. Continue to explore and implement partnerships with alternative certification programs and pathways.
- C. Use of social media, pay sites, and the Alabama Department of Labor to post job openings.

Objective 3:

Provide effective, research-based, and differentiated professional learning opportunities tied directly to the district strategic plan and aligned to school improvement plans.

Action Steps:

- A. Collaborate across all school departments to develop a five-year professional learning plan aligned to the strategic plan categories and focus areas.

- B. Work with schools to support them in developing differentiated professional learning plans that include implementation follow-up support, job-embedded professional development and best practices for effective professional learning communities.
- C. Ensure that district and school professional learning plans include research-based evaluation practices to determine if the professional learning is making a difference in employee performance and student achievement.

Objective 4:

Implement ongoing research-based leadership development opportunities for school leaders and support personnel to ensure retention of high quality leaders.

Action Steps:

- A. Identify and implement leadership development opportunities for principals, assistant principals and aspiring principals that will build their capacity as instructional leaders, visionaries, community engagement practitioners, learners and collaborators.
- B. Develop and implement a research-based teacher leadership program for educators who want to remain in the classroom, lead the learning of their colleagues, and significantly impact education.
- C. Implement ongoing leadership development opportunities for operations and support personnel identified as high-flyers aligned with best practices in business leadership development and the future needs of the school district.

Objective 5:

Continue to provide ongoing support for new teachers and administrators through a comprehensive induction plan.

Action Steps:

- A. Collaborate with new teachers and administrators regularly using face-to-face communities of practice, ongoing coaching and various virtual strategies to provide support.
- B. Continue to develop and implement an effective mentoring program for new teachers and administrators aligned with mentoring best practices.



Finance & Business Operations

Prudent management of financial resources to support effective educational delivery, promote a healthy school environment, and maintain diligent utilization of assets & facilities.

Objective 1:

Ensure fiscal stability through sound management of financial resources, accountability and transparency to support educational and financial goals.

Action Steps

- A. Align annual budget to district's mission and strategic plan
- B. Employ financial resources for maximum impact on student learning
- C. Seek and obtain all available revenues and resources
- D. Work collaboratively with administration and district leaders to determine most effective funding for programs and priorities

Objective 2:

Execute policies, procedures and best practices to sustain and grow financial resources and enhance effective stewardship of fiscal assets.

Action Steps

- A. Create and implement policies to maximize use of financial resources and cost containment strategies
- B. Develop annual operating budgets that create and maintain a minimum of one month's operating reserve.
- C. Manage system's finances and business operations for optimization of resources
- D. Continually monitor fiscal plans and provide financial information to drive results and maintain a fiscally sustainable path.

Objective 3:

Ensure the students of ACS have adequate access to safe and nutritious foods to support growth and learning in a healthy school environment.

Action Steps

- A. Enhance access to nutritious meals for all ACS children through CNP programs and initiatives.
- B. Strengthen CNP resources through responsible fiscal management, streamlining administrative processes, creating efficient workflows, and ensuring time and resources spent advance CNP objectives.
- C. Improve the operation of the child nutrition program through research, education and training, and information dissemination.

Objective 4:

Provide safe and inviting facilities that support learning while enhancing space utilization and sustainability of capital assets for current and future needs.

Action Steps

- A. Utilize system resources to provide safe, secure and comfortable facilities for educational delivery and administration.
- B. Develop a comprehensive maintenance plan to monitor and enhance the life cycle of property, equipment and facilities.
- C. Create and implement a proactive capital planning process that is responsive to district priorities and collaborative with city/county leaders to incorporate demographic and economic shifts impacting long-term enrollment projections.
- D. Follow the Alabama School Capital Planning Process (ASCPP) to optimize State resources and maximize utilization of district's capital assets.

