



Strategic Plan



2025-2030



Integrity ★ Excellence ★ Attitude

Board of Education

Michael Webb, Board President
Bobby Tittle, Board V. President
Mike Almaroad Alan Mange
Allen George Tobie Burt
Joe Lathers



Superintendent

Tony Willis
4400 McClennan Blvd
Anniston, AL 36206
(256) 741-7400

Calhoun County students, employees, and community members:

Every five years, Calhoun County Schools engages in a reflective process to review and renew its strategic plan. This process involves analysis of current practices and serves as the framework for ongoing efforts to provide our students with high-quality educational experience. Through implementation of our most recent strategic plan, the county schools have expanded career and technical education opportunities for students, constructed state-of-the-art facilities, and experienced success in academic achievement, the liberal arts, and athletics.

With strategic planning facilitated by LEAN Frog, an educational consulting firm, we assembled a team representative of the Calhoun County district and community stakeholders. This team's first action was to design a survey eliciting community perceptions regarding school system successes and challenges. Survey responses along with additional data were then analyzed by the team and used to inform plan development. The resulting strategic plan will serve as a guide for our work and as a foundation for continuous improvement efforts.

Construction of Calhoun County Schools' strategic plan also coincides with a district accreditation review in the 2025-26 school year. Engaging in both simultaneously encouraged intensive reflection on system strengths and identification of potential areas for improvement.

I am thankful to everyone who contributed to these challenging yet rewarding endeavors. Their work, their support, their vision, and their constructive feedback resulted in a plan that we believe will transform our school system.

With appreciation for our great community,

Mr. Tony Willis
Superintendent
Calhoun County Schools

Table of Contents

Executive Summary	1
Our Community	2
Our Schools	3
Our Strengths	6
System Goals	8
Calhoun County Board of Education	9
Strategic Planning Team Members	10
Career Academy	11

Executive Summary

The Calhoun County School System participated in a strategic planning process in partnership with LEAN Frog to develop a new five-year strategic plan. Planning began in November 2024 and ended in March 2025. This process, in partnership with LEAN Frog Consulting Services, provided a new strategic planning process involving various members of the education community and Board of Education members, as well as the community at large. As part of the process, the Strategic Planning Team created a stakeholder survey, which provided the foundation of the new strategic plan. It was determined that, with a population of 116,441, a survey return of 1,057 would provide a 95% confidence level with a 3% confidence interval. The actual number of 1,503 survey responses allowed the team to proceed with confidence in the survey results.

A set of essential practices for each strand provided specific guidance to help the school system and community implement this model. These practices are drawn from research-based strategies shown to be effective.

As part of the planning process, the team reviewed various data, including assessment data, graduation rate data, college and career ready data, as well as perception data collected through various surveys. Three distinct but interconnected strands comprise the LEAN Frog framework of strategic planning: (1) stakeholder perceptions and identification of strengths and challenges, (2) data review and analysis, and (3) an intense review of organizational effectiveness.

Using the locally-developed stakeholder survey results as well as other environmental and organizational scans, Calhoun County Schools was able to identify a roadmap for improving current practices and continuing to better prepare students. The model will allow the school system to focus deeply on student achievement and preparedness, providing a welcoming environment and positive culture, engaging families and community members, providing for the changing needs of employees, and developing and managing fiscal resources. Calhoun County Schools is dedicated to our mission of **“empowering students for lifelong learning”** and our vision that **In partnership with families and community we will focus on the value of learning, ensuring success, and maximizing potential as we empower our students to be productive citizens.** This strategic plan provides a focus for our school system’s work to support that mission and vision by identifying our top priorities for the next five years.

Strand 1: Stakeholder Perception

Community, parent, student, and educator surveys and focus groups determine strengths and challenges as well as district vision and mission

Strand 2: Data Analysis and Review

National, state, and local data review as well as environmental scans to determine current status and set future goals

Strand 3: Organizational Effectiveness

Analysis and review of governing systems’ strengths and challenges as well as methods to affect change

Our Community

The Calhoun County School District serves Calhoun County, Alabama, and is located in Anniston, Alabama the county seat. As of the 2020 census, the population was 116,441. Approximately 73.3 percent of respondents identified themselves as white, 21.2 percent as African American, 3.9 percent as Hispanic, 2.5 percent as two or more races, 0.8 as Asian, 0.3 percent as Hawaiian or Pacific Islander, and 0.3 as Native American. The median household income for Calhoun County was \$50,128, compared with \$52,035 for the state as a whole, and the per capita income was \$26,238, compared with \$28,934 for the state as a whole. Calhoun County comprises the Anniston-Oxford Metropolitan area.

The Calhoun County School District itself consists of 7 elementary schools, 2 middle schools, 7 high schools, an alternative school (PASS Program), and a Career Academy.

According to 2020 Census estimates, the workforce in Calhoun County was divided among the following industrial categories: Educational services, and health care and social assistance (22.7 percent), Manufacturing (18.1 percent), Retail trade (13.2 percent), Arts, entertainment, recreation, and accommodation and food services (8.5 percent), Public administration (7.7 percent), Professional, scientific, management, administrative, and waste management services (6.9 percent), Construction (5.2 percent), Transportation and warehousing, and utilities (4.3 percent), Other services, except public administration (4.4 percent), Finance and insurance, and real estate, rental, and leasing (3.8 percent), Wholesale trade (2.6 percent).

Calhoun County contains five public school districts: Calhoun County School District, Oxford City School District, Piedmont City School District, Anniston City School District, and Jacksonville City School District. The county also contains two public higher education institutions: Gadsden State Community College and Jacksonville State University.

The racial/ethnic breakdown of students within CCS is summarized as follows:

- American Indian/Alaska Native – 27 (.36% of total)
- Asian – 47 (.62% of total)
- African American/Black – 1,059 (13.95% of total)
- White – 6,202 (81.69% of total)
- Native Hawaiian/Pacific Islander (.34% of total)
- Two or more races -231 (3.04% of total)
- Total Enrollment – 7,592 (as of 2023-24)

ALSDE Federal Report Card 2024



The Board of Education overseeing district educational policies is made up of seven elected officials each serving 6-year terms. The school superintendent, appointed, guides the Board of Education in its decision-making.

Our Schools

The Calhoun County School System is comprised of seven elementary schools, two middle schools, eight high schools, an alternative school and a Career Academy. The Calhoun County School System serves approximately 8,000 students in grades pre-kindergarten through grade twelve.

Dual Enrollment
1:1 Student Devices
Student Ambassadors
STEAM Labs and Computer Science Classes
Technology Coaches
Instructional Partners and Academic Coaches
Community Partnerships
Calhoun County Career Academy
FFA, FBLA, FCCLA, FTA, and Other Student Led Organizations
Championship Athletics
Superior Band and Choral Programs
Co-op Opportunities and Job Shadowing
Robotics
PASS Program
Virtual School 6th- 12th Grade



CCS provides a solid core curriculum supported by a myriad of resources and programs to help students maximize their potential. Course offerings include language arts, mathematics, science, health/physical education, social studies, fine arts, foreign language, and career and technical offerings. Both within and beyond the classroom, Calhoun County's students have dozens of opportunities to enrich their experiences in academics, the arts, and athletics, such as those listed at left.

The student assessment program includes the state-mandated ACAP for students in Grades 2-8 that assesses English language arts, math, and science (only in Grades 4, 6, and 8). Students in Grade 11 are administered the ACT

each spring as their state mandated accountability measure. In addition, all schools in grades kindergarten through 8th grade administer STAR Reading and iReady math assessments during the fall, winter, and spring testing windows. Kindergarten through 5th grade also administer numeracy screeners within those windows to identify deficiencies in math. In kindergarten through 3rd grade, elementary schools utilize curriculum-based measures from STAR Reading to identify consistent reading deficiencies. Students identified with deficiencies receive state approved interventions. All high schools in 9th-12th grade utilize TruScore from Mastery Prep to prepare students for the ACT and ACT Workkeys. Progress monitoring and intervention are given to students who score below proficiency levels in kindergarten through 12th grade. Calhoun County Schools made several improvements to facilities over the past years. Multi-million-dollar renovations were invested in the Saks, Weaver, and Wellborn communities. Ohatchee High School's new addition opened in 2015, and Alexandria Middle School finished in 2018. Saks Middle School was repurposed to support the Excel Academy which houses students on a non-traditional graduation path as well as serving as a training facility for teachers. Technology upgrades include the purchase of new access points for all classrooms and outside facilities as well as replacement of all network switches for improved network reliability. Every classroom in Calhoun County is equipped with a ViewSonic interactive display board, and all elementary schools have installed interactive playgrounds, Play Lu, which bridge the connection between the curriculum and physical education. Calhoun County Schools' transportation department has also added fourteen new school buses each year for the last five years. Calhoun County School District is committed to maintaining facilities and operations that support continuous improvement for students and stakeholders.

Calhoun County Schools By The Numbers

7,592

Students

7

Elementary Schools

2

Middle School

8

High School

\$

2024 BUDGET

\$118 million

*(4.5 months in General
Fund reserve)*

85.37%	College & Career Readiness
65.34%	Academic Achievement
96.19%	Academic Growth
93.01%	CCS Graduation rate

School	Grades	# Students	# of Teachers
Alexandria Elementary	PK-4	619	48
Ohatchee Elementary	PK-6	414	27
Pleasant Valley Elementary	PK-6	437	31
Saks Elementary	PK-6	539	41
Weaver Elementary	PK-6	529	35
Wellborn Elementary	PK-6	532	36
White Plains Elementary	PK-4	496	35
Alexandria Middle	5-8	498	30
White Plains Middle	5-8	386	24
Alexandria High	9-12	467	29
Ohatchee High	7-12	383	26
Pleasant Valley High	7-12	379	27
Saks High	7-12	431	34
Weaver High	7-12	459	29
Wellborn High	7-12	424	31
White Plains High	9-12	390	23
EXCEL Academy	6-12	209	7

Our Process

Developing the strategic plan was a true collaborative process and a purposeful collection of stakeholder input focused on developing the direction of Calhoun County Schools. Beginning in November 2024, the district’s leadership team, with facilitation from LEAN Frog, began the process of reviewing previous strategic plan goals and AdvancED Accreditation Review findings. The leadership team, in conjunction with Board members and other community partners, began the process of reviewing national, state, and local data and building a stakeholder survey designed to elicit community perceptions around the big ideas of:

- (1) What are CCS’ greatest challenges?
- (2) What are the most important skills a graduate needs?
- (3) What evidence is used to evaluate the quality of our school system?
- (4) What should be CCS’ financial priorities?

Subsequent meetings were held to review the results of the stakeholder survey, as well as the results of the various assessment and district data. Using this information, the leadership team developed the vision, mission, and belief statements, which will guide the school system in coming years.

In February 2025, the leadership team set its strategic objectives and critical initiatives, which will be the focus of action for the remaining five years. Focus groups were again convened to review and provide feedback. In April 2025, the Board of Education received and approved of the **2025-2030 Strategic Plan**.

Upon receiving Board approval, district leadership assigned the five strategic objectives to five team leaders, who then developed Action Plans with teams of school staff members.

November 2024-March 2025

WORK/PLANNING SESSIONS

- ◆ Strategic Planning Team Meetings
- ◆ District Leadership Meetings
- ◆ Focus Group Meetings
- ◆ BOE Meetings
- ◆ Local School Leadership Meetings
- ◆ Action Plan Development Meetings

FOCUS GROUPS

- ◆ Community
- ◆ Business Partners
- ◆ Parents
- ◆ Students
- ◆ Educators

INFORMATION GATHERING

- ◆ Stakeholder Survey
- ◆ Standardized Test Data
- ◆ Workforce Development Information
- ◆ Educational Research
- ◆ State Department Report Card
- ◆ S.W.O.T. Analysis
- ◆ Internal Department Review
- ◆ AdvancED Accreditation Findings

Our Strengths

Using S.W.O.T. Analysis, the following were identified as strengths of Calhoun County Schools:

- Graduation rate
- ACAP reading improvements
- Community partnerships
- Business and community involvement
- Career coaches
- Manufacturing partners
- Mental Health Service supports
- Grants for counseling services
- School safety
- Technology department performance
- Maintenance department performance
- Academic coaches
- Fiscal stability
- Parent/guardian symposium: CCS 101
- 1:1 initiative
- Focus on building public relations
- Regional in-service center
- Career Technical Education opportunities
- Dual enrollment opportunities
- Higher education partnerships
- Collaboration
- Leadership
- Professional Development opportunities
- Curriculum alignment
- Music education opportunities
- Facilities upgrades
- Hiring process improvements



Calhoun County SCHOOLS

Our Mission:

Empowering students for lifelong success.

Our Vision:

In partnership with families and community the vision of the Calhoun County School System is to focus on the value of learning, ensuring success, and maximizing potential as we empower our students to be productive citizens.

FOCUS AREAS

STUDENT OUTCOMES



Provide educational opportunities that empower students to continuously demonstrate growth and maximize their full potential and engage in lifelong learning.

STAKEHOLDER SATISFACTION



Maximize opportunities to build and enrich stakeholder relationships to collaboratively promote lifelong student success.

EMPLOYEE DEVELOPMENT



Recruit, hire, and retain qualified personnel who continually improve practices to focus on the value of learning and student success.

SUPPORT SYSTEMS



Maintain a multi-tiered system of support that promotes student success.

FISCAL SUSTAINABILITY

Maintain a sound fiscal structure that supports comprehensive district needs, while focusing on student success.

Fiscally Sound

Allocate Resources Effectively

Adequate Cash Reserves

Meet Generally Accepted Governmental Accounting Standards

System Goals

STRATEGIC OBJECTIVE	Critical Initiatives	Key Performance Indicators
STUDENT OUTCOMES Provide educational opportunities that empower students to continuously demonstrate growth and maximize their full potential and engage in lifelong learning.	1.1 Provide rigorous instruction to engage students in the learning process. 1.2 Provide relevant applications of learning across all schools to develop life skills such as critical thinking, communicating, collaborating and leadership. 1.3 Provide opportunities to build character and core values through positive relationships.	Standardized test scores, dual enrollment numbers, lesson plans, walk thrus, stakeholder surveys, report cards, formative assessment, benchmarks, Student Incident Reports, service hours
STAKEHOLDER SATISFACTION Maximize opportunities to build and enrich stakeholder relationships to collaboratively promote lifelong student success.	2.1 Provide opportunities for the community to learn about our schools and the district structure. 2.2 Maintain and strengthen opportunities for parental and community involvement. 2.3 Strengthen and build partnerships with new and existing businesses, civic organizations and agencies. 2.4 Promote communication and awareness among all stakeholders.	# of partnerships, surveys, of communications distributed, social media analytics, sign-in sheets, meeting agendas, of participants in CCS 101
EMPLOYEE DEVELOPMENT Recruit, hire, and retain qualified personnel who continually improve practices to focus on the value of learning and student success.	3.1 Maintain best practices in recruiting, hiring, growing and retaining qualified personnel. 3.2 Provide routine accountability practices to ensure rigorous academic expectations. 3.3 Provide relevant and ongoing professional learning opportunities for all personnel	Employee separation/retention data, # of job fairs, #university partnership, PD log, teacher surveys, student outcomes, National Board Certification, Regional Inservice Center hours
SUPPORT SYSTEMS Maintain a multi-tiered system of support that promotes student success.	4.1 Foster a supportive learning environment where students and staff feel safe, valued, and connected. 4.2 Maintain transitional support across all grades, between schools, and from school to life. 4.3 Strengthen the intentional instruction of character development. 4.4 Continue tracking key performance indicators for all support departments.	Mental Health Services, HFI Contacts, Safety plan, school counseling calendar, Student Incident Reports, #of transitional opportunities, Rtl progress, lesson plans, surveys, positive “shout outs”
FISCAL SUSTAINABILITY Maintain a sound fiscal structure that supports comprehensive district needs, while focusing on student success.	5.1 Be proactive with revenues and expenditures by implementing processes and controls to maximize operations efficiency and effectiveness. 5.2 Maintain and strengthen safe and secure facilities across the district. 5.3 Continue to provide current and relevant technology resources. 5.4 Continue supporting staff through competitive salaries and resources.	Audits, capital expenditure/capital plan, inventory, technology expenditures, SRO’s funding, salary schedule, work order completion

Calhoun County Board of Education

The Calhoun County Board of Education is the governing body for the school system. Members are elected for a six-year term and represent the district at large. School Board members are responsible for the management and control of the school system. The Board establishes educational policies and programs, employs school personnel, adopts annual budgets, and authorizes expenditures of school funds. As community leaders, Board members serve as advocates for the students in our schools and determine the actions the Board believes are in the best interest of the students and the community. The day-to-day operation of the school system is entrusted to the Superintendent of Schools, who is appointed by the Board of Education.



CCS Board Members

From left to right, back row to front row

- | | |
|---------------------------------|-------------------------------------|
| ◆ Mike Almaroad | ◆ Tobi Burt |
| ◆ Michael Webb, Board President | ◆ Bobby Tittle , Board V. President |
| ◆ Alan Mange | ◆ Joe Lathers |
| ◆ Allen George | |

BELIEF STATEMENTS:

- We believe every student deserves a safe, positive learning environment that is conducive to learning.
- We believe all students can be successful.
- We believe positive teacher-student relationships contribute to student success.
- We believe schools lay the foundation of good citizenship and are the heartbeat of a community, where community stakeholders play a vital role in student learning.
- We believe in the responsible stewardship of resources.
- We believe every employee is valued and accountable for student learning.
- We believe challenging and rigorous instruction is essential to student success.
- We believe each individual contributes to the larger community.
- We believe in fostering lifelong learning for students, leaders, faculty, and staff.
- We believe in the success of our students beyond their high school years.
- We believe when parents, teachers, and students are collaborative partners, students succeed.

Strategic Planning Team Members

Name	Position	Name	Position
Tony Willis	Superintendent	Angela Bonds	Special Education Director
Tony Dowdy	Deputy Superintendent	Laura Knighton	Executive Director
Summer Davis	Deputy Superintendent	John Godwin	CSFO
Mike Webb	BOE Representative	Melanie Brooks	Career Academy Director
Andrea Wilson	Parent Representative	Amber Ray	White Plains Middle Principal
Currie Stone	Parent Representative	Derek Cobb	Alexandria High Principal
Shannon Jenkins	Community Partner	Emily Smith	Ohatchee Elementary Principal
Christie Calhoun	Community Partner	Crystal Sparks	Pleasant Valley High Principal
Aimee Bunn	Saks Elementary Principal	Tracy Brazier	Weaver High Principal
Julie Opdycke	Wellborn Elementary Assistant Principal	Regina Norris	Professional Development Specialist
Lance Driskell	Technology Director		



Calhoun County Career Academy PROGRAMS

- ◆ Additive Manufacturing*
- ◆ Automotive Services
- ◆ Construction Technology
- ◆ Collision Repair
- ◆ Cosmetology
- ◆ Culinary Arts
- ◆ Diesel Technology @ GSCC*
- ◆ Emergency Medical Services*
- ◆ Fire Management Services
- ◆ JAG (Jobs for Alabama Graduates)
- ◆ Health Science
- ◆ Mechatronics @ GSCC*
- ◆ Modern Manufacturing
- ◆ Precision Machining*
- ◆ Welding*
- ◆ Work Based Learning

**Dual Enrollment courses*

CAREER & TECHNICAL EDUCATION IN CALHOUN COUNTY

Alexandria High School

- ✓ Business Information Technology
- ✓ Management
- ✓ Fashion
- ✓ General Agriscience

Ohatchee High School

- ✓ Business Information Technology
- ✓ Food & Wellness
- ✓ General Agriscience

Pleasant Valley High

- ✓ Marketing
- ✓ Food & Wellness
- ✓ General Agriscience

Saks High School

- ✓ Business Information Technology
- ✓ Family & Consumer Sciences
- ✓ General Agriscience

Weaver High School

- ✓ Marketing
- ✓ Family & Consumer Sciences
- ✓ General Agriscience

Wellborn High School

- ✓ Business Information Technology
- ✓ Food & Wellness
- ✓ General Agriscience

White Plains High School

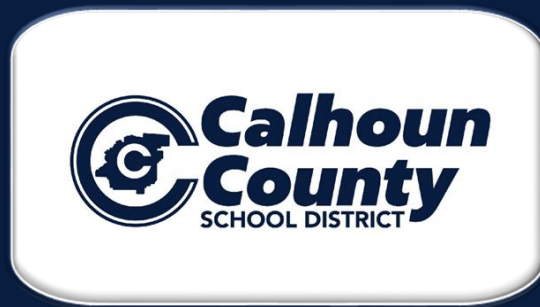
- ✓ Marketing
- ✓ Family & Consumer Sciences
- ✓ General Agriscience

Career Tech Student Organizations (CTSO)



CREDENTIALS

- Microsoft Office Specialist
- Beef Quality Assurance, Landscape MGT
- Certified Guest Services Gold
- ServSafe Food Handler, ServSafe Manager
- Customer Service - Skills for Success
- NCCER CORE, NCCER Welding I
- NIMS
- ASE - Automotive, Collision
- CCMA, CPCT, CET, CPhT
- Natural Hair License
- Community Health - Skills for Success
- Skid Steer - Skills for Success
- Bulldozer - Skills for Success
- Excavator - Skills for Success



Calhoun County Schools

4400 McClellan Blvd

Anniston, AL

256.741.7400v