

2019-2024



OZARK CITY SCHOOLS STRATEGIC PLAN

#NEagle
OZARK CITY SCHOOLS

www.ozarkcityschools.net

860 US Hwy 231 N
Ozark, AL 36360

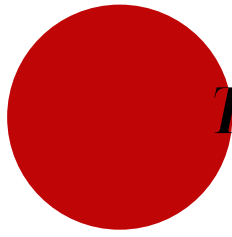
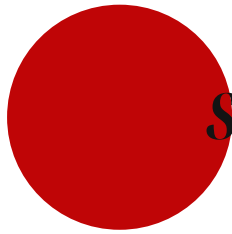


Table of Contents

Contents	1
Strategic Planning	2
Ozark City School Board & Superintendent	3
District Data	4
District Strategic Priority Areas and Ideal Team Player Information	5
Alabama State Report Card	6
Strategic Plan Review and Monitoring Schedule	7
Strategic Plan Timeline 2019-2024	8
Priority Goal #1	9-10
Data Chart	11
Data Review and Analysis	12
Priority Goal #2	13
Priority Goal #3	14-15
Priority Goal #4	16
Priority Goal #5	17
Projected Goals for 2024-2030	18



Strategic Planning

The Ozark City School System has developed and is maintaining a strategic plan that focuses on improving the student performance of the schools within the district. The school board, superintendent and district leadership team shall collaborate on the plan and engage students, parents, educators, and the community as appropriate. The strategic plan is data driven and includes analyses of demographic data, the system's vision, mission, and core beliefs, and strategic goals established through a collaborative effort. The plan is a dynamic, living document that serves as a guide in decision making at both the school and district level. Portions of the plan are designed to assist system leaders in measuring the success of the school system as well as identifying areas for improvement. The strategic plan is reviewed and updated periodically. Decisions made throughout the school year regarding the school system should support the ideals contained in the plan.

The Ozark City School System is focused on preparing students for the future. With all stakeholders working together and putting the interests of the students first, we can accomplish our goals.

STRATEGIC PRIORITY AREAS



Academic Growth and Achievement
College, Career & Workforce Ready
Safe and Supportive
Learning Environments
Highly Effective Employees
ONE Eagle

Ozark City School Board and Superintendent

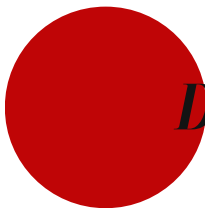
On behalf of the Ozark City School System, I am pleased to present the district's Strategic Plan. Our System's Vision- "To Be the Best Small Town School District Anywhere" is a reflection of a rich tradition celebrated in the Ozark School System and a commitment made by all schools to prepare our students for life beyond the classroom. The system's Strategic Priority Areas document was a collaborative effort put forth by many stakeholders- district leadership, parents, community members, and teaching staff. This plan was built around the components of the Alabama Department of Education's "Alabama Achieves Strategic Plan." During the last few years, the strategic plan has undergone revision to better align it with the Cognia Performance Standards. The current version of the strategic plan includes goals that are designed to build upon the recent accomplishments of the school system.

Mr. Reeivice Girtman, Superintendent



OZARK CITY SCHOOL BOARD:

From left to right: Nicholas Bull, Theresa Locke (Vice Chair), Herman Jackson (Chair), Superintendent Mr. Reeivice Girtman, Larry Hicks, Leslie Reeder



District Data

BUDGETS: **FY 20-** 19,334,141.46 **FY21-** 17,922,224.89
FY22-23- Budgeted Amount- 19,854,539.30

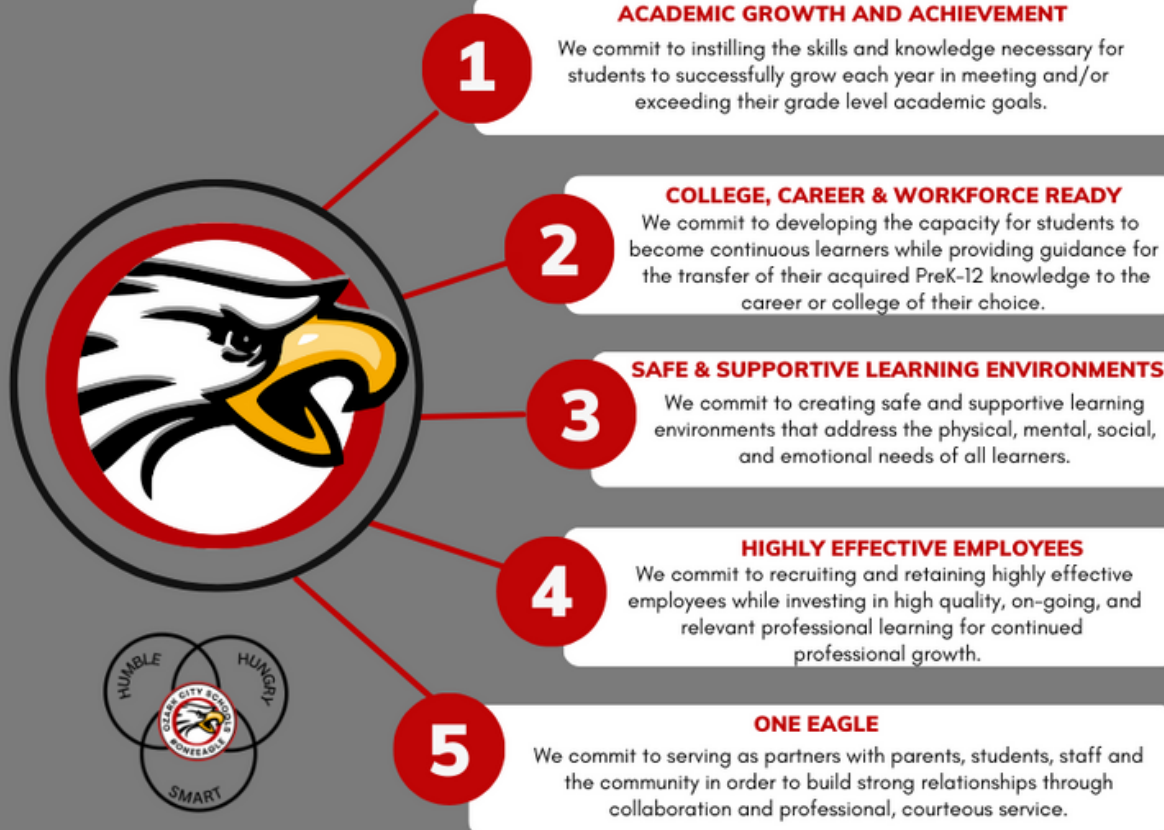


OZARK CITY SCHOOLS

- *USENBY PRIMARY- Pre-K -2*
- *MIXON INTERMEDIATE- 3-5*
- *DA SMITH MIDDLE - 6-8*
- *CARROLL HIGH SCHOOL & CAREER CENTER- 9-12*



Strategic Priority Areas



Mission:

We strive to engage and challenge all learners to succeed through a variety of learning opportunities coupled with highly effective instruction.

Beliefs:

We Believe:

In providing every child high quality education driven by intentional, purposeful, and data-driven instruction.

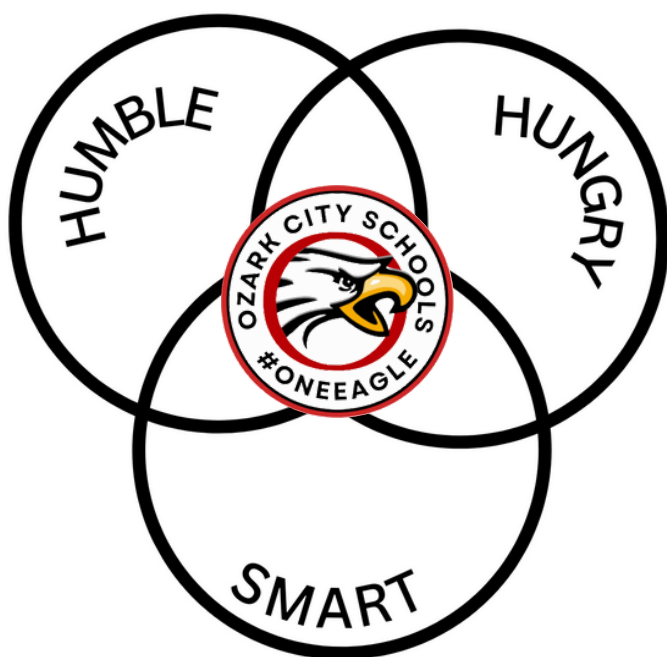
In challenging students through innovative, progressive instruction and programs aimed at preparing students for future success.

In promoting safe schools and the foundational wellness of all learners.

In recruiting, developing, and retaining effective professional educators through opportunities for professional growth, collaboration, and support.

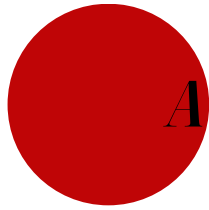
In our motto:
Ozark Needs Everyone

Vision: To become the best small town school district anywhere



The Ideal Team Player

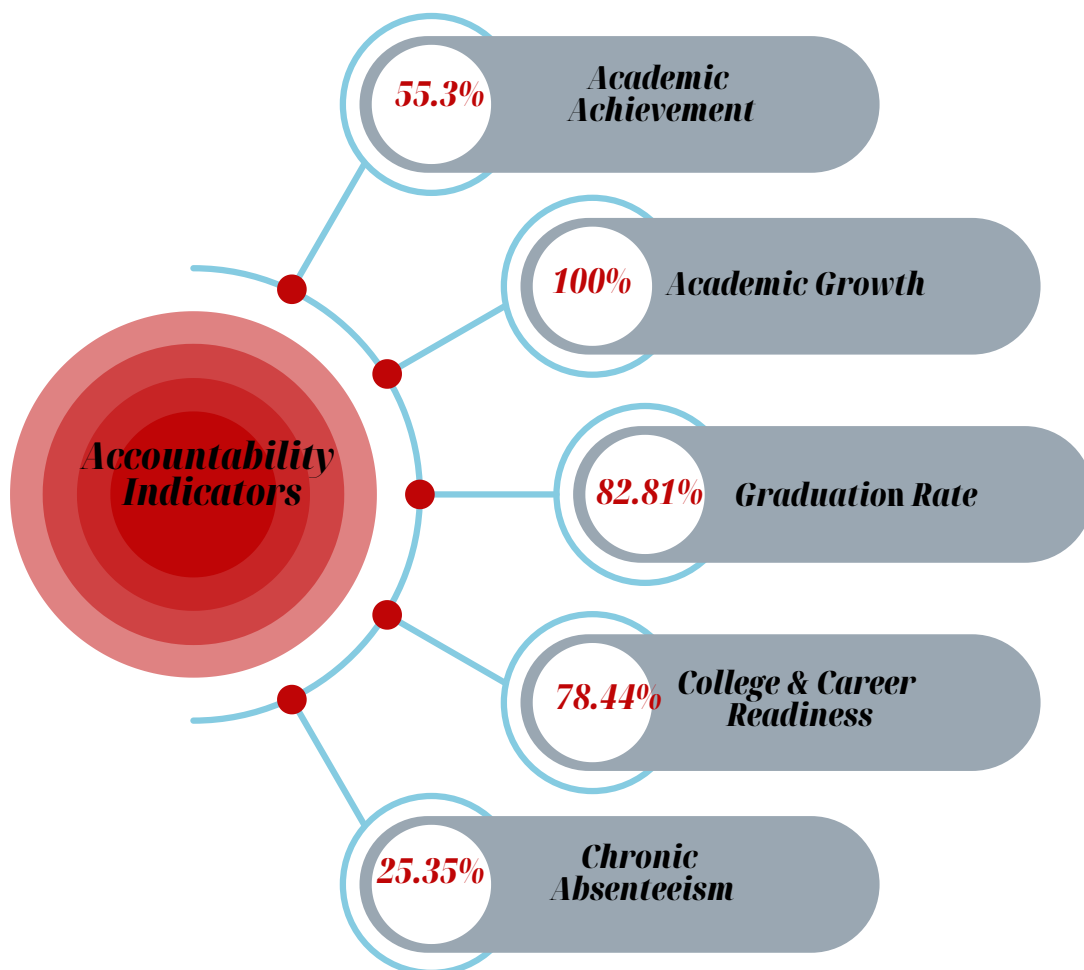
The Ozark City School System has embraced the tenets outlined in the book *The Ideal Team Player* and is using the content as a framework for creating a culture of teamwork within the district. A system leadership team participated in 2 summer retreats that began in 2022 that were focused on the 3 virtues detailed in this book- Humble, Hungry, and Smart (HHS). The superintendent used this graphic during the 2023-24 beginning of the year institute to describe the 3 virtues of HHS and how they directly correlate with our motto of ONE Eagle. All campuses within the Ozark City School System will have this graphic on display as a visual reminder of being a team player and part of the ONE Eagle family.

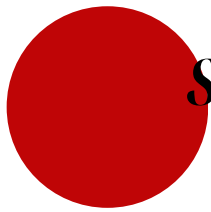


Alabama State Report Card

The goal of the Alabama State Report Card is to provide the public with easy to understand information, to ensure schools are accountable for their data, and to bring about action for the betterment of Alabama's public schools. Act No. 2012-402 of the Alabama Legislature requires an Alabama State Report Card. This report card contains information that includes: Academic Achievement, Growth, Graduation Rate, College and Career Readiness, and Chronic Absenteeism. These areas are reflected on our system's Strategic Priority Areas document.

SYSTEM WIDE GRADE: B 2021-22





Strategic Plan Review & Monitoring Schedule

Timeframe	Annual Recurring Steps Related to Strategic Plan Implementation, Review and Monitoring
August	Beginning of school year assembly for all staff
September	Budget discussion- Meeting regarding Lead Alabama and Strategic Plan Revision
October	Alabama Continuous Improvement Plans (ACIPs) submitted
October-January	Progress Monitoring of Strategic Plan Areas
January	District Leadership Team meeting- beginning of 2 nd semester
Feb.-April	Continue Progress Monitoring of Strategic Plan
End of May	District Leadership Team meeting to discuss progress, determine outcomes for school year and next steps



Strategic Plan Timeline 2019-2024

2018-19

Superintendent began Annual School Performance Reviews
Fire Academy added to CHS Career Program
Moved into new Board of Education facility
New streamlined documents created for school attendance/tardies

2019-20

COVID-19 pandemic began- school was closed beginning March 2020
Alternative school was created
Grant monies received to assist with Covid-19 issues: GEARS, CARES

2020-21

COVID-19 pandemic re-opening plan was distributed to all stakeholders
M-Th (regular school) Fridays-E Learning days
Hired Mental Health Coordinator
Safety Improvements made at schools
Additional dual enrollment classes at CHS

2021-22

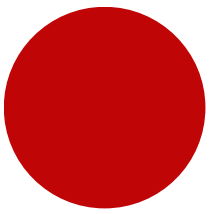
Hired new superintendent
CHS received Cognia STEM recertification
System had 2 District Teachers of the Year
District-wide 1:1 initiative
Hired Technology Integration Coach
Community partnerships established
Learning Walks re-instated

2022-23

Aspiring Leadership Development Program
Plans for DA Smith Career Exploration Center
Increased community partnerships
OCS Leadership Summer Retreat- Prattville
The Ideal Team Player Book Study
Multi-tiered Systems of Supports (MTSS) Year 1

2023-24

Aspiring Leadership Development Program Year 2
Opening of DA Smith Career Exploration Center
Increased community partnerships
OCS Leadership Summer Retreat- Troy University Troy
Continuation of The Ideal Team Player Concept
Multi-tiered Systems of Supports (MTSS) Year 2



Priority 1 Goal

Academic Growth and Achievement



COGNIA KEY CHARACTERISTICS 3- Engagement of Learning and 4- Growth in Learning

Increase reading achievement on local and state assessments.

STRATEGIES:

- Utilize ARI science of reading strategies to impact core K-5 instruction
- Strengthen MTSS framework and implementation at all schools- each year beginning 2022
- Participate in the Alabama Multi-tiered Systems of Support (MTSS) began 2022-23 school year
- Employ interventionists to assist struggling readers- each year
- Increase reading proficiency of K-3 students through the implementation of the Alabama Literacy Act
- Analyze data from formative assessments to adjust instruction and provide appropriate classroom intervention- each year
- Embed ARI suggested strategies for students with special needs (dyslexic, special education, and EL)
- Provide impactful professional development for teachers and administrators- each year
- Conduct monthly school and district walkthroughs to observe instructional practices, student engagement, etc. and provide feedback to teachers- each year
- Establish partnerships between the school system and institutions of higher education - 2022

Increase mathematics achievement on local and state assessments.

STRATEGIES:

- Employ math coaches in the schools to support classroom teachers- hired at LPS & MIS 2022
- Work with AMSTI specialists to provide onsite support, professional learning and resources for our teachers and students, including those with exceptional needs- each year
- Use disaggregated math data to provide targeted professional development for teachers
- Analyze data from formative assessments to adjust instruction and provide appropriate mathematics intervention- continuously- each year

- *Provide impactful professional development for teachers and administrators- each year*
- *Conduct regular school and district walkthroughs to observe instructional practices, student engagement, etc.- each year*
- *Establish partnerships between the school system and institutions of higher education- 2022*
- *Establish a PLC for instructional coaches- will meet monthly with Data Team- 2023*

STRATEGIES:

Increase the graduation rate

- *Provide students with individual counseling for all 4 years of their high school tenure*
- *Offer Virtual Access makeup courses*
- *Attendance in Virtual School for students wishing to take a non-traditional route to receive a diploma*
- *Support and enhance current arts programs in schools*
- *Move to Block Scheduling- (Accomplished during School Year 2022-23)*
- *Career Prep Classes*
- *Increase number of dual enrollment classes*
- *Hire a full-time career coach*
- *Create a Career Exploration Center at DA Smith Middle School (Scheduled Opening Fall 2023)*
- *Begin a community campaign to increase awareness of student attendance (Various social media platforms- You Tube channel, Facebook, school websites, district and school parent call-outs (2023-24 school year)*



3 year Ozark City Schools Proficiency vs. AL avg. Proficiency Scores on ACAP and ACT

*Pink highlights = OCS grade level surpassed or was equal to the state proficiency avg.

Grade	2023 ELA AL	2023 OCS	2022 ELA AL	2022 OCS	2021 ELA AL	2021 OCS
2nd grade	54%	42%	49%	42%		
3rd grade	54%	57%	54%	55%	51%	42%
4th grade	54%	58%	54%	45%	52%	40%
5th grade	56%	54%	47%	29%	46%	41%
6th grade	51%	42%	48%	52%		
7th grade	50%	51%	44%	34%		
8th grade	50%	42%	54%	43%		
ACT High school	30%	23%	29%	24%		26%
Grade	2023 Math AL	2023 OCS	2022 ELA AL	2022 OCS	2021 ELA AL	2021 OCS
2nd grade	48%	41%	45%	40%		
3rd grade	44%	47%	40%	32%	30%	12%
4th grade	35%	35%	31%	27%	24%	10%
5th grade	35%	27%	32%	25%	25%	9%
6th grade	31%	30%	29%	25%		
7th grade	21%	15%	18%	17%		
8th grade	21%	12%	19%	9%		
ACT High school	25%	20%	23%	24%		21%
Grade	2023 Science AL	2023 OCS	2022 ELA AL	2022 OCS	2021 ELA AL	2021 OCS
2nd grade						
3rd grade						
4th grade	41%	37%	39%	29%	34%	21%
5th grade						
6th grade	30%	27%	28%	24%		
7th grade						
8th grade	41%	23%	41%	23%		
ACT High school	33%	28%	31%	29%		27%

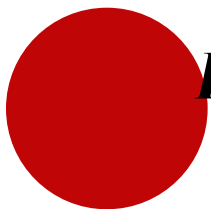
Data Review and Analysis

Students in grades 2-8 are required to participate in the Alabama Comprehensive Assessment Program (ACAP) and the ACT/Work Keys when in grades 10-12 based on their eligibility. Students in grades K-12 are progress monitored using an Alabama State Department of Education (ALSDE) approved research based progress monitoring assessment program. Results from these assessments over the past three years have shown annual growth and improvement for grades 2-8. Improvement levels in English Language Arts (ELA) levels have indicated the most growth, while improvement and growth in the area of mathematics is not as significant, but still rising over the past three years. Results for grades 10-12 have varied showing minor growth and minor declines, but mainly plateauing results over the last three years at the high school level. In the most recent ACAP assessment, data indicate ELA in grades 3, 4, and 7 exhibited scores above the state average and grades 3 and 4 scored about the state average in math. More specifically, 78.3% of the 3rd grade students scored "proficient in reading" based on the Spring 2023 administration of ACAP. This number is 2% above the state average.

Ozark City Schools is committed to increasing the number of students who are considered proficient in reading each year with regards to the Alabama Literacy Act. This act aims to have all students in Alabama reading at a proficient level by the end of their 3rd grade year. In an effort to increase students' reading ability, Ozark City provides a 60 hour research based, intense, Summer Reading Program based on qualifying criteria set forth by the Alabama Literacy Act and Numeracy Act. Qualifying students are supported in their learning throughout the school year with a Student Reading Improvement Plan (SRIP). Strategies being utilized at the elementary level include explicit phonic instruction and monthly data meetings to target individual and classroom focus areas as well as schoolwide concerns. A scientifically based curriculum and personalized learning paths are used to target skills needed for student growth and achievement. Tier 2 intervention strategies are built into the daily schedule. The elementary schools (Lisenby and Mixon) support the teaching staff in using best instructional strategies through the use of targeted coaching cycles via local reading specialists and support from the Alabama Reading Initiative (ARI) and the Alabama Math Science and Technology Initiative (AMSTI). Teachers have either completed or are in the process of completing LETRS and NUMBRS training.

At the secondary level, the following strategies are being utilized to assist students with increasing their growth in math, English, science and reading:

1. ACT Instructional Mastery- This professional development is conducted by ACT and it assists teachers with how to integrate ACT correlated strategies into the core curriculum. Carroll High School has already conducted turn around training on the ACT Instructional Mastery and teachers will implement these strategies throughout the school year.
2. Students will have a designated time during the day called Eagle Time where they will work on online mastery prep in these content areas- math, English, reading, and science. A pathway will be created for students based on their deficit skills and teachers will monitor their progress.
3. Assessments are also being created that align with the ACT.
4. Teachers will participate in school-based professional development related to learning targets, close reading strategies/annotation, and Year 2 of High Quality Questions PD.



Priority 2 Goal

College, Career and Workforce Ready Students



COGNIA KEY CHARACTERISTIC 3- Engagement of Learning

STRATEGIES:

Technology:

- *Provide 1:1 initiative for all students-accomplished 2021-22*
- *Place interactive tv panels in all classrooms- accomplished 2020-21*
- *Update computer charging stations 2021-22*
- *Update firewall and additional antivirus protection 2021-22*
- *Increase bandwidth wireless access points and switches- 2020-2024*
- *Increase technology integration in the classrooms (Employ a technology integration specialist- hired for school year 2021-2022)*
- *Increase usage of Engineering Design Process*

College and Career Ready Standards:

- *Participate in the Alabama State Department of Education College and Career Ready Standards trainings- each year this is offered*
- *Participate in AMSTI and ARI trainings and utilize specialists within the schools- each year*
- *Achieve STEM recertification- Carroll High School and Career Center (Awarded STEM recertification in 20212)*
- *Create additional career academies*
- *Offer Advanced Placement courses in all academic areas*
- *Provide teachers opportunities to attend AP trainings each year*
- *Add more dual enrollment courses*
- *Add STEM teachers in all schools- as of 2023-24 all schools except Mixon Intermediate have a STEM teacher*

Priority 3 Goal

Safe and Supportive Learning Environments



COGNIA KEY CHARACTERISTICS 1- Culture of Learning 2- Leadership for Learning

STRATEGIES:

- Offer several interventions to address tardies and absenteeism- began 2022
- Streamline documents to assist with consistency and work load (Began 2021-22)
- Create COVID-19 guidelines for parents, students and staff (2019)
- Install additional cyber safety mechanisms (BARK (2020), HAPARA)
- Provide leadership training for principals, assistant principals, central office staff, and aspiring administrators within the system (Began Aspiring Principal Leadership Program in 2022 and continuing program in 2023-24 school year)
- Offer Title I Parent Training Sessions- annually at all schools
- Create shared leadership through building leadership teams (all schools) each year
- Continue partnerships with Troy University and Fort Rucker, now Fort Novosel
- Participate in Purple Star School Program- all schools have been awarded the Purple Star School status (2022-23)
- Renovate facility at 231 to become the fully operational site of the Ozark City Board of Education (completed 2018-19)
- Complete renovation projects in schools- update or replace new AC units



Priority 3 Goal

Safe and Supportive Learning Environments Cont.



COGNIA KEY CHARACTERISTICS 1- Culture of Learning 2- Leadership for Learning

STRATEGIES:

- Correct issues on football field (install new drainage system, cut bank (completion 2018-19)
- *Develop an alternative school program (In 2020 an elementary alternative program was housed in Mixon Intermediate School)*
- *Relocate alternative school to facility on Carroll High School Campus (The Eagle Academy- opened in 2021)*
- *Establish a data collection process for each school based on the system's 5 Strategic Priority Areas- 2022-23*
- *Upgrade camera systems at DA Smith and Mixon, add communication radios at all schools, add panic buttons in each office that are connected to 911, install bulletproof glass at reception areas (completed)*
- *Install new and safer interior entrance ways at Lisenby, Mixon, and DA Smith (completed in 2021 & 2022)*
- *Install new metal detectors at DA Smith and CHS- 2023-24*
- *Employ School Resource Officers at all schools- currently (2023) we have 2 SROs who work all 4 schools*
- *Begin book study of The Ideal Team Player and integrate tenets into culture- 2022-23*
- *Incorporate CHAMPS program in all schools- began in 2021-22*



ONE COMMUNITY. ONE EAGLE!

Priority 4 Goal

Highly Effective Employees



**COGNIA KEY CHARACTERISTICS: 1- Culture of Learning
2- Leadership for Learning, 3- Engagement of Learning
4- Growth in Learning**

STRATEGIES:

- *Create a district professional development plan based on the school/system goals- created and updated annually*
- *Expand technology in every school- 1:1 initiative*
- *Add STEM/STEAM teachers to the elementary schools- attained this in 2022-23 school year*
- *Support and enhance current arts programs in schools*
- *Participate in the Alabama Teacher Mentoring Program (ATMP) each year to assist with retention of quality staff (annually)*
- *Increase participation in Advanced Placement classes*
- *Expand dual enrollment opportunities for students*
- *Create partnerships with institutions of higher learning- Troy University, Wallace Community College*
- *Continue providing student-centered programs through career academies and career tech courses*
- *Increase number of math coaches in the system*



Priority 5 Goal

ONE Eagle- Ozark Needs Everyone



COGNIA KEY CHARACTERISTICS: 1- Culture of Learning

STRATEGIES:

- Participated in leadership sessions to create new system vision, mission, and beliefs document
- Participated in the Alabama Communities of Excellence with city of Ozark (2022)
- Participated in School and Community Safety Forum (2022)
- Created district and school expectations documents (2023)
- Continued parent involvement activities at all schools to include: Chalk Talk Parent Trainings, family picnics, Open Houses, Parent Engagement Nights: focused on curriculum, Title I Parent Meetings, et al.
- Provided Phase I of leadership training for aspiring principals based on The Leading Edge model (5 training sessions in 2022-23)
- Began Phase 2 of Aspiring Principal Leadership Program with partner Eufaula City Schools (5 sessions in 2023-24)
- Participated in summer leadership retreats with administrative staff based on the book *The Ideal Team Player*- (Summer of 2022 and 2023)
- Established community partnerships with various business organizations and educational entities
- Created the Ozark City Schools APP as a means of more efficient and accessible communication
- Began discussion regarding the establishment of a ONE Eagle Foundation for Ozark City Schools (school year 2022-23)
- Established ONE Eagle Awards for staff and community recognition (2023-24)
- Focused 2023-24 Beginning of Year Institute on ONE Eagle goal (August 2023)
- Continued Fort Novosel partnership through liaison, Ms. Kozel
- Began monthly parent lunch and learn sessions entitled Coffee, College & Career (2023_



First Recipients of the ONE Eagle Award

Community Recipient (left)
Charlie Harper
President, Commercial Bank

District Recipient (right)
Shelia McLeod
Student Services Director
Ozark City Schools



Projected Goals for 2024-2030