



**2021-2031**

# Strategic Plan Framework

## AGUA FRIA UNION HIGH SCHOOL DISTRICT GOVERNING BOARD MEMBERS

Trey Terry - President   Gina DeCoste - Vice President  
Kristen Acton   Maxine Hill   Vickie Landis  
Mark Yslas - Superintendent



**COMMUNITY OUTREACH**



**CAREER OPPORTUNITIES**



**ACADEMIC SUCCESS**



**WELLNESS &  
CONNECTEDNESS**



**RESOURCE STEWARDSHIP**



DIVERSITY

DETERMINATION

SUSTAINABILITY

OPPORTUNITY

BARRIER ELIMINATION

EQUITY

ACTION

GROWTH

IMAGINATION

PARTNERSHIPS

POSSIBILITY

FOUNDATION

INNOVATION

ACCOUNTABILITY

FUTURE

BALANCE

DREAMS

TEAMWORK

COMMUNITY

INTEGRITY LEADERSHIP

FRAMEWORK

PRIORITY





## TABLE OF CONTENTS

Superintendent's Message.....	2
Governing Board.....	3
Strategic Plan Journey.....	4
New Vision & Values.....	6
Stakeholder Priorities.....	8
Community Outreach.....	9
Career Opportunities.....	14
Academic Success.....	18
Wellness & Connectedness.....	25
Resource Stewardship.....	30
Framework Summary.....	34
Thank You.....	35

# Decade of DREAMS



# Superintendent's Message

The Agua Fria High Union School District belongs to the people in the communities it serves. Our District's boundaries lie within four fast-growing cities: Avondale, Buckeye, Goodyear, and Litchfield Park. The residential, business, and industry growth in this region make our community a vibrant place to be. We are honored to serve the people of the West Valley.

Thanks to the hard work and input from more than 300 community partners, I am excited to share the framework for our *Decade of Dreams*. Based on the feedback from our strategic partners, this 10-year strategic plan is built around three important pillars: Choice, Character, and Community. Our path for educational success is clearly defined. Our Imagineers have articulated their dreams. Our Actioneers have created action steps with measurable benchmarks. Now, our Engineers will get to work to constantly calibrate and modify this working document so it continues to serve as our guide for our ever-changing world.

This strategic plan reaffirms our commitment to working with our parents to develop strong character traits in our teenagers. This plan underscores how critical it is to forge positive relationships with our stakeholders throughout our District and beyond. And most importantly, through academic choice, that we are poised to become the best high school district in the nation!

Our journey has already started and this plan is in motion. Our success will be determined by how well we work together as a community to achieve our *Decade of Dreams*. To do that, we need forward-thinking partners who share our vision and will collaborate with us.

So, let's create it together—right here, right now. I'm all in. Are you?

#MakeItHappen

Strategic Plan  
2021-2031



MARK YSLAS, SUPERINTENDENT





Our goal is to be the best high school district in the nation, and that is only possible by working extensively with our parents and stakeholders. The Agua Fria Union High School District strategic plan represents that collaborative vision for our community to work every day to make that happen.

**Trey Terry**  
**Governing Board President**

The strategic planning process has been a powerful experience for the Agua Fria Union High School District. Through collaboration with District stakeholders, this guided process helped identify our strengths and those areas of improvement that will allow our District to best serve our community. Together, we identified our District's Values and Vision which has defined who we are and who we want to be.

**Gina DeCoste**  
**Governing Board Vice President**



We look forward to building strong relationships with the community we serve. Together, we will raise our students to be contributing members of our society.

**Kristen Acton**  
**Governing Board Member**

Agua Fria Union High School District continues to be innovative. We trust in our families and communities and value their input and feedback in the process of improving and transforming our practices and systems to meet the needs of our students. I am proud to be a part of a district that continues to create choice, craft character, and cultivate community.

**Vickie Landis**  
**Governing Board Member**



Strategic planning with community involvement makes for a better quality of education for all of our students.

**Maxine Hill**  
**Governing Board Member**



*Governing Board*

# Strategic Plan Journey

This strategic plan serves as a roadmap to achieve excellence and shape the future of the Agua Fria Union High School District over the next 10 years. This plan was created from sound research and represents the shared values and priorities of the District's many stakeholders. The journey to gather this feedback started in 2021, and included extensive community outreach and participation in multiple planning workshops, listening tours, and surveys. The plan not only outlines action steps needed to achieve current goals, but also establishes the framework for a culture of continuous improvement. Because education is dynamic and constantly evolving, the strategic plan will be reviewed on an annual basis. Action steps will be added or realigned regularly to ensure initiatives are meeting the ever-changing needs of our students and our community.

The needs of our students and community will always be at the forefront of our planning and decision-making. When the community was asked to share its dream for the District, five priority areas were identified: Community Outreach, Career Opportunities, Academic Success, Wellness & Connectedness, and Resource Stewardship. Through this strategic plan, these foundational tenets will ensure our community's dreams become reality.

This 10-year plan is truly a Decade of Dreams; our stakeholders' dreams of a district that sets the standard of greatness and maximizes the potential of every student.

## Decade of DREAMS **SUPER SATURDAY**

Strategic planning workshop to  
gather community input on  
District goals and needs.

**NOVEMBER 6, 2021**



**December 2021**

## **Established FIVE TENETS**

Key areas of priority established from  
the community's input. Actioneers  
began to research and plan.



## Decade of DREAMS **TERRIFIC TUESDAY**

Workshop to gather community input on strategic plan draft and new Vision statement.

**May 24, 2022**



## **District Rollout**

Shared with staff. Action Step Leads update Chief of Staff at monthly District Council meetings to ensure progress.

**July 2022**



**June 15, 2022**

**STRATEGIC PLAN FRAMEWORK  
GOVERNING BOARD  
APPROVED**

## **State of the District**

Annual communication to all stakeholders that outlines every Action Step completed that year and lists Action Steps for the upcoming school year.

**July 2023**



**Spring 2024**

## **Strategic Planning Workshop**

Gather community input on more District goals and needs to ensure Action Steps remain relevant and timely.



**SCAN ME**

**August 2022**

## **Public Access**

All stakeholders have access to the website and digital tracker that illustrates the status of every Action Step.

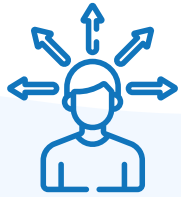


**ARRIVE AT  
DESTINATION  
2031**



# New Vision

The strategic plan should be a reflection of the District's Vision and Values. To truly envision the stakeholders' dreams for Agua Fria Union High School District, extensive community outreach was conducted over a period of several months. Through community events, listening tours, planning workshops, and surveys, the following three words were shared over and over again to describe the future of our District. These three words became the inspiration to develop our vision and core values.



## Choice

We will provide a robust, tailored academic experience that will prepare students for the future of their choosing: whether it is going to college or trade school, running their own business or working for someone, joining a branch of the military or in service to others. Through innovation, options, and flexibility, every family will have academic freedom in choosing a path to post-secondary success.



## Character

We will dedicate time, training, resources, and opportunities to enhance character through professional skills, social emotional learning, advisory, service learning, clubs, arts, and athletics.



## Community

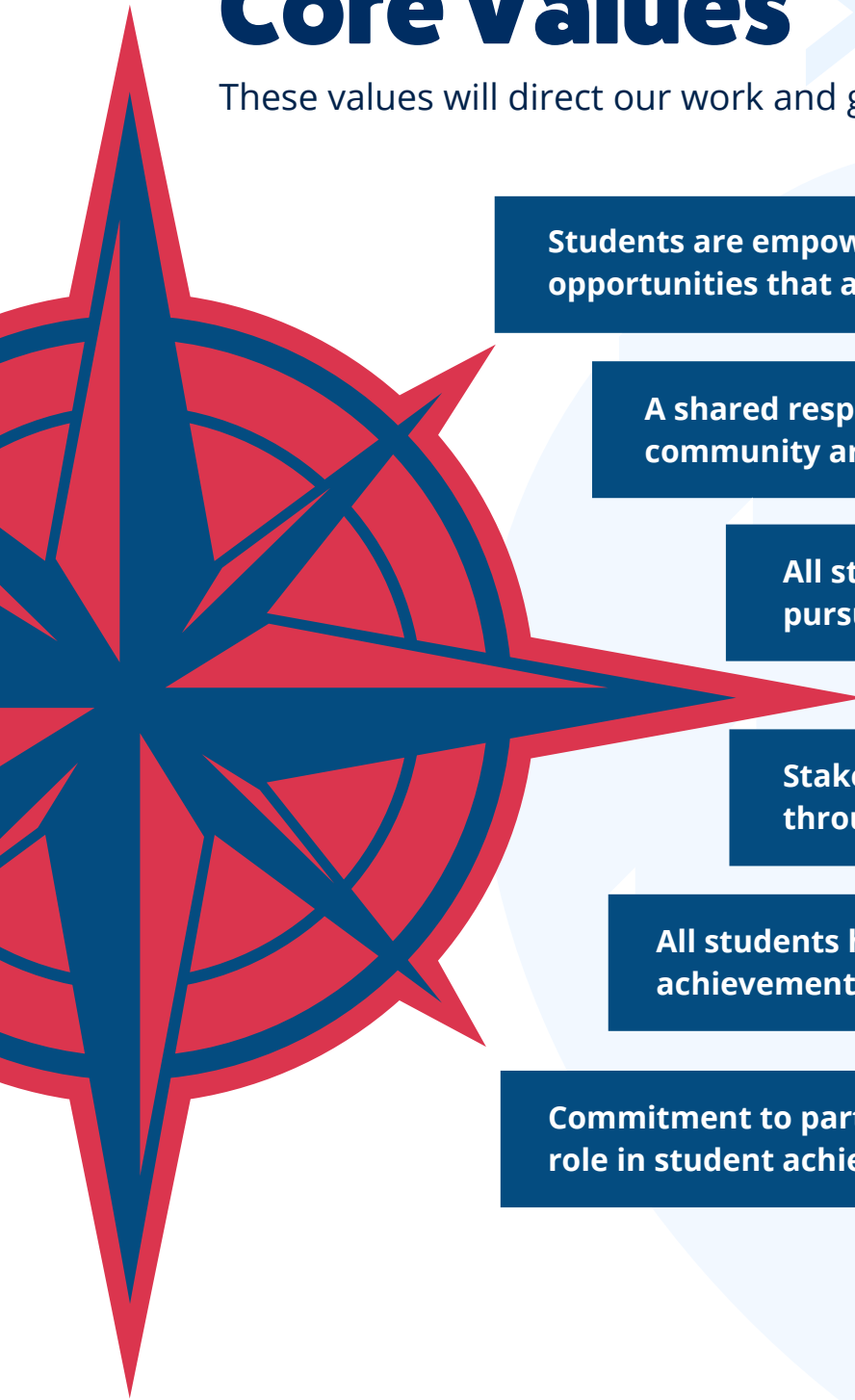
We will continually work to build partnerships, value all stakeholder input, invite collaboration, and serve our community graciously.

**Creating Choice. Crafting Character. Cultivating Community.**



# Core Values

These values will direct our work and guide our decision-making at every level.



Students are empowered to choose, own, and embrace opportunities that align to their individual goals.

**STUDENT  
CHOICE**

A shared responsibility between the District and community are vital to success.

**COMMUNITY**

All stakeholders will demonstrate a relentless pursuit of excellence in achieving goals.

**PASSION**

Stakeholders will continually seek to enhance value through time, talent, and technology.

**INNOVATION**

All students have access and support in pursuit of academic achievement and post-secondary opportunities.

**OPPORTUNITY  
& ACCESS**

Commitment to partnering with families plays an integral role in student achievement.

**PARENTS AS  
PARTNERS**

# Stakeholder Priorities

More than 300 stakeholders, consisting of faculty, students, parents, retirees, members of feeder districts, faith-based organizations, businesses, and government entities, attended our initial strategic planning workshop. They were given the opportunity to share any dreams they had for our District. For people unable to attend the event, we solicited feedback on our website, social media, and email, so they, too, could provide their input. We received more than 1,100 comments, with the majority prioritizing community, careers, academics, wellness, and resources. These five areas became the foundational tenets of this strategic plan framework.



**COMMUNITY OUTREACH**



**CAREER OPPORTUNITIES**



**ACADEMIC SUCCESS**



**WELLNESS & CONNECTEDNESS**



**RESOURCE STEWARDSHIP**



# Community Outreach



Having the support, input, and accountability from the community is critical to ensuring we can successfully build the best academic programs, develop a quality workforce pipeline, and build character through service. In order to achieve excellence, there has to be a shared responsibility between the District, parents, businesses, and community members to educate our students.



## Goals:



1A

### Engagement

Engage with stakeholders by hosting more community events and offering accessible information for all.



1B

### Internships

Increase the number of community partners interested in hosting internships for District students to train the future workforce.



1C

### Community Support

Increase the number of community partners interested in providing support (manpower, funding, resources, etc) to our schools, so we can further develop students as leaders in innovation and create the best high school district in the nation.



1D

### Service Learning

Increase the number of service learning opportunities for all District students to cultivate character and produce the next generation of citizens who will continue to contribute to society.

# Goal: Engagement

## 1A

Engage with stakeholders by hosting more community events and offering accessible information for all.

### COMPLETION DATE:

### ACTION STEPS:

**SY 2022/23**

Update the District website to increase transparency and awareness regarding District news and events.

Lead: Director of Innovative Solutions

**SY 2022/23**

Implement a tool on the District website to increase accessibility to users with disabilities and translation services for non-English speaking families.

Lead: Director of Innovative Solutions

**SY 2022/23**

Deploy a District Mobile App to help disseminate District information and highlight community events.

Lead: Director of Innovative Solutions

**SY 2023/24**

Add one District collaborative event that engages the entire community. Add one event per year until we have three annual events (Summer, Fall, Spring).

Lead: Executive Director of Communication & Strategic Alliances

**SY 2023/24**

Host two annual SITE-BASED events that partner the school with various community vendors/businesses each year.

Lead: Principals





# Goal: Internships

## 1B

Increase the number of community partners interested in hosting internships for District students to train the future workforce.

COMPLETION DATE:

### ACTION STEPS:

SY 2022/23

Host a Districtwide Annual Internship Sponsor Night to attract potential internship sponsors.

Lead: CTE Director

SY 2023/24

Strengthen partnerships with existing businesses on the Career & Technical Education (CTE) Advisory Council by consistently increasing the number of memberships annually, with a minimum increase of 20% in the first two years.

Lead: CTE Director



# Goal: Community Support

## 1C

Increase the number of community partners interested in providing support (manpower, funding, resources, etc.) to our schools, so we can further develop students as leaders in innovation and create the best high school district in the nation.

### COMPLETION DATE:

### ACTION STEPS:

SY 2022/23

Start an Adopt-a-School program to engage community partners for support; add adopting partners each year.

Lead: Executive Director of Communications & Strategic Alliances

SY 2023/24

Host a Strategic Planning workshop every two years, for all stakeholders, to review current priorities and create future action steps.

Lead: Chief of Staff

Community Outreach



# Goal: Service Learning 10

Increase the number of student service learning opportunities for all District students to cultivate character and produce the next generation of citizens who will continue to contribute to society.

## COMPLETION DATE:

## ACTION STEPS:

SY 2022/23

Engage all campuses in one districtwide community service event in our surrounding communities each year.

Lead: Executive Director of Communication & Strategic Alliances

SY 2023/24

Explore needs of local businesses and resident communities that can be remedied through student volunteer opportunities.

Lead: Superintendent





# Career Opportunities



It is imperative that the District prepares all students for postsecondary success through exposure to workforce-focused experiences and authentic opportunities to learn essential employability skills. There are components of excellence among our high schools and Career & Technical Education (CTE) programs, but the systemic infrastructure does not exist consistently across the District to give all students rich opportunities to apply their learning within the community. This gap results in a misaligned and disjointed pipeline for the West Valley's workforce development. Our goal is to establish career academies/pathways, increase internship opportunities, flexible school scheduling options, transportation, and co-curricular academics.

## Goals:



### Career & Technical Education

Ensure all students have access to Career & Technical Education (CTE) courses throughout the District.



### Employability

Strengthen employability standards in all courses to build student workforce skills.



### Career Academies

Establish a career academy or career pathway model districtwide.



# Goal: **Career & Technical Education (CTE)**

## 2A

Ensure all students have access to career and technical education courses throughout the District.

COMPLETION DATE:

### ACTION STEPS:

SY 2022/23

Complete a needs inventory derived from a campus needs survey. Evaluate resources and define program effectiveness for continuing CTE programs as well as potential new CTE programs.

Lead: CTE Director

SY 2022/23

Use Major Clarity program, providing workforce readiness insight for all students to complete an interest inventory.

Lead: Assistant Principals (Advisory)

SY 2023/24

Create routes and supply buses and/or WABs (Activity Bus) to transport students to other campuses or WestMec.

Lead: Director of Transportation

SY 2023/24

Master schedule alignment across campuses to ensure logistical success with student course access and transportation. Pilot of possible 0 and/or 7th hour, and satellite delivery for CTE courses.

Lead: Assistant Principals (Curriculum)



# Goal: Employability

## 2B

Strengthen employability standards in all courses to build student workforce skills.

COMPLETION DATE:

### ACTION STEPS:

SY 2022/23

Implement professional skills training in all courses. Teachers will assess on these standards with consistent District-created rubrics.

Lead: Assistant Superintendent for Teaching & Learning

SY 2022/23

Gather feedback each semester from a minimum of 10 community businesses and the CTE Advisory Council pertaining to job market trends.

Lead: Director of CTE

SY 2023/24

Establish and strengthen community partnerships to increase CTE and professional internship opportunities by 10% each year at every site.

Lead: Director of CTE

SY 2030/31

Increase dual enrollment opportunities for all students by two courses annually, to reach a goal of 15 total courses on each site.

Lead: Assistant Superintendent for Teaching & Learning

Career & Opportunities





# Goal: Career Academies

## 2C

Establish a career academy or career pathway model Districtwide.

### COMPLETION DATE:

### ACTION STEPS:

SY 2022/23

Create the Academy Model needed to rollout 21 unique CTE and Non-CTE academies/pathways in 10 years to provide more academic choice for students.

Lead: Deputy Superintendent of Academics

SY 2022/23

Develop systems, structures, and leadership needed to implement Academy Model.

Lead: Deputy Superintendent of Academics

SY 2023/24

Acquire stakeholder consensus on, and ownership of, the support needed to execute the Academy Model.

Lead: Deputy Superintendent of Academics

SY 2024/25

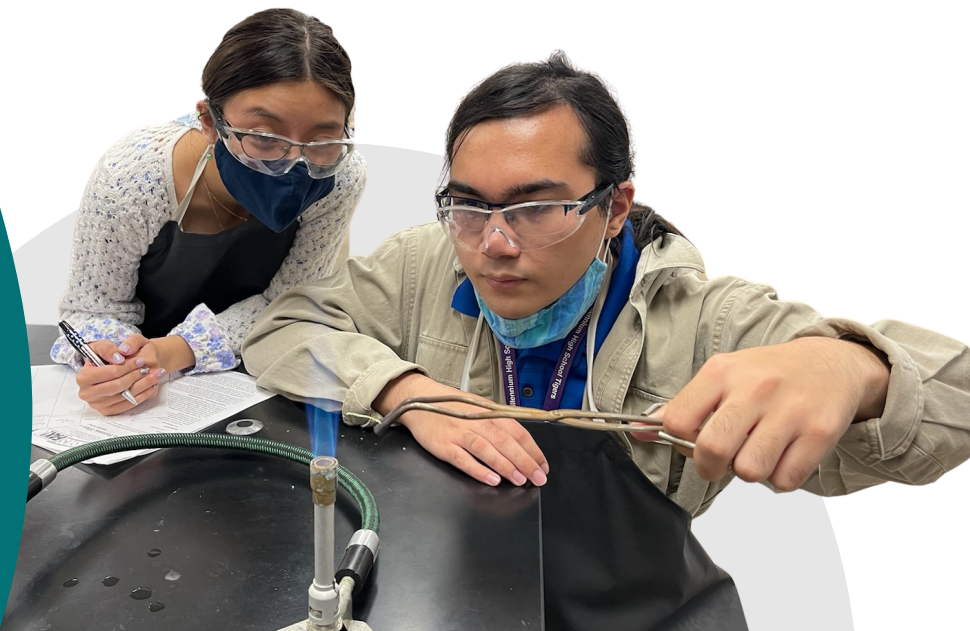
Create a system that measures continuous improvement.

Lead: Deputy Superintendent of Academics



# Academic Success

Academic success is achieved when we foster a culture which supports the highest level of individual success and the pursuit of continuous improvement to our Arizona Accountability System School Letter Grades. This includes access to quality instruction at the course level and key professional life skills necessary for postsecondary success, including the workplace as well as the collegiate level. Students and teachers will engage in lessons that are rooted in academic and career skills while structurally providing reteaching, intervention, multiple opportunities for demonstration of mastery, self-reflection, and clear communication of student progress between key stakeholders: students, parents/guardians, teachers, and administrators.



*Goals:*



## Student Voice

Increase student leadership, voice, and impact in the District's direction.



## Portrait of a Graduate

Incorporate the Portrait of a Graduate (Critical Thinking, Integrity, Communication, Collaboration, and Responsibility) into all elements of the District's academic culture.



## Curriculum

Develop and implement a cycle of continuous assessment and improvement for District Guaranteed & Viable Curriculum (GVC).



## Professional Standards

Develop and implement learning and individualized feedback regarding professional skills.



## Alternative Scheduling

Develop creative scheduling options to increase student access, including school opportunities outside of the traditional school day.



## Intervention & Enrichment

Provide students creative opportunities for reteach and enrichment regarding academic achievement and behavior.

# Goal: Student Voice

## 3A

Increase student leadership, voice, and impact in District and site direction.

COMPLETION DATE:

### ACTION STEPS:

SY 2022/23

Identify key areas for student focus groups and implement a selection process that includes students from all campuses annually.

Lead: Principals

SY 2023/24

Student focus groups will develop goals, and implementation plans, as well as meet quarterly.

Lead: Principals





# Goal: 3B

## Portrait of a Graduate

Incorporate the Portrait of a Graduate (Critical Thinking, Integrity, Communication, Collaboration, and Responsibility) into all elements of the District's academic culture.

### COMPLETION DATE:

### ACTION STEPS:

SY 2022/23

Introduce Portrait of a Graduate, including an interactive website, to all stakeholders.

Lead: Director of Innovative Solutions

SY 2022/23

Define the Portrait of a Graduate for all stakeholders through the implementation of a student-run communication plan that includes various contexts and specific examples.

Lead: Executive Director of Communications and Strategic Initiatives

SY 2023/24

Develop five systematic opportunities for students to connect Portrait of a Graduate characteristics with experiences that include technology, academic coursework, and community events at least once by the end of the school year.

Lead: Assistant Superintendent of Teaching and Learning



# Goal: 3C

## Guaranteed & Viable Curriculum (GVC)

Develop and implement a cycle of continuous assessment and improvement for district Guaranteed & Viable Curriculum (GVC).

### COMPLETION DATE:

### ACTION STEPS:

**SY 2022/23**

Organize and facilitate GVC teams (with course teacher representatives) and create schedule/structure to allow ongoing curriculum writing, revision, and data analysis.

Lead: Assistant Superintendent of Teaching and Learning

**SY 2022/23**

Facilitate GVC teams for all courses (with course teacher representatives) and complete curriculum writing, revision, and data analysis no less than twice a year.

Lead: Assistant Superintendent of Teaching and Learning

**SY 2022/23**

Provide continuous training on GVC, especially with new teachers.

Lead: Assistant Superintendent of Teaching and Learning

**SY 2023/24**

Define a GVC structure and create needs assessment audit of all District courses for key elements.

Lead: Assistant Superintendent of Teaching and Learning

**SY 2023/24**

Organize and facilitate K-12 curriculum articulation with feeder districts. Introduce Major Clarity to feeder school 8th grade classes.

Lead: Assistant Superintendent of Teaching and Learning



# Goal: Professional Standards

## 3D

Develop and implement learning and individualized feedback regarding professional skills.

COMPLETION DATE:

### ACTION STEPS:

SY 2022-23

Teachers will implement Professional Standards as an element within each course.

Lead: Assistant Superintendent of Teaching and Learning

SY 2022/23

District stakeholders will review professional standard rubrics, data, and process annually with documentation of said review.

Lead: Assistant Superintendent of Teaching and Learning

SY 2022/23

Ongoing training regarding implementation and best practices for Professional Standards (internal and/or vendor provided) with documentation of completion.

Lead: Assistant Principal (Curriculum)

Academic Success





# Goal: **Alternative Scheduling**

## 3E

Develop creative scheduling options to increase student access, including school opportunities outside of the traditional school day.

COMPLETION DATE:

## ACTION STEPS:

SY 2022/23

Collect data from no less than 1,000 District stakeholders regarding the type of flexible scheduling they would like to see. Visit schools and talk to administrators, teachers, and students outside of the District who are using an alternative scheduling model.

Lead: [Director of Non-Traditional Programs](#)

SY 2022/23

Draft alternative scheduling options for presentation, discussion, and feedback.

Lead: [Director of Non-Traditional Programs](#)

SY 2023/24

Sites pilot alternative schedule options and provide feedback.

Lead: [Principals](#)

SY 2024/25

Finalize and implement alternative scheduling model.

Lead: [Deputy Superintendent of Teaching and Learning](#)



# Goal: **Intervention & Enrichment**

## 3F

Provide students creative opportunities for reteach and enrichment regarding academic achievement and behavior as part of the Response to Intervention (RTI) program.

### COMPLETION DATE:

### ACTION STEPS:

**SY 2022/23**

Investigate effectiveness of current intervention and enrichment models that allow for small group reteach and enrichment at each campus.

Lead: [Principals](#)

**SY 2022/23**

Improve capacity of the digital RTI system that students use to sign up for available intervention and enrichment.

Lead: [Executive Director of Technology](#)

**SY 2023/24**

Define and develop metrics to measure effectiveness of RTI program.

Lead: [Director of Innovative Solutions](#)

**SY 2023/24**

Review Key Performance Indicators (KPIs) annually for RTI system from previous year to make adjustments and improvements for upcoming year.

Lead: [Director of Innovative Solutions](#)

**SY 2023/24**

Implement new and improved RTI model following research and design process.

Lead: [Director of Innovative Solutions](#)



# Wellness & Connectedness



Students and staff must have the ability to thrive, not only within the school environment, but also in their personal lives. Competencies for social, emotional and physical well-being, combined with a safe learning environment, will promote student learning and highly engaged teachers.



## Goals:



4A

### Social Emotional Wellness

Provide resources and programs that support students' social, emotional, and mental wellness.



4B

### Connectedness

Provide opportunities that will improve relationships and experiences so that students, staff, and families feel more connected.



4C

### Physical Wellness

Explore, implement, and educate on topics and opportunities that will improve the physical well-being of students and staff.



4D

### Safety

Formalize the process of ensuring campus safety through thorough assessments of safety mechanisms.



# Goal: Social Emotional Wellness

## 4A

Provide resources and programs that support students' social, emotional, and mental wellness.

### COMPLETION DATE: ACTION STEPS:

SY 2022/23

District will partner with Billy's Place, a nonprofit organization that provides resources for grief support. Billy's Place will also provide staff training that will allow student services staff to run grief groups on the campus.

Lead: Student Services Coordinator

SY 2022/23

District will work with school sites to develop a social emotional learning (SEL) plan that supports all campuses and ensures alignment with strategic plan and a Portrait of a Graduate.

Lead: Student Services Coordinator

SY 2023/24

District will contract with an online therapy platform to provide counseling services to students that need more intensive support or supplemental support.

Lead: Student Services Coordinator



# Goal: Connectedness

## 4B

Provide opportunities that will improve relationships and experiences so that students, staff, and families feel more connected.

### COMPLETION DATE:

### ACTION STEPS:

SY 2022/23

Modify current advisory model to promote increased engagement from both staff and students.

Lead: Executive Director of Student Services

SY 2022/23

Increase RTI/club options that center on connectedness with peers.

Lead: Athletic Director

SY 2023/24

Connect with the community for health-related low cost offering events such as clinics or sports physicals.

Lead: Athletic Director

SY 2023/24

Student Support Specialists will develop Standard Operating Procedures (SOP) that will be consistent among all sites.

Lead: Executive Director of Student Services

SY 2023/24

Increase District family (and student support system) engagement, awareness, and knowledge through events, surveys, and resource training.

Lead: Executive Director of Student Services



# Goal: Physical Wellness

## 4C

Explore, implement, and educate on topics and opportunities that will improve the physical well-being of students and staff.

COMPLETION DATE:

## ACTION STEPS:

SY 2023/24

Research and implement intramural athletic programs to provide more athletic opportunities for students.

Lead: Executive Director of Student Services

SY 2022/23

District staff will educate families on the Free & Reduced program benefits through parent education nights, social media, school newsletters, and other identified pathways.

Lead: Director of Food Services

SY 2022/23

Encourage healthier eating habits by increasing food options, providing accessibility to nutrition facts, and researching bell schedules that would increase lunch time.

Lead: Director of Food Services





# Goal: Safety

## 4D

Formalize the process of ensuring campus safety through thorough assessments of safety mechanisms.



### COMPLETION DATE:

### ACTION STEPS:

SY 2022/23

Continuity of Operations Plan will be developed and formalized by the Safety Department.

Lead: Director of Campus Safety and Security

SY 2022/23

Receive certification by the National Association of School Resource Officers for campus safety measures.

Lead: Director of Campus Safety and Security

SY 2022/23

Install, maintain, and annually review safety and security infrastructures including alarms, fencing, security cameras, and other equipment and building measures.

Lead: Director of Campus Safety and Security

SY 2022/23

Refine and increase professional development in student character building and decision making practices.

Lead: Assistant Principal (Safety)

SY 2022/23

Add one additional Campus Security Monitor to each campus.

Lead: Director of Campus Safety and Security



# Resource Stewardship



Human Resources, fiscal responsibility, facilities, and technology all play a key role in creating an environment conducive to student success. Hiring the best qualified teachers and staff, ensuring sufficient and appropriate financial resources, and allocating funds based on the District Vision and Strategic Plan are areas we are committed to. Additional priorities include maintaining a safe and clean learning environment, and providing access to a high-quality technology network and supporting devices.

## Goals:



### Human Resources

Implement strategies to recruit and retain high-quality employees.

5A



### Fiscal Responsibility

Develop, manage, and streamline systems to leverage financial resources effectively.

5B



### Facilities & Technology

Evaluate and improve infrastructure to increase operational efficiency.

5C



# Goal: **Human Resources**

## 5A

Implement strategies to recruit and retain high-quality employees.

### COMPLETION DATE:

### ACTION STEPS:

SY 2022/23

Perform compensation and benefits review and survey staff for District culture and climate review annually.

Lead: Assistant Superintendent of HR

SY 2022/23

Conduct exit interviews within two weeks of separation from the District and use feedback annually to drive improvement.

Lead: HR Director

SY 2022/23

Provide a professional wellness counselor as part of the District's benefits program to all employees. This program will be reviewed annually based on survey and usage data.

Lead: Assistant Superintendent of HR

SY 2022/23

SY 2023/24

SY 2024/25

Create "Grow-Your-Own" mentorship programs.

- Leadership Cadre for emerging administrators in the District
- Teacher Preparation Program for paraprofessionals
- Teacher Preparation Program for students

Lead: Assistant Superintendent of HR

SY 2024/25

Develop data sources including a human resources dashboard with key performance indicators (KPIs) to inform recruitment efforts and maximize the return on investment.

Lead: HR Director



# Goal: **Fiscal Responsibility**

## 5B

Develop, manage, and streamline systems to leverage financial resources effectively.

### COMPLETION DATE: **ACTION STEPS:**

SY 2022/23

Develop and implement a sustainable budget that assures appropriate cash reserves and maximizes resources.

Lead: Executive Director of Finance

SY 2022/23

Educate stakeholders on District finances and allocation of resources to include community meetings and website or finance dashboard postings.

Lead: Executive Director of Finance

SY 2022/23

Collaborate with strategic professional organizations including AASBO, ASBA, and ASA on initiatives to support increased funding for public education.

Lead: Executive Director of Finance

SY 2022/23

Provide strategic and ongoing staff development and cross-training on financial system processes.

Lead: Finance Manager

SY 2023/24

Provide an informational site or dashboard to ensure transparency.

Lead: Executive Director of Finance

SY 2023/24

Seek non-traditional revenue sources.

Lead: Executive Director of Finance





# Goal: **Facilities & Technology**

## 5C

Evaluate and improve infrastructure to increase operational efficiency.

### COMPLETION DATE:

### ACTION STEPS:

SY 2022/23

Ensure facilities that are safe, clean, and operate efficiently through preventative maintenance and timely repair to be evidenced by the annual capital plan and preventative maintenance report.

Lead: [Director of Facilities and Maintenance](#)

SY 2022/23

Develop and implement a long-range Technology Master Plan.

Lead: [Executive Director of Technology](#)

SY 2022/23

Increase efficiency to reduce electricity, water, and gas usage. Establish a monitoring and reporting process for energy and water consumption by site and districtwide, with a goal of reducing consumption by 5% in the first fiscal year.

Lead: [Director of Field Operations](#)

SY 2022/23

Operate and maintain a safe, high-quality, and appropriately-sized school bus fleet.

Lead: [Director of Transportation](#)

SY 2023/24

Establish a robust network infrastructure that provides internet connectivity that supports the requirements of modern digital learning which will meet or exceed FCC established bandwidth recommendations.

Lead: [Executive Director of Technology](#)

SY 2023/24

Develop and implement a long-range Facilities Master Plan.

Lead: [Deputy Superintendent of Operations](#)



# Strategic Plan **FRAMEWORK SUMMARY**



## Community Outreach

- Engage with stakeholders by hosting more community events and offering accessible information for all.
- Increase the number of community partners interested in hosting internships for District students to train the future workforce.
- Increase the number of community partners interested in providing support (manpower, funding, resources, etc) to our schools, so we can further develop students as leaders in innovation, and create the best high school district in the nation.
- Increase the number of Student Service Learning Opportunities for all District students to cultivate character and produce the next generation of citizens who will continue to contribute to society.



## Career Opportunities

- Ensure all students have access to career and technical education courses throughout the District.
- Strengthen employability standards in all courses to build student workforce skills.
- Establish a career academy or career pathway model districtwide.



## Academic Success

- Increase student leadership, voice, and impact in the District's direction.
- Incorporate the Portrait of a Graduate (Critical Thinking, Integrity, Communication, Collaboration, and Responsibility) into all elements of the District's academic culture.
- Develop and implement a cycle of continuous assessment and improvement for District Guaranteed & Viable Curriculum (GVC).
- Develop and implement learning and individualized feedback regarding professional skills.
- Develop creative scheduling options to increase student access, including school opportunities outside of the traditional school day.
- Provide students creative opportunities for reteach and enrichment regarding academic achievement and behavior.



## Wellness & Connectedness

- Provide resources and programs that support students' social, emotional, and mental wellness.
- Provide opportunities that will improve relationships and experiences so that students, staff, and families feel more connected.
- Explore, implement, and educate on topics/opportunities that will improve the physical well-being of students/staff.
- Formalize the process of ensuring campus safety through thorough assessments of safety mechanisms.



## Resource Stewardship

- Implement strategies to recruit and retain high-quality employees.
- Develop, manage, and streamline systems to leverage financial resources effectively.
- Evaluate and improve infrastructure to increase operational efficiency.



# THANK YOU!

Collaboration with the community is vital to our success. I am truly grateful that so many people were willing to invest their time, experience, and energy into making our District the very best. Not only did hundreds of stakeholders share their input, but 19 incredible faculty members volunteered to be my Actioneers, and spent countless hours clearly defining our *Decade of Dreams*. I could not have asked for a better team to help create this strategic plan. Between stakeholders and Actioneers, it truly was a Dream Team. Together we will continue to [#MakeItHappen](#).

*Rachel Gross*

Chief of Staff

## AFUHS ACTIONEERS

Autumn Daniels - Principal, AFHS  
Becky Breitwieser - Teacher on Special Assignment  
Cassie Hardge - Assistant Principal, CVHS  
Cyndi Messieha - Assistant Principal, DEHS  
Delsey Olds - Instructional Coach, VHS  
Joe Werner - Curriculum Specialist  
Julie Jones - Assistant Superintendent of HR  
Kristen Tiffany - Assistant Principal, AFHS  
LaToya DeJesus - Assistant Principal, MHS  
Lauren Owens - Director of Innovative Solutions  
Luke Allpress - Tech Integration Specialist  
Megan Griego - Ex. Director of Communications & Strategic Alliances  
Micaella Butterfield - Curriculum Specialist  
Nate Showman - Principal, VHS  
Nichole Bundy - Principal, MHS  
Phillip Nowlin - Deputy Superintendent of Academics  
Rachel Gross - Chief of Staff  
Sean Smith - Data Scientist  
Tamee Gressett - Executive Director of Student Services  
Tom Huffman - Deputy Superintendent of Operations

350+

STAKEHOLDER  
ATTENDEES

2

COMMUNITY  
WORKSHOPS

SERVING  
9,300+

STUDENTS

20

ACTIONEERS

12

ACTIONEER  
STRATEGY  
SESSIONS

5

COMPREHENSIVE  
HIGH SCHOOLS







A *Family* OF HIGH SCHOOLS



AGUA FRIA HS



CANYON VIEW HS



DESERT EDGE HS



MILLENNIUM HS



VERRADO HS

CREATING CHOICE. CRAFTING CHARACTER. CULTIVATING COMMUNITY.

#MakeItHappen



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