



**SEDONA-OAK CREEK  
UNIFIED SCHOOL DISTRICT**

## **Strategic Plan 2021-2024**

### **One District - One Team**

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# Introduction

This strategic plan, *One District - One Team*, details the guiding philosophies, priorities, and goals for the Sedona-Oak Creek Unified School District. The plan guides the work of the school system and engages the community to improve student achievement and optimize human, fiscal, and programmatic resources to meet the needs of students. Primarily, the strategic plan provides the framework to ensure that the work of the school system is data driven and clearly focused on student success. The Sedona-Oak Unified Creek School District takes seriously their charge to ensure the success of all of our community's children, while they are students in our schools and after graduation as they pursue post-secondary studies or career aspirations. The Strategic Plan outlines initiatives, programs, and services focused to ensure the school district's mission. Strategic planning provides a variety of purposes in school districts, including:

1. Clearly defining the purpose of the organization and establishing realistic priorities, goals, and objectives consistent with that mission in a defined time frame and within the organization's capacity for implementation.
2. Communicating those goals and objectives to the school system's constituents.
3. Developing a sense of ownership of the plan.
4. Ensuring the most effective use is made of the organization's resources by focusing those resources on key priorities.
5. Providing a base from which progress can be measured and establishing a mechanism for informed change when needed.
6. Listening to everyone's opinions in order to build consensus about where the organization is going. Progress toward the achievement of goals related to the strategic plan's key priorities will be reviewed annually. Modifications will be made to respond to current trends, availability of resources, and changing district emphases as defined by the Governing Board.

## Strategic Plan Development History

A representative community team was identified to facilitate the development of the original *One District - One Team* strategic plan goals and objectives during the 2017-2018 school year. We appreciate the valuable contributions of those community members. In sustaining the plan, review is conducted with insight from each school's Site Council, Student Council, Leadership Teams, Faculty, and the Governing Board with attention to changing family and community needs.

# Philosophy

The strategic plan was developed using the High Performance Model designed by the Partnership 4 Excellence, LLC. The High Performance Model helps education organizations become leaders of their own learning. It is a blueprint for success. The blueprint involves the development of an organization's strategic plan, which is built around ongoing thorough assessment of internal processes and capabilities. The model addresses the interconnectedness of all factors, internal and external, that will influence the journey along the path to high performance excellence. The High Performance Model incorporates the philosophy and principles of quality management. It combines research, philosophy, and understandable processes to assist all levels within education organizations. The model, based on a comprehensive framework of four drivers, Leaders at all Levels, Core Values, Customer Focus, and System Thinking, assists organizations in reaching consensus on defining overarching goals, determining the means for achieving them, establishing the metrics for measuring success, and developing the follow-up strategies for continued assessment and implementation of the strategic plan. It helps a district align its vision and mission with priorities, goals, and measures at all levels from the classroom to the district.



This model emphasizes the ability of the district to adjust and assess strategies and tasks annually. This assessment is based on the development of a data-driven culture for decision-making.

The High Performance Model printed in this strategic plan with permission from The Partnership 4 Excellence, LLC.

# Sedona-Oak Creek Joint Unified School District #9

## VISION

Sedona-Oak Creek Unified School District promotes

- ✓ **Relationships**
- ✓ **Relevance**
- ✓ **Rigor**
- ✓ **Results**

In a unified effort to provide all students a solid foundation in academic, social, and workplace skills

## MISSION

**Sustain a highly qualified staff** by supporting professional development opportunities.

**Achieve the delivery of a quality, challenging curriculum** that promotes lifelong learning and prepares all students to be successful in an ever-changing global society.

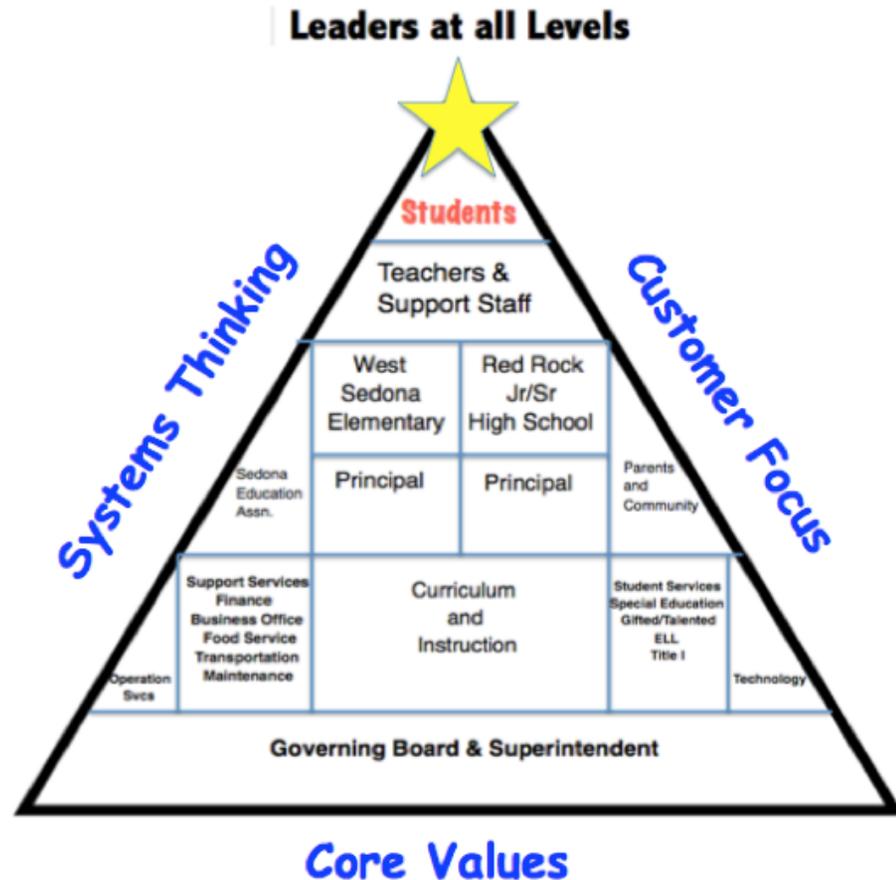
**Foster an educational culture** that creates high academic expectations for all stakeholders.

**Engage students, parents, staff and community members** in open communication to support all students.

## Core Values

In Sedona-Oak Creek Unified School District  
We believe in...

- Integrity of Word and Action
- Social, Emotional, and Physical Safety for All
- Professionalism
- Personal Responsibility



# SOCUSD Priorities and Goals

Early in the current administrative tenure, the Strategic Development Team was charged with seeking recommendations from a broad network of community members. Over a period of several months, committee members carefully reviewed the input and established goals and objectives. The superintendent tied these goals and objectives to 5 District Priorities. This compass served District planning well as it directed planning for the three years of the initial plan. The current plan update is intended to assess accomplished goals, sustain them, and add new initiatives indicated by data, innovation, and stakeholder input.

## Priority #1: High Student Achievement

**Overarching Goal/Purpose:** Develop **and/or sustain** a strong educational program to maximize the academic achievement and personal growth of every student

### Objectives:

- 1.1 Address the educational, social, emotional, and physical needs of all students
- 1.2 Nurture connection between home and school
- 1.3 Encourage early childhood education programs
- 1.4 Design and deliver consistent, relevant, and rigorous curriculum in every subject in every grade level
- 1.5 Enhance and sustain enrichment opportunities for diversity in learning
- 1.6 Create a success-oriented school culture that includes both college-preparatory and career-direct options

## Priority #2: Positive, Safe and Healthy Environment

**Overarching Goal/Purpose:** Develop **Sustain** a positive culture throughout the District in order to promote social, emotional and physical safety and a healthy environment.

### Objectives:

- 2.1 Cultivate and maintain a positive school culture for students, staff, and stakeholders (social, emotional culture)
- 2.2 Ensure safe physical environments at every campus with systemic procedures, training, and monitoring (safety systems)
- 2.3 Promote a healthy organizational environment through wellness programs & partnerships (student & personnel wellness)

### **Priority #3: Highly Performing and Supported Staff**

**Overarching Goal/Purpose:** Promote continuing staff excellence and support their needs to ensure academic success for all students

**Objectives:**

- 3.1 Recruit and retain highly effective personnel
- 3.2 Nurture positive and collaborative work environment
- 3.3 Provide relevant and targeted professional development opportunities
- 3.4 Sustain mentorship program and cultivate shared leadership opportunities

### **Priority #4: Effective Communication**

**Overarching Goal/Purpose:** Develop **and/or Sustain** effective communication systems that ensure operational efficiency, stakeholder involvement and satisfaction, and positive public perception of district educational programs

**Objectives:**

- 4.1 Systematize internal communications to support district cohesion, efficiency, and culture of core values (information)
- 4.2 Systematize and enhance external communications to promote stakeholder participation and satisfaction (participation)
- 4.3 Cultivate student-oriented community partnerships (partnership)
- 4.4 Promote district pride through formal and informal marketing communications (PR)

### **Priority #5: Effective Use of Resources**

**Overarching Goal/Purpose:** Increase operational efficiency and district funding resources

**Objectives:**

- 5.1 Maximize use, efficiency, and accountability for District physical facilities and academic resources
- 5.2 Manage human resources to maximize employee support, communication, productivity, and effectiveness
- 5.3 Provide District budget community education and outreach, transparency, compliance, and long-range planning
- 5.4 Develop revenue sources in addition to state/federal funding
- 5.5 Prioritize services to support academic achievement

# Priority 1: High Student Achievement



**Overarching Goal/Purpose: Develop a strong educational program to maximize the academic achievement and personal growth of every student**

**Objectives (measurable steps):**

- 1.1 Address the educational, social, emotional, and physical needs of all students
- 1.2 Nurture connection between home and school
- 1.3 Encourage early childhood education programs
- 1.4 Design and deliver consistent, relevant, and rigorous curriculum in every subject in every grade level
- 1.5 Enhance and sustain enrichment opportunities for diversity in learning
- 1.6 Create a success-oriented school culture that includes both college-preparatory and career-direct options

Note: Curricular mapping and benchmark assessment accreditation actions are included here. Teacher mentorship is included in the action plan for Highly Performing and Supported Staff.

**1.1 Address the educational, social, emotional, and physical needs of all students**

Action/Status	Lead & Team	Timeline	Resources	Evaluation	Notes
Provide certified counselors at each school  <b>Goal Accomplished; Sustaining.</b>	Site Administrators, Finance Director, and Student Support Services/Special Education Director	Identify funding sources through the spring budget process, recruit/retain personnel for contract issuance. FY19, FY20, FY21	M&O allocations, research potential grant funding	Annually	Counselors to take leadership role in social/emotional education initiatives, social/emotional student support, Crisis Team, and Anti-bullying/Kindness programming.
Provide a health aide/nurse at each school	Site Administrators, Finance Director, and Student Support	Identify funding sources through the spring budget	M&O allocations, research potential grant funding	Annually	School Nurse/Health Aide to take leadership role in Wellness

Turnover: position at WS recently posted.	Services/Special Education Director	process, recruit/retain personnel for contract issuance. FY19, FY20, FY21			Committee, school/district health initiatives, and student screenings
Implement SEI classes, ILLPs, and Technology- based language acquisition for ELL students Ongoing	Site Administrators, Curriculum Director, ELL Coordinator, classroom teachers	Ongoing; Targeted Improvement FY19 and FY 20  Data suspended during COVID	SEI & Title III funding, M&O allocations	Quarterly ILLP progress reports, Annual SEI/ELL data, Targeted Improvement data	Research additional intervention programs and scheduling options, provide specific PD to classroom teachers, increase instructional accountability with targeted student achievement goals
Establish McKinney-Vento supports for homeless/foster students Sustaining Program	District McKinney-Vento Liaison, Site Administrators, (others, as needed)	Ongoing	Title I set-aside, community partnerships (Food Bank, churches, Sedona Area Homeless Alliance, etc.)	Ongoing/Annually, program whole and case-by-case basis	Provide PD about McKinney-Vento to all staff, perform community outreach
Develop multiple levels of Special Education placement and processes to address a full range of student needs.  Ongoing	Site Administrators, Student Support Services/Special Education Director, Curriculum Director	Research master scheduling and student IEP needs to provide for a Level B (50% of day/core content self-contained) classrooms FY19; Research personnel assignments and schedules for efficiency and effectiveness FY19, implementation of multi-tiered Special Education support FY20; Targeted Improvement FY19 and FY20	IDEA funding, M&O allocations	Annual Special Education achievement data, IEP goal data, student needs data, Targeted Improvement data	Provide PD for general education teachers on differentiation strategies for Special Education students; provide PD for paraprofessionals; provide PD for CPI training for relevant staff IEP/504 processes PD and training provided through West Ed 2019 - training ongoing.

Implement Benchmark testing in English, Math, and Science (DIBELS, Galileo, STAR Reading and Math, AZELLA) to assess student academic needs and aide in data-driven decision-making Sustaining implemented benchmark assessment.	Site Administrators, Curriculum Director, ELL Coordinator, Student Services/Special Education Director, and classroom teachers	Pre-Test, Mid-Year, and Post-Test for benchmarking; ongoing/quarterly formative testing	M&O funding	Quarterly/Annual achievement data; Statewide achievement comparison data; Data-based instructional SMART goals (teacher evaluation)	Ongoing PD for teachers on accessing and utilizing achievement data to drive instruction; Interventions determined by student needs/achievement data; Use of district achievement data to inform Targeted Improvement goals and progress
Change SRR schedule to 7 period day/Adjust elementary to address learning loss.	Curriculum Director, school principals	July 2021-2022	M & O	Teacher, Parent, and other Feedback	Complete
Hire mental health counselor	HS Principal	July 2021-2022	Esser/COVID funding	New counselor evaluation protocol	Complete

## 1.2 Nurture connection between home and school

Action	Lead & Team	Timeline	Resources	Evaluation	Notes
Provide online access from home for parents and students to English and Math	Technology Director, Curriculum Director, and classroom teachers	Research tech requirements/ procedures for uploading student	Online curriculum platforms for ELA and Math (K-12) included at no cost for 6-year	Mid-year and Annual review of implementation beginning FY20;	Provide online curriculum PD for classroom teachers; provide training for

curriculum COVID accelerated this achievement. 1 to 1 Chromebooks plus Google Classroom		data to online curric. platforms FY19; Auto-upload student data to platforms - full implementation FY20 and FY21	contracts ending FY22; identify funding sources for FY22 and beyond.	include effectiveness/ usefulness of online curriculum on FY20 Parent Survey for feedback	parents at Title I night
Engage in increased implementation of digital communications	Site Administrators, Communications/ Director of Operations, site secretarial staff, classroom teachers	Ongoing	PowerSchool (auto-calls, text messaging, email), Social Media, online curriculum platforms	Include effectiveness/ usefulness of digital communication on FY19 Parent Survey, Research market reach/efficiency of digital communication platforms	Provide PD for implementation of digital communication to staff; provide training for parents on accessing digital communication platforms
Develop and host Hispanic community information night	Site Administrators, District Translator, ELL Coordinator, Counselors	Annually	SEI/Title III funding, community partnerships (SFD, SPD, etc.)	Attendance Data, Attendee feedback form, Include effectiveness/ usefulness of Hispanic Community Information Night on Title I Parent Survey	Research community resources, provide information about language acquisition programs (adult & student), intervention programs
Title 1 parent informational forum	Administrative Team (site admin, curriculum, ELL, Special Education, Transportation, Food Service)	At least once annually	Title I funding, community partnerships	Attendance Data, Attendee feedback, Title I Parent Survey	Enrichment Fair for introduction of clubs, extracurricular activities, interventions, etc.; parent training on accessing digital curriculum and communication platforms
Back to School Kick-off Events (Registration,	Administrative Team (site admin, curriculum, ELL,	July (prior to school starting), beginning FY20; continuing	Programs and services information, student schedules,	Attendance data, enrollment/registration completion data,	A comprehensive enrollment/registration event with all school

information, etc.)	Special Education, Transportation, Food Service), counselors	annually	Research online registration platforms FY19 for implementation FY20;	accounting of Free/Reduced Lunch Program applications, accounting of school fees paid	information provided and “housekeeping” documentation/fees completed prior to school starting
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**1.3 Encourage early childhood education programs**

Action	Lead & Team	Timeline	Resources	Evaluation	Notes
Expand Sedona Integrated Preschool	WS Site Administrator, Student Support Services/ Special Education Director, Preschool Teacher	Research expansion opportunities for integrated preschool/ conduct Child Find outreach FY19; increase marketing for new FY20 school year; add staff as needed	IDEA funding and M&O allocations	Annually evaluate effectiveness of staff; regularly progress monitor students (with and without IEPs); Attendance data; Title I Parent Survey	Perform screenings, partner with local medical providers, identify preschool students with disabilities, ensure program is running with optimal effectiveness and efficiency
Partner with Rotary and Imagination Library (Birth to 5 literacy)	Site Administrators	Annually	Partnership with Rotary	Research ways to increase partnership and outreach for Imagination Library	Allow Rotary to present Imagination Library/set up informational table at Open Houses and parent nights
Support HeadStart and utilize opportunities for extended resources <i>See updated goal below.</i>	WS Site Administrator	Ongoing; FY19 research shared service opportunities to bridge HS students to WS Kindergarten	Partnership with HeadStart	Ongoing	Research ways to engage HS students/families in bridge activities to increase/secure enrollment at WS (HS/ Kinder only family night, Kinder for a day, etc.)

Implement Child Find protocols	Student Services/ Special Education Director, ECQUIP Team	Annually	IDEA funding	Annual IDEA compliance; ECQUIP Plan; outreach records/data	Implement goals as identified in the ECQUIP plan for Child Find
Market Preschool and Kindergarten offerings	WS Site Administrator, Student Services/Special Education Director, Communications/ Director of Operations, Finance Director	Ongoing	M&O allocations	Research marketing platforms, track market reach and effectiveness of marketing, enrollment data	Full-day preschool and Kindergarten, full academic enhancement programs (specials), transportation, food service, etc.
Implement WS wraparound before and after school support for working parents.	Elementary Principal	Begin August 2021  6:00 am to 6:00 pm	Startup donation followed by pursuit of grant support	Sustainment of program	This is in addition to existing (renewing) after school programming until 4 pm

**1.4 Design and deliver consistent, relevant, and rigorous curriculum in every subject in every grade level**

Action	Lead & Team	Timeline	Resources	Evaluation	Notes
Create and implement Curriculum Maps for all content areas and grade levels PreK-12.	Curriculum Director, Site Administrators, ELL Coordinator, Student Services/ Special Education Director, classroom teachers	Create ELA and Math curriculum maps (K-12) FY18; Create other content area (specials & electives) curriculum maps FY18, Implement maps completed FY19; Create History/Social Studies and Science (new	M&O funding,	Ongoing; Annual review/revision of completed curriculum maps; Implementation of curriculum maps evident in classroom walk-throughs and teacher observations/ evaluations; analyze benchmark data to assess curriculum	Ongoing revision as needed under the direction of Curriculum Director and/or Curriculum Task Force

		standards adopted 10/18) maps FY19/FY20; full content map implementation FY20; ongoing		alignment	
Create District Educational Program Catalog Goal accomplished - sustaining	Curriculum Director, Site Administrators, Counselors	Create a comprehensive Course Catalog for SRRJ/SHS FY19; Create a program guide for WS FY19; Revise as needed annually	Use exemplar catalogs from other districts as a template	Annual review to determine master schedule/course offerings; revisions to catalog to reflect offerings for the upcoming year	Post to district & school websites; use in marketing campaign; provide easy access to registering/enrolling students
Conduct a needs assessment to identify targeted, individualized PD	Site Administrators, Curriculum Director, ELL Coordinator, Student Services/ Special Education Director	Analyze student achievement data annually, complete annual Comprehensive Needs Assessment (CNA); Staff Surveys; and Monitoring of Targeted Improvement progress	Title I, Title II, Title III, SEI, IDEA, Forest Fee, and M&O funding	Student Achievement Data; Teacher Observations / Evaluation data, Staff Survey responses/ feedback, PD attendee feedback	Increase “menu” offerings; utilize in-person as well as digital PD delivery options
Develop a digital curricular program to increase course offerings and expand innovative, personalized learning	Curriculum Director, Site Administrators	Adopt new digital curriculum and implement for Credit Recovery at SRRHS and Red Rock Academy FY18; Assess effectiveness of new digital curriculum at the end of the FY19; Tour exemplar digital	M&O funding	Evaluate effectiveness of digital curriculum in Credit Recovery and RRA at the end of FY19; Analyze student achievement data relative to the new curriculum	Research structure of “live” online course offerings for traditional school as well as RRA for efficiency and value added; survey students about programming interests; add to marketing campaign

		delivery programs at other districts FY19; Develop and Implement increased digital offerings FY20 and beyond			
Install Audio Enhancement (in progress)	I.T. Director				PD for teachers.
Implement/Renew STEM focus at WS	Elementary Principal		NAU Partnership M & O		WS PD training for teachers & STEM team
Coding Class			Grant		Training for teacher
Explore resources to create a Curriculum Task Force to review, evaluate, and plan curricular changes/adoptions	Curriculum Director, Finance Director	Research funding sources for Extra Duty Contracts in Spring FY19; Solicit & Secure Task Force Members by May FY19; Begin Task Force Work Summer FY19; Maintain Task Force FY20 and beyond.	Title II funding and M&O allocations	Evaluate effectiveness of Task Force work during and at the completion of each project	Provide training for Task Force members; engage Task Force in developing Curriculum Maps for History/ Social Studies and reviewing/revising ELA and Math maps; Task Force to develop a districtwide plan for curricular PD
Research new History/ Social Studies and Science curriculum and identify funding sources	Curriculum Director, Finance Director, Curriculum Task Force	Identify potential funding sources/ budget for new history/social studies and science curriculum Spring FY19; solicit samples from publishers Spring FY19; Select new curriculum and	M&O allocations	Budget data; analysis of curriculum options; evaluate effectiveness of pilot at the end of FY20 (if that is what we decide to do.	New curriculum must address new Az College and Career Ready Standards for History/Social Studies and Science; consider piloting different curriculum to determine best product and

		implement FY 20 and beyond			cost/benefit
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**1.5 Enhance and sustain enrichment opportunities for diversity in learning**

Action	Lead & Team	Timeline	Resources	Evaluation	Notes
Offer a full menu of after school extra-curricular and co-curricular opportunities (with transportation provided)	Site Administrators, Transportation Director	Ongoing; research funding sources for Extra Duty Contracts and Activity Bus; Develop a comprehensive program which includes intervention opportunities	Title I and Title IV funding; Tax Credit, M&O allocations	Program attendance data; Analyze number of activity bus riders; Survey Students for feedback and interests	Develop a comprehensive program that includes enrichment, acceleration, and intervention options; market these programming options
Develop a protocol for identifying Gifted students and enhance gifted services	Site Administrators, Student Services/ Special Education Director, Gifted Coordinator	Review current practices related to Gifted identification and service delivery; Develop a written protocol for Gifted identification FY19; Implement identification protocol and enhanced service delivery FY20	M&O allocations	Analyze student achievement data; assess the effectiveness of current identification tools; evaluate the effectiveness/ efficiency of current program services; Parent Survey responses	Effectively identify Gifted students and have a systematic plan for providing services to meet the needs of Gifted students
Exploit digital opportunities for enrichment and advancement	Site Administrators, Curriculum Director, Technology Director, Finance Director	Research current and potential digital programming and possible funding sources for added resources FY19	Potential Title IV funding and M&O allocations	Student Survey of interests; Student use of digital opportunities; cost/benefit analysis	We may be able to use resources we already have to provide enrichment opportunities

## 1.6 Create a success-oriented school culture that includes both college-preparatory and career-direct options

Action	Lead & Team	Timeline	Resources	Evaluation	Notes
Provide an opportunity for seniors to engage in a rigorous differentiated capstone project to demonstrate college and/or career readiness <i>AP Capstone Goal Accomplished - Sustaining</i>	Site Administrator, Exhibition Team, Curriculum Director	Identify pros/cons and explore potential changes to the current Exhibition process FY19; Implement changes in FY20	Potential M&O allocation; lead teacher; curriculum	Assess pros/cons of current Exhibition program; analyze student achievement; Student and Parent Survey responses	Current Exhibition structure is prohibitive to student participation in CTE programming; Identify ways that the Capstone Project can be continued in meaningful ways that do not limit other programming options
Partnership with Yavapai College to provide dual-enrollment courses <i>Early College Program entering Year 3</i>	Site Administrator, CTE Coordinator, Counselors	Ongoing	Partnership with Yavapai College	Survey student interests; Evaluate current offerings; analyze student achievement; Assess student DE enrollment trends	Continue to recruit and retain teachers qualified to teach DE courses; continue to find ways to bring new DE opportunities to students
Partnership with V'ACTE to provide career and technical education opportunities	Site Administrator, CTE Coordinator, Counselors	Ongoing	Partnership with V'ACTE	Survey student interests; Evaluate current offerings; analyze student achievement; Assess student CTE enrollment trends	Continue to recruit and retain teachers qualified to teach CTE courses; continue to find ways to bring new CTE opportunities to students
Increase AP offerings, student enrollment, and AP Exam completion <i>AP Capstone, AP</i>	Site Administrator, AP Coordinator, Counselors	Assess current participation and practice as it relates to AP testing FY19; Create new testing	College Board Curriculum	Survey student interests; Evaluate current offerings; analyze student achievement; Assess	Continue to recruit and retain teachers qualified to teach AP courses; continue to find ways to bring new

Research, AP Human Geography		protocol to be implemented FY20		student AP enrollment trends;	AP opportunities to students
Increase opportunities for student reward and recognition	Site Administrators, Counselors	Ongoing	Tax Credit, M&O Allocations	Track student data related to achievement, growth, and decreased negative behaviors as a result of incentives/rewards.	Develop reward and recognition programs that promote positive behaviors and can be used to demonstrate the great things our students are doing; marketing

# Priority 2: Positive, Safe, and Healthy Environment SEDONA-OAK CREEK UNIFIED SCHOOL DISTRICT

**Overarching Goal/Purpose:** Develop a positive culture throughout the District in order to promote social, emotional and physical safety and a healthy environment.

**Objectives:**

- 2.1 Cultivate and maintain a positive school culture for students, staff, and stakeholders (social, emotional culture)
- 2.2 Ensure safe physical environments at every campus with systemic procedures, training, and monitoring (safety systems)
- 2.3 Promote a healthy organizational environment through wellness programs & partnerships (student & personnel wellness)

**2.1 Cultivate and maintain a positive school culture for students, staff and stakeholders.**

Action	Lead & Team	Timeline	Resources	Evaluation	Notes
Codify reasonable rules with predictable expectations and consistent enforcement.	Site Administrators, counselors and SRO - partner w/ elementary for K-12 consistency	Review and align school handbooks in Spring 2019 for implementation in 2019/20 SY	Handbooks Research other school handbooks Suspension/Expl Hearing Protocol/Training (YCESA provides this) AZ Safe	Annually, site council, Statute review,	Training in effective classroom management strategies - consistency districtwide
Improve community culture surrounding the importance of Attendance and punctuality	Site Administrators K-12, counsellors and SRO, attendance secretaries	Ongoing	Incentives and rewards SRO, research	Collect and regularly review attendance data	Data collection in in progress Research Tardy Sweep at HS level

Develop and implement a program for professional development related to trauma-informed instruction	Site Administrator,s Curriculum Director, Crisis Team	To be in place in 19-20 PD calendar	Expand partnerships with Spectrum Behavioral Health for student resources for mental health.	Data, feedback	
Anti-bullying program Character education program	K-12 Admin Team, District Crisis Team	Research 18-19' implementation 19-20	Tax Credit funded Rotary partnership	SafeSchools data	Currently reviewing program options & funding
Review Crisis Plan and provide crisis team training	Crisis Team/Counselors PD Coordinator	Annually	YCESA Spectrum Police and Fire Departments	Evaluate plan and assess training needs annually	districtwide
Establish baseline then create site-based measurable goals based on OHI site-based results	Superintendent	Annually	OHI organization	OHI Review collected data upon each survey	Baseline established October 2018 Open door policy at district office (Institute a plan with professional development and student education to maintain a healthy culture)

## 2.2 Ensure safe physical environments at every campus with systemic procedures, training, and monitoring

Action	Lead & Team	Timeline	Resources	Evaluation	Notes
Improve facility security systems	Operations Committee, IT Director	Implement in stages during 18-19	Capital bond funding ** must ensure continuation of SRO via override passage	Assessment of additional safety procedure needs - ongoing	Re-key Parent/Visitor sign in Credentialing of volunteer database fencing

Review and document Emergency Response systems and provide training	Operations Committee	Annual review	Training SafeSchools Police and Fire Departments	Annual review and needs assessment	Develop a safety calendar for drills etc.
Create threat assessment protocol (Milestones)	SRO, Dir. of Operations, School Counselors	2018	YCESA (milestones) PD	To be included with safety team processes	
Maintain clean environment	Custodial teams; groundskeeping, Dir. of Operations	daily	partnerships/ volunteers; Maintenance/ capital asset calendars		Maintenance calendars, team approach; goal to add custodian at HS
Workplace safety training system	HR Director, Dir. of Operations	Established systems for annual training	The Trust Safe Schools	Trust/Alliance Data Safe Schools	
Update COOP (Continuity of Operations Plan) for year 2 of COVID mitigation	Dir. of Operations		ESSER		Stakeholder input required.

### 2.3 Promote a healthy organizational environment through wellness programs & partnerships

Action	Lead & Team	Timeline	Resources	Evaluation	Notes
Exploit Kairos and other opportunities supporting staff health	District HR/wellness team	18-19 and ongoing	Kairos	Survey feedback	Trust? Spectrum?
Student physical health: Incorporate health, fitness,	Curriculum Director, Athletic	18-19 and ongoing	NFL grant & other grant opportunities	Survey feedback, attendance data,	SHA

and nutrition concepts into curriculum	Director, PE + other teachers, Athletic Trainer			Presidential fitness test	
Increase school breakfast and lunch participation	Food Service Director, Administrators	2018	NSLP, FSE director, admin, communications	Student survey	

## Priority 3: Highly Performing & Supported Staff



SEDONA-OAK CREEK  
UNIFIED SCHOOL DISTRICT

**Overarching Goal/Purpose: Promote continuing staff excellence and support their needs to ensure academic success for all students**

### Objectives:

- 3.1 Recruit and retain highly effective personnel
- 3.2 Nurture positive and collaborative work environment
- 3.3 Provide relevant and targeted professional development opportunities
- 3.4 Sustain mentorship program and cultivate shared leadership opportunities

### 3.1 Recruit and retain highly effective personnel

Action	Lead & Team	Timeline	Resources	Evaluation	Notes
Conduct market analysis, comparing salaries and benefit packages with other districts in the state	Finance Director, Superintendent, stakeholder input	For 2020 recruitment	Will have to assess budget opportunities relative to this research; 301	Collected data & comparison outcomes	Also evaluate the effectiveness of our current method of on-line application system
Offer competitive compensation and benefits package	Finance Director, Superintendent, stakeholder representatives	Annual assessment during budgeting processes.	Continue to prioritize teacher and staff salaries in budget decision-making process	Data and comparison of data; staff feedback regarding benefit options	

Implement active recruiting strategies focusing efforts to create a more diverse applicant pool	Finance Director, Site Administrators, department representatives	2020 hiring implementation	TalentED, identify new publication & live promotion opportunities: Increase community partnerships and communication to employees about the benefit of working for SOCUSD	Turnover data/ percentages; 2019 hiring results	Update and enhance recruitment materials by the use of technology and recruiting methods
Enhance new employee orientation to promote benefits, mission statement, vision, district priorities, employee and student achievements, and policies and procedures	District team & site teams developing pre-service days to maximize benefit of this preparatory time	2020 w/ annual improvement and updating	Increased pre-service time; employee resources pages	Stakeholder satisfaction surveys; direct feedback	Online employee resources dropdown
Fully utilize observation and evaluation framework to identify & retain highly effective personnel	Site evaluators	Updated 2017; in progress 2018; improve best practices 2019-20	Provide framework resources in person and electronically; systematized PD	Implementation data, evaluation results, fidelity t equitable processes	Clearly & effectively communicate expectations at orientation training annually

### 3.2 Nurture positive and collaborative work environment

Action	Lead & Team	Timeline	Resources	Evaluation	Notes
Schedule & protect adequate collaboration,	Site Administrators, Curriculum Director	Review of weekly in-service time for 2019-20 school	Time, WestEd, CNA, AdvancED, etc.	PD participant surveys;	PD calendar

horizontally & vertically		calendar in progress			
Improve culture at all campuses by utilizing the Organizational Health Diagnostic Development Instrument designed to grow leaders, improve culture and raise student achievement	Superintendent; Site Administrators, stakeholder teams	Administer OH in Mid October to all campuses in the district	Share OHI results with all campuses and give strategies for improving lowest dimension	Survey data, employee attendance data	
Development of employee recognition and award program	Site/office team, Site Councils, stakeholder participation (nominations)	2020	Community partners, site council	Consistent follow through	Post online
Support employees with formative observation & feedback	Site Administrators, Instructional Coaches, peers	Increased fidelity in 2018-19 school year; increase systemization 2020	Danielson framework; WestED walkthrough protocol	Walkthrough data collection	Include teachers in walkthrough rounds for PD & internalizing of rubric

### 3.3 Provide relevant and targeted professional development opportunities

Action	Lead & Team	Timeline	Resources	Evaluation	Notes
Advocate for professional development and resources in the area of technology for all employees	IT Director, PD Coordinator, Site Administrators	Target date of 2021 for technology plan	Technology survey, allocated funds, community partnership	Technology survey, classroom observations	1:1 student computer provision w/ adequate PD support for teachers to fully exploit opportunity
Use evaluation rubric	Site Administrators,	Implemented;	Danielson rubric and	Scores in Domain 1,	Provide PD on rubric

to differentiate PD needs for instructional improvement	Instructional Coaches, Curriculum Director	adjusted 2017 and 2018; ongoing	district observation & evaluation framework	2, & 3 of rubric for effective teaching	& eval system annually (B-O-Y)
Systematize PD with adoption of consistent best practices	Site Administrators, Curriculum Director	2019-20 school year	CNAs, data sweeps, AZMERIT & other data analysis	data	Annual PD calendar

### 3.4 Sustain mentorship program and cultivate shared leadership opportunities

Action	Lead & Team	Timeline	Resources	Evaluation	Notes
Continue & bolster pairing & regular mentorship meeting	Assistant Principal Curriculum Director, master teachers and new teachers	Implemented & ongoing	Mentorship activity framework & calendar	Participant survey feedback	Also promotes internal leadership development
Introduce the High Performance Model to District with emphasis on <i>Leaders at All levels, Core Values, Customer Focus, and Systems Thinking</i>	Superintendent and Site Administrators	Introduced 2018; further development needed as component of 2019-20 comprehensive PD plan	AdvancED, Superintendent, PD budget	OHI and other survey data	PD for all employees
Support leadership interests of individuals and through recruitment to meet district needs	Teams established as task forces addressing identified needs; all admin	First steps in 2018 with OHI & leadership team structure; further steps in 2019 and following	OHI, AdvancED staff survey, PD needs assessment survey	Scores in Domain 4 of Danielson rubric	
Create a <i>grow your own leadership development program</i> for aspiring leaders	Superintendent and Site Administrators	2019-2020 School Year	Site administrator recommendations. Danielson rubric and district observation & evaluation framework	Scores of final evaluation. Enrollment in masters program.	



# Priority 4: Effective Communication



**Overarching Goal/Purpose: Develop effective communication systems that ensure operational efficiency, stakeholder involvement and satisfaction, and positive public perception of district educational programs**

**Objectives:**

- 4.1 Systematize internal communications to support district cohesion, efficiency, and culture of core values (information)
- 4.2 Systematize and enhance external communications to promote stakeholder participation and satisfaction (participation)
- 4.3 Cultivate student-oriented community partnerships (partnership)
- 4.4 Promote district pride through formal and informal marketing communications (PR)

**4.1 Systematize internal communications to support district cohesion, efficiency, and culture of core values**

Action	Lead & Team	Timeline	Resources	Evaluation	Notes
Define/inventory internal communication structures	JC, JP w/ site office teams and Business Mgr	January, 2018	Project research time, ESV, PowerSchool, Instant Connect, FB, other	Completion of structures & practices Report; Ensuing adjustments	
Fully exploit and provide PD for current systems (Google, Talent Ed, Powerschool, ESV, FMX, more)	IT Director w/ Communications support and site office teams	Research & development through 2018-2019 school year	PD allocations within software contracts; In-service time for training; IT leadership	Measures of increased use; survey feedback; system reports	Include in district PD calendar for 19-20 (opportunity for shared leadership & in-house PD)
Cultivate participative decision-making, responsibility, & professionalism	District Leadership Team Members	Ongoing	Fairman & McLean <i>Enhancing Leadership Effectiveness</i> PD time for staff work	CIP/AdvancED surveys, New C&C questionnaire (OHI)	One-District, One-Team;

## 4.2 Systematize and enhance external communications to promote stakeholder participation and satisfaction

Action	Lead & Team	Timeline	Resources	Evaluation	Notes
Comprehensive course, program, & marketing information on website	Communications and IT directors, Marketing Professional, All staff input participation	In Progress Further updated December 2018 Ongoing	ESV service support & training Stakeholder input	Appearance Value as resource User feedback	Catalog now on website; need to add maps
Improve layout appearance and navigability	Communications, IT, and Marketing team	October 2018 (in progress)	ESV service support & training; allocated time	Feedback User data	Researched other providers; 2 more years w/ESV
Coordinate 3 FB platforms	Communications/ Marketing (w/ site admin)	Implement January 2019	Learning time & collaboration time	User data	
Research options for teacher pages Replaced by Google Classroom	IT and Communications team, teachers	Introduce & train 18-19 for potential Aug. 2019 implementation	(none for research but budget for implementation if needed)	Provide list of options for site decision-making	Consensus needed
Enhance/Coordinate Instant Connect messaging	Communications Director & site office staff	Implement January 2019	Training, research of interface options needed	Completion of districtwide shared/visible system	
Research use of other social media & district apps	ILeadership Team	June 2019	Funding if App deployed (\$\$)	User data if App deployed	Connect to community distribution opportunities
Structure for feedback, input	IT and Communications team w/ Site Admin	EOY	SurveyMonkey EOY comprehensive needs feedback	Survey participation and data/results	

Create student role w/ Governing Board for student voice, input, perspective	HS principal Governing Board				
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### 4.3 Cultivate student-oriented community partnerships

Action	Lead & Team	Timeline	Resources	Evaluation	Notes
Flex SPAC options for local use	Facilities Coordinator	2019 implementation	Comparable research (completed); user input	Revenue, customer satisfaction	Research event ticketing
YES attitude & appreciation	Districtwide	Ongoing	Intention, commitment, positive habit of response	Reputation, OHI, stakeholder satisfaction (surveys)	
Volunteer Coordination	Finance Director	In progress, 2019 full implementation	Documents/ instructions to post	Completion, Community involvement	Create webpage
Tax Credit marketing	Finance Director, Communications, & Marketing Professional	November-December 2018; January blast for April 2019	Updated web post; flyers to tax preparers; newspaper; messaging	Increased revenue for FY2018	
Educational Foundation marketing	Superintendent & Foundation Board	In progress		Establishment; endowment	Meet w/ council for marketing direction

### 4.4 Promote district pride through formal and informal marketing communications

Action	Lead & Team	Timeline	Resources	Evaluation	Notes
R & D formal district marketing options Goal updated with hiring of marketing agent 2021	Marketing Professional w/ input from Leadership Team	Implement January 2019 Ongoing	Expert advisement \$\$ for advertisement, printing, etc.  Donation/Grant	Decision-making based upon research results Enrollment	Radio, brochures, website, newsletter, FB, newspapers, teacher recruiting
Positive PR	Leadership Team and Marketing Professional	Ongoing	Culture & Attitudes, SOCUSD core values	Feedback	Appreciation, press releases
Student and staff-led campus tours	Site Principals & office staffs	January 2019	Time to chart tour routes and train student leaders	Enrollment	Train students
Rental marketing	Facilities Coordinator	October 2018	Ad \$ if needed	Revenue	See Resources section for detail

# Priority 5: Use of Effective Resources



**Overarching Goal/Purpose: Increase operational efficiency and district funding resources**

**Objectives:**

- 5.1 Maximize use, efficiency, and accountability for District physical facilities and academic resources
- 5.2 Manage human resources to maximize employee support, communication, productivity, and effectiveness
- 5.3 Provide District budget community education and outreach, transparency, compliance, and long-range planning
- 5.4 Develop revenue sources in addition to state/federal funding
- 5.5 Prioritize services to support academic achievement

**5.1 Maximize use, efficiency, and accountability for District physical facilities and academic resources**

Action	Lead & Team	Timeline	Resources	Evaluation	Notes
Ensure comprehensive inventory systems for assets management	HSB, JP, FB	2019 and following	Google Docs Allocated space	Rotating update of inventories using assets mgmt calendar	District warehouse - WSS 900
Conserve energy and water to reduce utility expense	Professional Energy Consultant, Director of Operations, Grounds, and all staff	In progress 17-18 and continuing	APS and solar data Pierce Energy, PD Green Teams	Quarterly energy data	QZAB 2019 deadline Space utilization
Systematize property maintenance	Director of Operations	5 year infrastructure/capital plan	Preventative maintenance calendars	Reduction of maintenance cost	(include FB existing systems) Electronic work order request process Custodial productivity training

Create economically efficient Transportation Department	Transportation Director and Finance Director	5 year infrastructure/capital plan	Preventative maintenance calendars	Reduction of transportation costs	Routing Labor Management Extracurricular Trips Salary Schedule
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**5.2 Manage human resources to maximize employee support, communication, productivity, and effectiveness**

Action	Lead & Team	Timeline	Resources	Evaluation	Notes
Improve & update HR communications systems	District office team	2018-19 w/ annual, ongoing update	Observation & feedback, PD, website	Survey feedback	Talent Ed, website, handbook, benefits & systems orientation, electronic personnel files
Providing ease of use for benefits	District office HR team	2018-19 w/ annual, ongoing update	YCESA smartfind KAIROS website AZBlue App	Employee call data/anecdotal feedback	Access to information, customer service,
Analytical process for annual master scheduling, staffing, and work assignment	Leadership Team, counselors	Beginning 2018-19 and annually	Visions PowerSchool	Class size data, budget	Ratios & priority assessment
Effectively schedule and provide training & work scope for classified staff	Director of Operations, Finance Director, Supervisors	2018-19 implementation w/ weekly scheduling	Visions Weekly facilities/ Events schedule	Completed position job descriptions; reduction of overtime	Job descriptions
Compile volunteer database & increase volunteer activity	Finance Director designee and site administrators	2019	Community partnerships	Increase in volunteer contribution	Info packet, fingerprinting, wish list
Develop Recruitment and retention processes	District office team and site administrators	2019	Title II funding, District promotion literature	Budget for literature, job fairs	Exit interviews,, mentoring,

### 5.3 Provide District budget community education and outreach, transparency, compliance, and long-range planning

Action	Lead & Team	Timeline	Resources	Evaluation	Notes
Establish spending prioritization criteria and include community/ stakeholder education practices in budgeting processes	Finance Director Superintendent Director of Operations	Beginning 2019 calendar year	Online communication, community outreach groups	Public perception; reduction of public info-records requests	Use website for finance transparency; community forums; K-12 spending plan
Ensure compliance & educate stakeholders about mandates	Leadership Team	Enhancing internal PD at 2019 pre-service and beyond	Monthly secretary meetings, leadership meetings, Google suite	Few Dept. of Education corrective actions; audit results w/o findings	Embed in pre-service PD/ orientation time
Establish 5-year planning for M&O, capital, grants, & ancillary funds	Leadership team & stakeholders	19-20 is work year for 2021-2026 plan	forecast/ trend data, inventories, needs assessments, CNA, accreditation results	Completion with annual eval and update	
Budget for strategies Increase enrollment: marketing academics & programs (to subsequently increase budget)	Site administrators with DO support	Currently implementing with continued addition of action improvements	Website, literature, publication/ printing budget, PowerSchool	ADM reports	Online enrollment process; student-centered budgeting

### 5.4 Develop revenue sources in addition to state/federal funding

Action	Lead & Team	Timeline	Resources	Evaluation	Notes
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Plan for election success (next time around)	Superintendent, Governing Board, and Leadership Team	Completed Nov. 18; plan well in advance for future elections	Human resources, inventory of signs	passage	Signs are stored for reuse
Increase tax credit revenue	Leadership Team,, sponsors & coaches	ongoing	Website, all communications, signs, events, tax preparers	Funds collected	Community/ Stakeholder education strategy
Increase and coordinate auxiliary fund revenue & procedures	Finance Director, sponsors, coaches	2019-2020	Fundraising calendar Compliance training provided by DO	Compliance with best practice; audit findings; distinct annual fundraisers	Efunds for Schools Creative, community friendly fundraising
Establish educational foundation	Superintendent & Foundation Board	2018 in perpetuity	Donation; district attorney	Funds collected	
Support employee needs for competitive grant applications	Applicable Leadership Team Members re specific grants	2019-2020 (information being sent by email at present)	YCESA, ADE, YCEF	Grants awarded	
Utilize School Facilities Board for qualifying repairs	Finance Director, Operations	Implemented	Pierce energy, preventative maintenance procedures, fixed assets inventories	Minimizing impact of maintenance on M&O and capital budgets	Repairs and infrastructure investment
Increase leasing & rental	Director of Operations	Ongoing	marketing	Increasing revenue SPAC as showcase site	Balance custodial assignment Explore ticketing events
Crowdfunding	Leadership team	Some currently implemented; add new resources in 2019	Online fundraising venues (teacher wish list sites, Amazon Smile, local grocers and retailers	New and increased revenue	Online ordering, Go Fund Me, Amazon Smile, etc. Roundup Back to school donation drive

## 5.5 Prioritize services to support academic achievement

Action	Lead & Team	Timeline	Resources	Evaluation	Notes
Increase participation in food service NSLP	Finance Director and Site Admin/staff	2018-19 w/ increased annual strategizing	Communications, SFE	Percentage increase in participation	Required F&R form at registrations
Accurately enroll all families in National School Lunch Program	Finance Director and Site Admin/staff	2018-19 w/ increased annual strategizing	SFE, communications	Percentage increase in participation and lunches/ breakfasts served	Required F&R form at registrations *increase breakfast participation
Increase student participation in campus energy conservation (curricular component)	Site Administrators, Green Team leaders No longer required for QZAB - continue as desired	2018 implementation, 2019 growth, 2020 embedded	Pierce Energy Planning	Energy use data, student projects & activities w/ GTs	Increase communications to all staff re energy habits
Provide transportation to support student need	Transportation Director	2018-19 and ongoing	Title 1	Quarterly review of services at leadership meeting	Activities busses Mck-Vento
Focus communication & community resources	Assistant Superintendent-MKV Coordinator	2018 and ongoing	Title 1 parent involvement budget; McKinney-Vento	OHI, FB and website traffic and feedback	
Curriculum adoption budget calendar	Finance Director Asst. Superintendent	2019-2020		Established and followed cycle	Increase fidelity, rich use, & PD of current curriculum system
Allocate ESSER 1, 2, 3 funding to maximize student achievement and safety	Admin./Leadership Team	2020 and following	ESSER & all COVID related funds		

