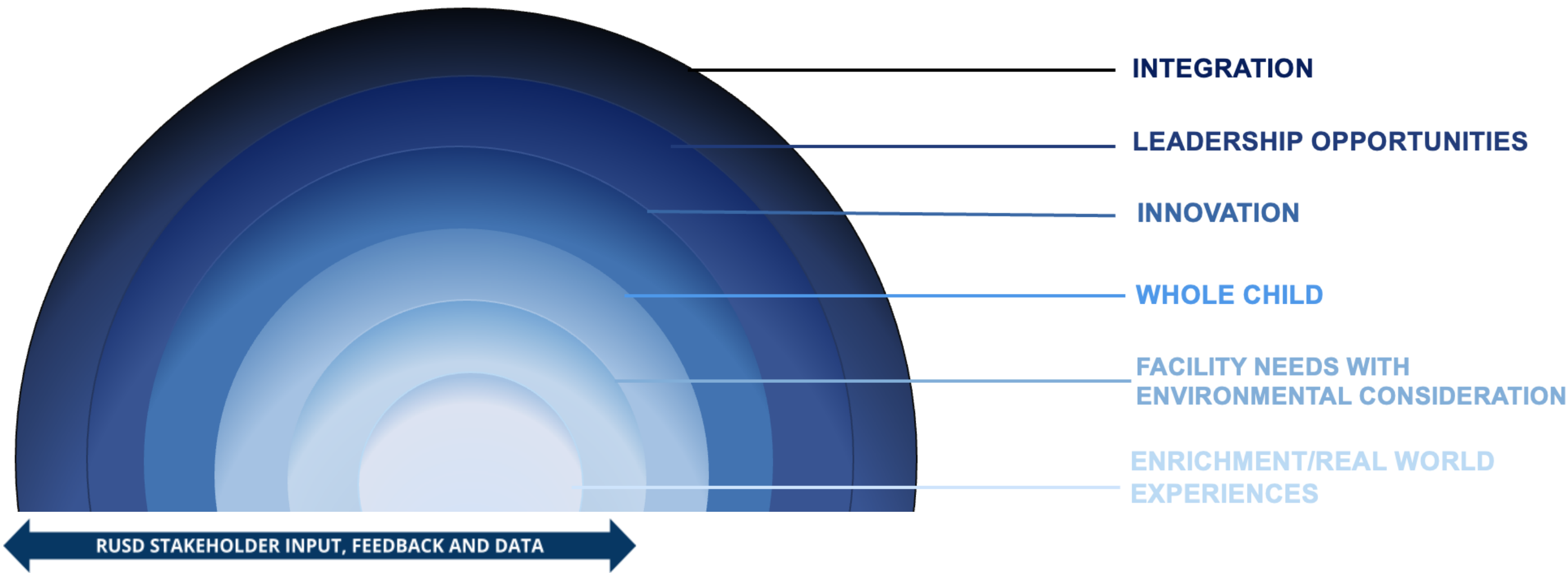


Reed Union School District Strategic Plan Framework 2024-2030



Stakeholder Feedback Patterns / Findings Overview

RUSD identified the emergence of common themes during the review and analysis of stakeholder input, survey results and performance data. The identification of these themes provides RUSD direction in creating purposeful goals for the prioritization of efforts and resources.





Strategic Plan Objectives and Assigned Actions

Pillar 1: Academic Excellence

Every student thrives in a challenging environment to achieve academic excellence that prepares them for success. Our commitment to engaging, individualized instruction ensures that each student's unique needs are met, empowering them to reach their full intellectual potential.

Objective	Responsible Party	Timeline	Cost / Resources	Task / Action	Goals / Metrics for Success	Year 1 Action Steps	Year 2 Action Steps
Category #1: Integration / Experiential Learning							
Vision: RUSD will provide relevant learning experiences that include hands-on opportunities, real-world application, integration of subjects, leadership skills, and the incorporation of innovative tech opportunities to provide personalized learning. We will spark curiosity and nurture potential through a cutting-edge, innovative, consistent integrated instructional framework that empowers all students to experience deep instructional learning across the district.							
Opportunities:							
Systematically increase the volume and opportunities for integrated learning experiences within subject areas. Include consideration of the different ways in which the specialist classes can be integrated.	Coordinator of Educational Services Principals	Throughout the 6 years Starting discussions and PD in Fall of 2024	PD Cost Time Collaboration time	Staff creates opportunities for students to make connections between content areas (e.g., Math & Music, Science & PE, History & Art) Number of integrated lessons per subject area	Key outcome - Satisfaction with integrated learning experiences (e.g., "Walk Through the American Revolution" drama performance at Bel Aire) Here is the link to the summer PD Satisfaction Survey DM created a Community of Experts bank of community resources. Academic Achievement Metrics: CAASPP Board Presentation - 9.10.24 CAASPP Board Presentation - 9.9.25 CAASPP Board Update - 11.18.25 CAASPP Board Update - 11.12.24 MAP Board Presentation - 11.12.24 MAP Board Presentation - 11.18.25 CA Dashboard Board Presentation - 1.14.25	Grade level teams and department teams (MS) evaluation of current integrated learning opportunities Coordinator of Educational Services met with GLCs at Reed, BA, and DM on an ongoing basis Gathering input from GLCs and staff - due end of December Reed - Inventory of Current Practices Updated April 2025 BA - Inventory of Current Practices DM - Inventory of Current Practices Brainstorm additional integrated learning opportunities Try-It Truck Integrated Science: Reed PreK Classes DM Department Leads have begun to discuss the possibility of integrated projects at a smaller scale. This was continued during a March meeting in which departments went through a protocol to look at different cross curricular topics that can be integrated. PBL Training - Summer 2024 (DM) Encourage project development, provide technical assistance, & share out Future PBL Trainings - summer 2025 training offered to interested staff Determine next steps	Educational Services Team (Coordinator, Instructional TOSA, and VAPA TOSA) will develop goals around increasing integrated learning environments for each school site. - Use Inventory of Current Practices and site leadership check ins to determine baseline - Draft goals and determine action steps and supports - Support teams in identifying natural enrichment and integrated learning opportunities, highlight bright spots, and explore new partnerships. - Explore project-based learning opportunities across the curriculums Starting with Del Mar, TOSAs created a cross-departmental calendar to note where opportunities to collaborate exist TOSAs are modeling and supporting integrated learning lessons at all three schools. Some examples include: Art and Math activities; WIN PBL lessons, drama warm-ups to support fluency at Bel Aire & Reed; storytelling assembly for all 6th graders to improve narrative writing; drama & fairy tales mini-unit with all second grade classes; drama & literacy with all classes during library at Bel Aire. VAPA TOSA leading district-wide VAPA team meetings to discuss articulation, integration, and enrichment VAPA TOSA has held two district-wide VAPA Team



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					Math 7C Board Presentation - 5.13.25	Spanish integration through a newly hired Spanish integration teacher at Reed Elem. In-progress: • Builders' Studio • Push-in Lessons • Community Time Assemblies • 2nd Grade Clubs Spanish/Library integration at Bel Aire—two 5th grade classes this year to explore options. Will continue next year. Math & Music integration at Bel Aire. 3rd Grade Pilot Underway: Music Is Math Student Interest Survey 5th Grade <i>Music is Math</i> Seminar 11/4 Science, PE, and Library collaboration around integrated health lessons. Coordinator of Educational Services has begun initial discussions with administrators, DM Science, and MCOE	Meetings to provide space and time to collaborate, discuss articulation, and district-wide goals. VAPA TOSA working with Reed music teacher to integrate music & visual art in first grade. Establish a Visual and Performing Arts Task Force to develop a unified vision for arts integration and enrichment, Pre-K through 8. • The VAPA Task Force will hold three stakeholder meetings and will advise on the development of a vision statement and a set of next steps to build upon our existing programs. First VAPA Task Force held on November 12th; 5 staff, 4 parents, and 1 community representative were present. SWOT Notes from 11/12 meeting. Next meetings: 2/11/26 & 4/15/26 DM - • Expand student access to a variety of assessment opportunities in order to demonstrate their knowledge and skills. • Piloting push-in/pull-out intervention program for math to ensure greater success for students in need of support. • Have begun to work in departments for more cross-curricular activities and projects. Some departments have already begun to implement it. • 7th Grade English & drama integrated lessons. One example is a drama lesson preceding their Spoken Word Slam. • Speech and Debate & drama integrated lessons BA- Math & Music integration at Bel Aire. Expanded this year to include mindfulness, meditation, math, and music, rebranded as M4. M4 - Letter of Introduction -

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							Spanish Integration in BATV show—student created news broadcast Disability awareness, library & drama lessons for grades 3-5. Try-It Truck Integrated Science: Reed PreK Classes
Increase the implementation of hands-on, real world application and connection of instructional lessons Explore Problem Based and Project Based Learning Opportunities for possible pre-created opportunities	Coordinator of Educational Services Principals	Throughout the 6 years Starting discussions and PD in Fall of 2024	PD Cost Time Collaboration time	Number of problem based learning opportunities with real world application	Key outcome - Satisfaction with engaging lessons that deepen learning and ignite curiosity PBL Works satisfaction survey LINK	Define hands-on and real world for RUSD Initial draft of definition within <u>Enrichment Continuum document</u>. More discussion needed. Grade level teams evaluate current hands-on, real world learning opportunities DM created a “Community of Experts” spreadsheet of community members to connect with when looking for real world applications and connections. Coordinator of Educational Services met with GLCs at Reed, BA, and DM. Gathering input from GLCs and staff Reed - Inventory of Current Practices (Updated April 2025) BA - Inventory of Current Practices DM - Inventory of Current Practices Research and explore hands-on, real world learning opportunities (including the consideration of community partners) PBL Training - Summer 2024 (DM) Encourage project development, provide technical assistance, & share out 12 DM Staff completed training and continue project development Link to DM Presentation Assess PBLWorks and research other potential partnerships Determine next steps such as evaluating effectiveness, student engagement, usability, etc	Educational Services Team (Coordinator, Instructional TOSA, and VAPA TOSA) will develop goals around increasing integrated learning environments for each school site. - Use Inventory of Current Practices and site leadership check ins to determine baseline - Draft goals and determine action steps and supports - Support teams in identifying natural enrichment and integrated learning opportunities, highlight bright spots, and explore new partnerships. - Explore project-based learning opportunities across the curriculums Starting with Del Mar, TOSAs created a cross-departmental calendar to note where opportunities to collaborate exist TOSAs are modeling and supporting integrated learning lessons at all three schools. Some examples include: Art and Math activities; drama warm-ups to support fluency; storytelling to improve narrative writing Integrate hands-on, real-world application into curriculum evaluation and reviews Ed Services Team will research professional learning opportunities for problem-based and project-based learning DM has continued with the work of Project Based Learning (PBL), where teachers who got trained in 2024 are refining projects and/or adding new ones.



Objective	Responsible Party	Timeline	Cost / Resources	Task / Action	Goals / Metrics for Success	Year 1 Action Steps	Year 2 Action Steps
						DM teachers surveying their students on their level of engagement and interest in PBL projects.	BA- Design Lab: Student use of Blue Print Kits, 3-D printer, and laser cutter to design and create projects
Provide for the incorporation of leadership skills taught to all students (e.g., critical thinking, goal setting, collaboration, self-directed learning, articulate presentation skills) in curriculum.	Coordinator of Educational Services & Director of Student Services	Incorporation considered with each lesson Consider outside leadership sources in Fall 2025	Curriculum development costs and time for staff Consultant fees, if needed \$20,000	Number of opportunities for leadership skill development	Key outcome - Participation in leadership/skill dev opportunities (e.g., Del Mar electives, Web leaders, Bel Aire recess leaders, etc.)	Develop common language - Define and select key leadership skills taught to students. Language defined and drafted in this document Break down the Vision of a Reed Graduate to grade level leadership skills Reed: •Provide ongoing Leadership opportunities through Del Mar Leaders program at Reed •2nd Grade leadership program during weekly Community Time Assemblies • 2nd grade leaders proving kindergarten classroom support • Community Time Buddies: Schoolwide mixed grade buddy program BA Junior Coach Program DM principal and two leadership teachers attended the CADA Conference in March 2025 to gain more ideas on how to create culture and leadership opportunities on campus and in the community. DM has adapted their elective offerings for the 2025-26 school year where now 80 students can be enrolled in the DM leadership program as opposed to 40 students.	District-wide: - Explore how leadership skills can be embedded into the core curriculum across all schools, focusing on teaching all students to be collaborators, communicators, and strategic planners. - Break down the Vision of a Reed Graduate to grade level leadership skills - connect work to Report Card discussions and - Explore “Character Strong” and “Leader in Me” as SEL options, initially for Bel Aire and potentially expanding beyond. Site Specific: - Continue and expand upon leadership opportunities at sites (2nd Grade Leaders, Community Time Buddies, Green Team, Junior Coaches, Leadership Class) - Grade Level Teams discussions on leadership opportunities within classrooms. - Expand peer tutoring opportunities. - RD-Inventory of current practices and “How We Build Leaders” in primary grades. BA- - BA Junior Coach Program, Integrate SEL Pilot Leadership lessons included in Character Strong program - Continue Student Council programming - Green Team student environmental stewards “Bel Aire Best” community time–student leaders present and speak to the school community - VAPA TOSA working with 5th grade reporters on the TV Show DM-

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							- Speech & Debate teachers are working on ensuring that more students attend the Margie Burke Speech competition. 7th grade “career day” in English class. This has come out of the PBL work that is done in that class. - Have changed elective offerings for the 2025-26 school year where now 80 students can be enrolled in the DM leadership program as opposed to the previous number of 40 students. In addition, have eliminated a barrier to accessing the class by eliminating the need to apply for the class. - Are adding more Advisory lessons that are student led. - Planning student leaders from VAPA classes traveling to Reed beginning in January to teach art lessons during recess.
Increase and systematize an increasing range of enrichment opportunities to enhance grade level experiences (e.g., field trips, public speakers, assemblies, bands, clubs, TV broadcasting)	Coordinator of Educational Services & Principals	Increasing each year beginning in 2024	Approximately \$5000 per field trip - pending Board approval each Spring	Number of experiences per grade level on annual Board document	Key outcome - Satisfaction with field trips, speakers, etc. Reed Elem's completed survey after Flow Assembly, Reed plans for staff survey after Nettel coaching Bel Aire Fall 24 Mosaic Survey, Infinite Flow assembly survey forthcoming Sample student survey after Redwood SLAM event	Coordinator of Educational Services will determine financial support associated with enrichment opportunities (How many per site? How much money? Instructional requirements?) Identify current enrichment opportunities offered to students. Updated document complete. Linked here. Cinema / Theatre Rep met with DM Coordinator of Educational Services met with GLCs at Reed, BA, and DM. Gathering input from GLCs and staff - due end of December Reed - Inventory of Current Practices (Updated April 2025) BA - Inventory of Current Practices DM - Inventory of Current Practices DM music attending new venues to play outside of the campus.SF Jazz big success. DM TV production partnering with leadership class to make weekly videos for school announcements. BA Parent talks: parents volunteer to present their	Continue to update and modify RUSD Enrichment Continuum: - Site teams will collaborate with VAPA TOSA to expand field trip options, community engagement, and expert involvement. VAPA TOSA has created a spreadsheet of field trip or speaker opportunities related to the Arts and connected to content standards - Identify new field trips and assemblies that are in alignment with standards and instructional framework - Grade level teams will work to improve instructional alignment of enrichment activities (pre and post activities, instructional takeaways, etc ...) - Updated forms align to account for GLC discussions around pre and post activities - Increase post-field trip survey opportunities for parents and students. - Budget for Field Trips Districtwide system created for discussing and seeking approval for



Objective	Responsible Party	Timeline	Cost / Resources	Task / Action	Goals / Metrics for Success	Year 1 Action Steps	Year 2 Action Steps
						careers in classrooms BATV show involvement for all 5th grade students BA Spanish field trip planning BA 5th Grade Local SS & Science Field Trip: Call of the Sea Explore additional experiences.	field trips b. Field trip forms and documentation is being modernized and implemented in a uniform fashion DM- • Had a “Day One” speaker, who motivated and educated students about the theme of the school year: “Nice Vibes Only.” • 6th grade assembly from storyteller Willy Claflin, integrating storytelling with summative writing project • VAPA TOSA discussing possible SF Shakes performance to coincide with study of the Renaissance in 7th grade history • DM continues to offer a variety of assembly opportunities aligned to the needs of the moment. For instance, Sam Drazin conducted grade level assemblies on neurodiversity. • Del Mar TV announcements has transitioned to making more TikTok type of videos, that are more relevant and engaging for students to receive information about the school. • DM continues to offer clubs based on student interest. A variety of new clubs have been offered this school year. • VAPA TOSA exploring the possibility of an arts-focused trip to Europe in February 2027 • Visual art shows in the community. Fall 2025: Ashraf Orthodontics and Waypoint Pizza. BA • Parent talks: parents volunteer to present their careers in classrooms • BATV show involvement for all 5th grade students • BA Spanish field trip planning • BA 5th Grade Local SS & Science Field Trip: Call of the Sea • Lunch Clubs launched in Fall, including the return of the Math Club, Art Club offered by VAPA TOSA • Visiting calligraphy artist worked with all

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							students during art classes for one week in December
Incorporate innovative tech opportunities to personalize learning	Director of IT and Coordinator of Educational Services	Throughout each year as tech changes and advances	Hardware, software, and app licensing cost Some should be removed but assume cost increase	Number of apps used and any appropriate student growth data that can be connected to the tech	Key outcome - Tech/app metrics aligned with growth metrics.	Identify areas that may benefit the most from such an incorporation. Coordinator of Educational Services met with GLCs at Reed, BA, and DM. Gathering input from GLCs and staff - due end of December - Reed - Inventory of Current Practices (Updated April 2025) - BA - Inventory of Current Practices - DM - Inventory of Current Practices Director of Technology, Coordinator of Ed Services, and CBO have begun conversations related to an evaluation of current technology supports and solutions (usage data, support needs, connection to District goals and visions, etc) Based on the above findings seek out innovative tech opportunities or solutions that fulfill those needs. Bearing in mind this could work the other way around... Innovative tech opportunities could inspire new forms of learning opportunities that have not yet been identified. Consider PD time and resources needed for successful implementation. Reed: Incorporated AI training and information sessions in quarterly staff meetings DM math department attending PD on how to use AI in math. BA AI training with instructional aides and teachers Pilots? Feedback of utility. Pilots of ChatGPT for select Middle School Teachers, Pilots of Google Gemini Advanced for three leadership	Continue to evaluate, refine and align technology supports and solutions (usage data, support needs, connection to District goals and visions, etc) for teacher (staff) and student use. Looking at evaluation tools to help facilitate and guide decision making. Establish an AI Task Force to develop a unified vision for AI integration within the district. - The AI Task Force will hold three stakeholder meetings and will advise on the development of a vision statement, a set of ethical and safety guidelines for staff and student AI use, and a written plan for evaluating and adopting new AI tools. - The Tech Department will establish and facilitate access guidelines for this work. Elicited interest from stakeholders (families, staff, community) and invited to the three AI Task Force meetings - schedule below AI Task Force #1: November 5th - Slides - Meeting Notes AI Task Force #2: February 4th AI Task Force #3: April 29th Pilot AI Solutions - Adoption of new Web Filtering solution (Securly) that has AI component, will pilot the AI component with Middle School first. Evaluate Student Wellness solutions RD-Host a Caregiver Tech Talk RD-Create a Tech Use Group consisting of staff and caregivers to draft Reed School Technology Overview and Guiding Principles document. RD-Provide training for staff to support use of digital Amplify Math student features, and mClass and MAPS assessment features. DM license of Snorkl using new framework discussed in AI task force for adopting new apps

Objective	Responsible Party	Timeline	Cost / Resources	Task / Action	Goals / Metrics for Success	Year 1 Action Steps	Year 2 Action Steps
						members. Incorporated Edpuzzle to facilitate the use of YouTube educational content as curated by educators. Kim & Nicole attended Zoom with Henry, new AI startup, to explore video production ideas for PD	
Implement an ongoing curriculum adoption and review cycle that considers integration, innovation, and experiential learning	Coordinator of Educational Services	Annual Board presentation	Annual cost of approximately \$100,000	Annual Board adoption	Key outcome - Curriculum adoption based on success metrics Curriculum Adoption Cycle Document	District level: ~ Superintendent with the Coordinator of Ed Services review what currently exists in the curriculum adoptions and yearly cycles Curriculum Adoption Cycle Document created and discussed with Cabinet, site leaders, and presented to Board Initial discussions started on incorporating inclusion work with ELA adoptions related to instructional strategies ~ Coordinator would begin asking leaders and teachers about prioritized need Discussions under way ~ Coordinator will analyze state cycles and Board policy, and in place contracts including understanding fiscal implications Coordinator of Educational Services utilized information for the RUSD Curriculum Adoption Framework ~Adjust the list to note priority and gather leadership and certificated staff, and even student feedback Discussions completed with leadership and underway with certificated staff ~Evaluate process for how to gather resources toward innovation and integration	Based on our Board adopted Curriculum Adoption Cycle Document, continue to follow timeline and action steps: - Math Adoptions, PreK-5 - Health Framework & Pilot - ELA/Social Studies Exploration Curriculum Board Update 10.14.2025 Updated Curriculum Adoption Cycle Document RUSD Literacy Roadmap Math Adoption - Coordinate ongoing professional development with school leaders and staff 3-hour Launch Training on August 19th 3-hour Stretch Training on October 6th - Two 6-hour coaching sessions where grade levels observed a demo lesson followed by grade level check ins (December 2nd for Reed Elementary & December 9th for Bel Aire) - Sites are building in time during staff or grade level meetings to discuss math curriculum, review data, and plan with peers - Core teachers, intervention teachers, special education teachers, and instructional aides all included in training - Trainings have focused on the integrated suite of math resources - assessment, core curriculum, intervention, and acceleration - Create a process to communicate tips and tricks (bi-weekly, monthly, etc ...) - Desmos Dispatch - Use of Instructional TOSA to support implementation (materials support, office hours, data analysis), coach teachers, become an



Objective	Responsible Party	Timeline	Cost / Resources	Task / Action	Goals / Metrics for Success	Year 1 Action Steps	Year 2 Action Steps
							expert in curriculum • Work with site leaders to have vertical and horizontal alignment conversations and accountability Curriculum Board Update 10.14.2025 ELA/Social Studies Exploration: • Create Literacy Roadmap - RUSD Literacy Roadmap • Creation of a Literacy Task Force • Work with site leaders, GLCs or Department Leads, and teachers to complete SWOT analysis and determine curriculum needs • Research ELA and Social Studies Curriculums • Coordinate professional development opportunities ◦ Partnering with MCOE around a literacy workshop series at Reed Elementary to build foundational knowledge and ensure alignment as we begin our new curriculum adoption process - first PD held on November 19th • Reading Screener implementation (K-3, and Tier 2 and Tier 3 4th and 5th grade students) Reading Screener Implementation • Who: K-3, and Tier 2 and Tier 3 4th and 5th grade students • When: September 2025 • Communication: ◦ Initial Caregiver Letter ◦ Framing Letter for Student Results • Professional Development: ◦ Teachers were trained on administration, reporting, and instructional resources during 6-hour Launch Training on August 13 and August 27 ◦ Ongoing support was available through office hours and direct administration assistance during the testing process ◦ Understanding the Results - <u>Dibels staff training</u> developed by Principal, Coordinator of Ed Services, and Instructional TOSA Health Framework: • Creation of a District-wide Health Model/Framework aligned to state standards

Objective	Responsible Party	Timeline	Cost / Resources	Task / Action	Goals / Metrics for Success	Year 1 Action Steps	Year 2 Action Steps
							- Work with site teams to solidify the curriculum, actions + skill development happening at each grade level - Exploration of new resources and curriculums available Curriculum Board Update 10.14.2025 - DM physical education teachers have been looking at the framework and attempting to incorporate some elements in their classes.
Explore, adopt, and implement an Instructional Framework that mirrors instructional mission	Coordinator of Educational Services	2025 Exploration 2026 Adoption 2027-30 Implementation	Professional Development cost for presenters and participants	Framework adoption and classroom observation	Key outcome - Framework is aligned with goals / metrics	Start exploration 2025-26. Discussions started about how to begin this conversation in Spring of 2025 (incorporating ELA as the example) Steps taken 2024-25 school year: - Coordinator or Educational Services and Director of Student Services held meetings with school leaders to begin evaluating MTSS programming and practices at each site (3 meetings + 2 Principals Meetings) - work informs our tier 1 supports and instructional framework - Math Curriculum Committee identified key components for mathematical learning to guide work - rigor, differentiation, assessment, spiral review, engagement, and technology (similar process will happen next year with Humanities)	Evaluate consistency and coherence of Tier 1 practices - shared scope and sequences, common texts, instructional practices Amplify Desmos K-5 Math Curriculum Trainings: 3-hour Launch Training on August 19th 3-hour Stretch Training on October 6th - Two 6-hour coaching sessions where grade levels observed a demo lesson followed by grade level check ins (December 2nd for Reed Elementary & December 9th for Bel Aire) - Sites are building in time during staff or grade level meetings to discuss math curriculum, review data, and plan with peers - Core teachers, intervention teachers, special education teachers, and instructional aides all included in training - Trainings have focused on the integrated suite of math resources - assessment, core curriculum, intervention, and acceleration Use Math Adoption and Literacy Roadmap to frame work and create opportunities for staff to examine what is going on at each grade level and across grades Coordinator or Educational Services continue to facilitate leadership team conversations and professional learning around instructional excellence: - Instructional Rounds at all three sites Instructional Look-Fors Document - used in walkthroughs to gather baseline data and as a calibration tool RD-Align Tier 2/Tier 3 identification criteria with mClass DIBELS and Amplify Math Benchmark/Progress monitoring data
Implementation of	Coordinator		Cost	Action Plan	Key outcome - 1 year	Math Action Plan:	Math Action Plan

Objective	Responsible Party	Timeline	Cost / Resources	Task / Action	Goals / Metrics for Success	Year 1 Action Steps	Year 2 Action Steps
action plans with stakeholders: - Math Task Force Action Plan (linked) - Spanish Action Plan - Others	of Educational Services Math TOSA Principals Teachers	Math 2023-2026 Others following same format with future dates	contained within each action plan	implementation and Ongoing Board presentations to measure progress including student growth based on Map data	growth in 1 year time Spanish Action Plan Update presented to board on 1/14/25: Spanish Action Plan: PROGRESS MONITORING Math Action Plan Update presented to board on April 15th: Board Meeting Slides Math Action Plan: PROGRESS MONITORING	Gather input from interested staff members on math action plan year 2 steps Interest gathered from staff, initial Zoom meeting with interested parties, and DM math teachers, half day planned with DM and Nicole Nicole working closely with Nathan to monitor and support curriculum pilot for PK-5 Reed & Bel Aire: Math pilot completed (PreK-5). Pilot teachers presented outcome and sample of curriculum to staff (April 2025) Math Action Plan Update presented to board on April 15th: Board Meeting Slides Math Action Plan: PROGRESS MONITORING Spanish Action Plan: Spanish Action Plan Update presented to board on 1/14/25: Spanish Action Plan: PROGRESS MONITORING Spanish Team has met four times to collaborate on Spanish Task Force Action Plan 8.16.24 Team Meeting 10.18.24 Team Meeting 1.24.25 Team Meeting 4.18.25 Team Meeting Key Outcomes: Spanish Curriculum + Supplemental Resources Rubric RUSD Spanish Articulation Framework (draft)	- PK-5 Math Adoption implementation and support (see above) - Focus on Tier 2 and Tier 3 supports and implementation - thorough analysis of programs at all three sites, data being used, the student placement process, and professional development and curricular needs of staff - Math trainings have focused on the integrated suite of math resources - assessment, core curriculum, intervention, and acceleration - MTSS Work (see below) - Twice monthly meetings with intervention staff @ Reed & Bel Aire to come up w/ student identification process - Work @ Del Mar with the push-in/pull out math intervention (Gaine) to identify students and schedule - Clear and consistent vertical and horizontal articulation, especially when students move from one school site to another Spanish Action Plan - Continue to bring Spanish teachers together for district collaboration and cross-school alignment - Finish Spanish Articulation Plan - Support new Reed Elementary Spanish Teacher with programming Interviewing for Reed Spanish teacher underway - Bel Aire is focused on expanding opportunities for Spanish integration in other school areas - Del Mar is focused on eliminating barriers for students to enroll in Spanish - Explore Spanish field trip opportunities for all sites (Participation in the Amigos Alados program at Bel Aire, 5th grade field trip the the Luther Burbank Center for Spanish Language and culture performance) VAPA Action Plan - To be completed by the conclusion of the VAPA Task Force in April 2026
Category #2: Individualized / Differentiated Learning							

Objective	Responsible Party	Timeline	Cost / Resources	Task / Action	Goals / Metrics for Success	Year 1 Action Steps	Year 2 Action Steps
Vision: RUSD will create learners that flourish through group and differentiated instruction, no matter where they are in their learning journey, so that each student's potential is unlocked to ignite a lifelong passion for learning.							
Opportunities:							
Continue to build capacity for staff to design and implement an instructional framework that is accessible for all learners across grade levels so that learning objectives, instructional approaches, and instructional content (and sequencing) are varied based on learner needs	Coordinator of Educational Services Director of Student Services Site Principals GLCs	2024-2027	Professional Development	Instructional Framework adoption Data analysis by teachers and grade level teams following benchmark assessments each trimester Explore high-impact teaching opportunity targeting high-achievement low growth students	One year's growth in one year's time Key outcome - Framework is aligned with goals / metrics across all learning levels Key outcome - ELA and Math student achievement reaches target goals - CAASPP Number of students matriculating to Algebra from Math 7c % MAP growth for all grades students in ELA and Math Academic Achievement Metrics: CAASPP Board Presentation - 9.10.24 CAASPP Board Presentation - 9.9.25 CAASPP Board Update - 11.18.25 CAASPP Board Update - 11.12.24 MAP Board Presentation - 11.12.24 MAP Board Presentation - 11.18.25 CA Dashboard Board Presentation - 1.14.25 Math 7C Board Presentation - 5.13.25	Start exploring 2025-26 (in alignment with Instructional Framework task above) See comment above Teacher participation in UDL Summit 2025 Momentum in Reading Professional Development (Reed & Bel Aire) Grade level teams analyzed MAPs outcomes fall 2024 & Spring 2025 Reed & BA Classified & Certificated attended 5-week Orton Gillingham Training Fall 2025 Reed & BA Sonday (phonics) training for BA SpEd Aide DM teachers received training from Sam Drazin on students access to demonstrating knowledge (assessment) and met with him one-on-one to help ensure access for all learners through assessment.	Ensure all staff are trained and knowledgeable about core curriculums, tier 1 instructional practices, and available tier 2 and tier 3 supports Amplify Desmos K-5 Math Curriculum Trainings: 3-hour Launch Training on August 19th 3-hour Stretch Training on October 6th - Two 6-hour coaching sessions where grade levels observed a demo lesson followed by grade level check ins (December 2nd for Reed Elementary & December 9th for Bel Aire) - Sites are building in time during staff or grade level meetings to discuss math curriculum, review data, and plan with peers - Core teachers, intervention teachers, special education teachers, and instructional aides all included in training - Trainings have focused on the integrated suite of math resources - assessment, core curriculum, intervention, and acceleration Evaluate consistency and coherence of Tier 1 practices - shared scope and sequences, common texts, instructional practices Use Math Adoption and Literacy Roadmap to frame work and create opportunities for staff to examine what is going on at each grade level and across grades Continue to find and advertise professional learning opportunities aligned with this work: - Sam Drazin and Changing Perspectives - MCOE Offerings (i.e. Orton Gillingham Trainings) - Amplify trainings for Desmos and DIBELS - Internally created workshops - Conference opportunities 4 Staff members attended CalECSE conference (Oct 2025) focused on PK and inclusive practices 6 staff members attended Cal PBIS conference (Oct 2025) RD-Align Tier 2/Tier 3 identification criteria with mClass

Objective	Responsible Party	Timeline	Cost / Resources	Task / Action	Goals / Metrics for Success	Year 1 Action Steps	Year 2 Action Steps
							DIBELS and Amplify Math Benchmark/Progress monitoring data RD-SEL department consulting with Sam Drazin to systematize “Calm Down” spaces and teaching tools/vocabulary site-wide.
Tier II system for English Language Arts and Math that meets individual needs and flows between school sites: - Establish district-wide, standardized intervention protocols for ELA and Math. This includes detailed guidelines on intervention frequency, duration, instructional techniques, and materials to ensure consistency across all schools. - Develop or enhance a technology-driven monitoring system that tracks the progress of students undergoing Tier II interventions. This system should facilitate real-time data collection, analysis, and	Coordinator of Educational Services & Director of Student Services Principals Counseling Support & SpEd. Teams	Understand current offerings 2024 Gather feedback and visit districts for creative ideas 2025 Design system and implement 2026-30	Time PD time for site visits and research \$10,000 Hourly time for collaboration \$15,000	Well-articulated Tier II system and strategies across all sites Tier II data analysis by teachers and grade level teams following benchmark assessments each trimester	Key outcome - Growth among students receiving Tier II strategies in ELA and Math	~ Coordinator & Director gather information in a MTSS pyramid or graphic to account for current site-based Tier II programs being implemented ~Evaluation of current programs and best practices Site and District administrators have conducted inventory or current Tier I, II, III services and programs at each site. Will engage wider staff at March PD ~Develop guidelines on intervention frequency, duration, instructional techniques, and materials to ensure consistency across all schools. ~Coordinator and IT Director gather tech-based monitoring systems that address real-time data needs Kim, Nicole, and Evan are meeting to analyze current systems and discuss others. Three leading companies were determined and demo requests were sent to each. Two of the three demos are scheduled. BA: Reach Team (MTSS) Writing Interventions inventory for teachers	MTSS Framework: - Coordinator and Director will support Site Admin in conducting site assessments and gap analysis (programs, systems/structures, data collection/progress monitoring) - Analyze models, collect data, and support alignment across sites - Create a comprehensive district framework document that includes - Vision and guiding principles - draft - Continuum of instruction and support - Assessment framework - Guidelines on intervention frequency, duration, instructional techniques, and materials to ensure consistency across all schools - Communication and family partnership Coordinator and Director have led site leaders through a series of learning this Fall around MTSS during principal meetings culminating with a half day planning day on December 16th where leaders: Aligned over scholarship - The Opportunity Makers Conducted site assessments using an MTSS rubric (template) Worked on site goal setting and prioritization using an improvement science approach (PDSA cycle)

Objective	Responsible Party	Timeline	Cost / Resources	Task / Action	Goals / Metrics for Success	Year 1 Action Steps	Year 2 Action Steps
reporting to ensure interventions are timely and effective. • Provide ongoing training for educators on how to effectively use the monitoring system, interpret data, and adjust interventions based on student progress to optimize learning outcomes. • Implement a structured schedule for evaluating the impact of Tier II interventions on student performance, incorporating feedback from teachers and data analytics to refine and adapt the interventions as needed.							
Provide individualized, engaging, core instruction to support growth for all learners and implement targeted strategies, counseling and tutoring support to help close the achievement gap.	Coordinator of Educational Services & Director of Student Services	Current implementations to be analyzed and improved Work will continue until 2030	Tutoring costs of \$50,000 GLC, Counseling and Staffing commitments	SED Growth Ownership strategies Tutoring implementation E&I GLC	Outcome - Marked growth for all learners; Increased growth for SED learners to close achievement gap (Achievement gap is about 38% between SED and non-SED)	~Communicate list of priority students per school site Completed ~ Counselor will create family connection and deepen understanding of any family obstacles Counselor working closely with site E&I GLCs to connect with all families, determine appropriate supports/services, and monitor progress	Finalize and implement the MOU with The Ranch for the tutoring program. • The Lead teacher shall meet with the Coordinator of Educational Services to review attendance, student goals, and progress specific to our priority students • Develop specific curriculum/content for the tutoring program (use new Math curriculum and



Objective	Responsible Party	Timeline	Cost / Resources	Task / Action	Goals / Metrics for Success	Year 1 Action Steps	Year 2 Action Steps
				Involvement Counseling Support Explore extended learning opportunities for students who have demonstrated mastery		~ Equity GLCs systematize support and progress monitoring system for individual Progress Monitoring tool developed and being employed Jan 2025. Tool incorporates goal setting feature. ~Coordinator & Director to evaluate current tutoring program and adjust for ELA & Math improvement with SED CBO working on an MOU with The Ranch for tutoring program that will identify key components of the partnership (attendance monitoring, intervention, etc ...) Nicole is starting discussions about what is taught during tutoring BA Progress Monitoring of Priority Students by REACH Team DM Progress Monitoring of Priority students by SAP Team.	mCLASS DIBELS resources) MOU development in progress. Should be completed and signed by Nov 2025 As part of MTSS evaluation, establish clear expectations and protocols for REACH and SAP Teams to share information, coordinate interventions, and collectively track progress for the identified priority students. Equity GLCs continue to case manage priority students and collaborate with classroom teachers - create family connections, progress monitor student growth, connect students to internal and external resources E&I GLCs have made at least one contact with priority families and developed SMART goals (Oct 2025). On-going case management and progress monitoring through site intervention team meetings. RD- additional K teachers attending Orton-Gillingham training
Category #3: Comprehensive Review of Elective / Specialist Programing							
Vision: RUSD will develop the full child by igniting a lifelong passion for learning through empowering students to explore their unique talents through innovative and engaging co-curricular experiences and electives. We will cultivate a vibrant learning environment where specialists are supported and enabled to continuously evolve while embracing modern practices and maximizing student engagement.							
Opportunities:							
Full implementation of action plans created by stakeholder groups: Spanish Task Force Action Plan implementation (linked) Others	Superintendent Coordinator of Ed Svcs Spanish Team	Spanish implementati on starting 2024-25 Other areas as they're created	Cost contained within each action plan	Action Plan implementation Continue to evolve specialist programs to enhance and support core curriculum and instruction	Ongoing Board presentations to measure progress including student growth On track with presentations - noted in year long calendar Spanish Action Plan Update presented to board on 1/14/25: Spanish Action Plan: PROGRESS MONITORING	~ Superintendent and Coordinator of Ed Services will meet with the Spanish team to operationalize and annualize the Spanish Task Force Action Plan Spanish Action Plan: Spanish Action Plan Update presented to board on 1/14/25: Spanish Action Plan: PROGRESS MONITORING Spanish Team has met four times to collaborate on Spanish Task Force Action Plan 8.16.24 Team Meeting 10.18.24 Team Meeting 1.24.225 Team Meeting 4.18.25 Team Meeting ~ Ongoing team times will be established for the	Spanish Action Plan - Continue to bring Spanish teachers together for district collaboration and cross-school alignment - Finish Spanish Articulation Plan - Support new Reed Elementary Spanish Teacher with programming - Bel Aire is focused on expanding opportunities for Spanish integration in other school areas - Del Mar is focused on eliminating barriers for students to enroll in Spanish - Explore Spanish field trip opportunities for all sites (Participation in the Amigos Alados program at Bel Aire, 5th grade field trip the the Luther Burbank Center for Spanish Language)

Objective	Responsible Party	Timeline	Cost / Resources	Task / Action	Goals / Metrics for Success	Year 1 Action Steps	Year 2 Action Steps
						Spanish team to check progress and implement the tasks Spanish Team agreed to four half day meetings throughout the year (2 completed, one scheduled for January, and final one will occur later in Spring) and determining if additional department time can be used to support the work ~Create a better understanding of how to measure student growth and desired outcomes in Spanish Key Outcomes: Spanish Curriculum + Supplemental Resources Rubric RUSD Spanish Articulation Framework (draft)	and culture performance)
Fully evaluate athletic and co-curricular offerings, team-building opportunities, community and county-wide events, coordination with other districts, facilities, etc. Stay relevant, engaged, and leading-edge into the future.	Middle School Principal & Athletic Director	Ongoing growth, coordination, and improvement	To be determined based on the plan	Number of co-curricular offerings, team-building opportunities	Key outcome - Participation in co-curricular offerings, teams, events (e.g., robotics, debate teams, track & field events, etc.) YouthTruth survey results	~DM Administrators create a document that accounts for current athletic and co-curricular offerings including county-wide events and beyond Del Mar Athletics and Extracurricular Activities (2024-25) ~Brainstorm with the athletic director, elective teachers, and club leads on future, innovative possibilities - Decision to implement the DM Middle School Student-Athlete Agreement for all athletic programs and competitive clubs for 2025-26: revision will include competitive clubs. - Make decision with staff whether or not to include student meeting academic performance and progress as a factor in student-athlete participation expectations. - Decided to close Advanced Robotics as an elective offering for 2025-26, and revert back to being a Del Mar Club to increase access and opportunity for students. - Schools and Athletic Directors will discuss with Marin County Office of Ed, possible scheduling changes to the Marin County Middle School track meets (two Fridays) to prevent absences. ~ Decide first new or improved steps to occur this school year - Piloted during the boys basketball season the	~DM: Updated document of athletic and co-curricular offerings: Del Mar Athletics & Extracurricular Activities (2025 - 26) ~DM: Decision reached for Middle School Athletics to be coordinated by the county (to be fully implemented for 2026 - 27 school year) -DM added Flag Football as an offering as of fall, 2025. VAPA Community Events - PK-8 public art show at Waypoint Pizza December 2025-February 2026 - Painted Bins exhibit May 2026 at Bel-Tib Library - Painted Bins winning art displayed around town and throughout Southern Marin - Del Mar band performances at Bel-Tib Library and Marin Country Mart fall 2025 - Del Mar band performance at Bel Aire Fall Fest - Working with Heritage & Arts Foundation to schedule Town Hall art show - Working with Bel-Tib Library to schedule a spring art show - Exploring Audubon Society outdoor art display for 4th grade art



Objective	Responsible Party	Timeline	Cost / Resources	Task / Action	Goals / Metrics for Success	Year 1 Action Steps	Year 2 Action Steps
						DM Middle School Student-Athlete Agreement. Partnered with Marin County Office of Ed to discuss with other middle school athletic directors, and reach tentative agreement to have the county take over the coordination of the Middle School Athletics programs, countywide: possibly to begin 2025-26.	



Pillar 2: Social Emotional Learning (SEL)

Developing the whole child considering the social skills, emotional intelligence, and health and wellness needed to excel in a modern environment that values creative thinking, problem solving, communication, and collaboration.

Objective	Responsible Party	Timeline	Cost / Resources	Task / Action	Goals / Metrics for Success	Year 1 Action Steps	Year 2 Action Steps
Category #1: Whole Child Health & Wellness							
Vision: RUSD will empower students to further develop skills in physical, social-emotional, and mental health, fostering a positive environment that ignites a lifelong passion for whole child well-being. We will embolden students to build positive relationships in order to thrive as empathetic and responsible members of our community.							
Opportunities:							
Assess, design and integrate SEL concepts into schoolwide practices, activities, field trips and classroom lessons across subject areas	Site Principals Coordinator of Educational Services & Director of Student Services with Principals and Site Reps	2024-30	Embedded field trip costs	Articulated incorporation of SEL into field trip approval documents	Key outcome - Participation in field trips, SEL educational opportunities Satisfaction with field trips YouthTruth survey results - YT Executive Summary	Come to agreement on SEL vision and concepts for RUSD/each school site (consider RUSD graduate profile) Using RUSD Grad Profile (4/16/25) - Will be included in 25-26 Belonging task force work Site Principals review current practices (including pilots at sites), activities, field trips and lessons that are tied to / incorporate SEL concepts Bel Aire is piloting SEL curriculum; pilot process extending to 2025-26 school year. BA discussions about SEL programming. Reed and Bel Aire are taking inventory of SEL curriculum, programs and activities. Bel Aire is assessing programming across all grade levels Spring 2025 Reed: Dave Nettell has led lessons in each PK-5th grade class (October 2024, January 2025, March 2025) DM staff identified what is working and areas of growth in the Advisory program to ensure the lessons are impactful.	Director of Student Services, Site admin and W&B Task Force team members will conduct assessments of SEL programming and conduct a gap analysis (programs, systems/structures, data collection/progress monitoring) of SEL programming, focused on the continuum of programming PK-8 Internal Task Force Meeting dates September 22, 2025 October 29, 2025 (Del Mar) November 17, 2025 (Reed) November 18, 2025 (Bel Aire) Full Task Force Meeting dates September 25, 2025 October 21, 2025 December 2, 2025 Draft Action Plan to be reviewed in Jan 2026 Board Meeting RD-SEL department consulting with Sam Drazin to systematize “Calm Down” spaces and teaching tools/vocabulary site-wide. RD-Ongoing PD with Sam Drazin re: affective language and inclusive practices. DM- Bringing back “Breaking Down the Walls” for January, 2026 VAPA SEL lessons: • First grade visual art lesson exploring emotions • First grade music & art assembly around the book <i>I am We: A Book of Community</i>, February 2026 • Potential Bel Aire Student Council skits about conflict resolution performed for BA student

Objective	Responsible Party	Timeline	Cost / Resources	Task / Action	Goals / Metrics for Success	Year 1 Action Steps	Year 2 Action Steps
							body. Teaching Social Skills through Sketch Comedy Partnership between VAPA TOSA & Sam Drazin to build a collection of team building resources for Del Mar teachers.
Design, create and implement a roles and responsibilities matrix and process flow to enhance a tiered system of support and intervention.	Director of Student Services	2025	Potential staff increase based on plan	Conduct a review of current student services staffing and develop a structured plan to ensure resource allocation aligns to and supports a tiered system of support and intervention.	MTSS Draft Document	Document current practices, systems, and roles and responsibilities regarding tiered systems of intervention ~ Create flowchart of roles & responsibilities matrix and process flow of MTSS	Director of Student Services to create flowchart of roles & responsibilities of Student Services team Director of Student Services and Coordinator of Ed Services, in concert with site intervention team, to update matrix and process flow of MTSS (see above) District Admin team meeting 11/17 & 12/16 -Belonging, Consistency and Coherence (Assessment of MTSS - Site Admin analysis)
Align discipline practices to be transparent, consistent, fair, and respectful learning opportunities for students	Site Principals Director of Student Services	Begin surveying in 2025	PD opportunities	Well-communi cated, structured plan that's aligned across schools	Improved behavior / reduction in disciplinary actions needed Data dashboard shows suspension data going down from 1% to .3%	~ Re-read specific plan inputs related to discipline ~ Gather information about the practices / ways that sites communicate discipline steps Family Handbooks (from new websites): Reed, BA, DM Assemblies/Presentations ~ School site administrators will review and evaluate current discipline practices and policies: Site Specific and Districtwide. Working with the district leaders, and the Director of Student Services, apply MTSS actions to current disciplinary practices. ~ Site Admin will analyze past disciplinary data and actions to determine trends for consistent and fair implementation (bullying), and determine metrics for adopting/implementation of disciplinary action.	Continue to build the capacity of staff to implement positive behavior in classrooms and on campus. Actions include: - Send site teams to PBIS Conference (Oct 2025) 6 staff members attended conference - Review SEL Curriculum (W&B Task Force & through BA SEL adoption process) - Instructional and Special Aide trainings - Weekly meetings at Reed and Bel Aire facilitated by site admin Site administrators to review behavioral expectations with students and families. Site administrators to review and revise Handbook adjustments Family Handbooks (from new websites): Reed, BA, DM



Objective	Responsible Party	Timeline	Cost / Resources	Task / Action	Goals / Metrics for Success	Year 1 Action Steps	Year 2 Action Steps
						RUSD All Schools 5-year Basic Incident Summary RUSD Discipline Data Analysis (draft stage) ~ At Del Mar, continue to implement and fund current anti-bullying protocols/system (No-Bully Program and Solutions Coach Training). ~ At Reed and Bel Aire consider adopting No-Bully Program. Discussion with principals led to decision to not adopt No-Bully program at the elementary schools, as both Reed and BA already have SEL and anti-bullying protocols. BA: Alignment on guiding documents (Responding to Negative Behaviors, Restorative Actions, & Behavior Communication) Reed & Bel Aire reviewed SEL portion of current report in preparation of future revisions (2 times throughout year)	Gather input from Wellness & Belonging Task Force, if relevant to discipline related implementation and data. BA: Piloting Leader in Me SEL curriculum, and also continuing to gather feedback from stakeholders regarding MOSAIC. DM- working on “restorative practices” in the discipline matrix and Family Handbook, through the work on MTSS and Belonging Taskforce.
Category #2: Inclusion, Belonging, and Kindness Programming							
Vision: RUSD will cultivate a welcoming and inclusive learning environment where every student feels a sense of belonging and community; an environment of kindness and empathy, empowering our students to learn, grow, and contribute positively to a diverse and connected world.							
Opportunities:							
Through a Belonging, and Kindness Task Force, develop and implement an Action Plan including tasks and metrics for success.	Director of Student Services	2025-26	Hourly pay for staff inclusion Consultant cost \$3000	Well-communicate, structured plan that’s aligned across schools	Improved student Youth Truth results that support equity, inclusion, belonging, and kindness Survey implemented and initial analysis taking place	Establish Belonging Task force and establish calendar for meeting in the 2025-26 school year To be done Spring 2025 Update 4/16/25 - In progress. May work with consultant to develop framework for a Belonging/Wellness Task Force to meet in 25/26 school year	The Director of Student Services will establish a Task Force. The Task Force is composed of site teams (Admin, School Psychologist, GLCs, classified staff), district team (counselor inclusion specialist, school nurse, classified staff), students (Bel Aire and Del Mar) and caregivers. Task Force will develop Action Plan to be presented to RUSD Board in late Winter Internal Task Force Meeting dates September 22, 2025 October 29, 2025 (Del Mar) November 17, 2025 (Reed) November 18, 2025 (Bel Aire) Full Task Force Meeting dates September 25, 2025 October 21, 2025

Objective	Responsible Party	Timeline	Cost / Resources	Task / Action	Goals / Metrics for Success	Year 1 Action Steps	Year 2 Action Steps
							December 2, 2025 Draft Action Plan to be reviewed in Jan 2026 Board Meeting
Develop and implement activities and lessons that celebrate diverse backgrounds and perspectives	Coordinator of Educational Services Site Administration GLCs	2024-2027	E&I GLC stipends Teacher Planning time Professional Development	Number of activities and lessons per subject area Integration with Library services and projects	Student Youth Truth results that support inclusion, belonging and kindness - YT Executive Summary	~GLCs gather information about current activities and lessons that celebrate diverse backgrounds and what do we want to measure Scheduled to be complete at an upcoming Equity GLC meeting ~ Research existing and innovative activities and lessons ~ Work with Changing Perspectives to celebrate diversity ~ Consider VR tours of other cultures and areas Kim asked DM Staff member to create an invoice with a cart and VR sets for possible purchase. ~ Partnership with other schools and PTA opportunities ~ Promote and curate experiences through libraries ~ Leverage Spanish Action Plan for innovative steps Ongoing with Spanish team and Coordinator Reed: Ongoing refinement of library collection to include titles that foster inclusion Reed: The Great Kindness Challenge Week Reed & BA: Initial partnership with Infinite Flow Dance School Assembly BA: Partnership with San Pedro School, students visit BA DM: Kindness project to gather book donations to start a library in a school in Kenya.	Inclusion Specialist, in concert with Changing Perspective and site GLCs, will create and implement a TK-8 Scope and Sequence for classroom Inclusion activities and lessons (1 per trimester at each grade level) As of Dec 2025, 4 Lessons delivered at each grade level. Copies of all books provided to each classroom. Inclusion Specialist, in concert with Changing Perspective and site GLCs, develop on-going parent communication regarding individual school Inclusion work and classroom lessons Scope and Sequence established at all three sites. 4 lessons delivered by end of Dec 2025 and communication sent home to families with information and resources. Site Admin to host schoolwide and grade level assemblies and activities that celebrate diverse backgrounds and perspectives. DM- Redwood High School SLAM program grade level assemblies DM- E&I GLC working with Leadership program for student presentations on culture. Chinese calligraphy lessons for all Bel Aire students.
Continue to provide PD and support to certificated and classified staff related to Inclusion, Belonging and Kindness	E & I GLCs Site Admin Director of Student	2024-ongoing	E&I GLC stipends Teacher Planning time	Youth Truth Survey California Healthy Kids survey	Staff Youth Truth results that support inclusion, belonging and kindness - YT Executive Summary	Implement PD plan with Changing Perspectives at each site In progress - ongoing Update 4/16/25 - Nov 1 & March 17 PD days successful (survey results available)	District to utilize outside consultant Dr. Allison Briscoe-Smith for staff PD regarding belonging (mindset and practices) Aug 2025 Welcome back keynote delivered Jan 5 PD planned

Objective	Responsible Party	Timeline	Cost / Resources	Task / Action	Goals / Metrics for Success	Year 1 Action Steps	Year 2 Action Steps
	Services Outside Consultants		Professional Development	Attendance data Strong improvements noted on dashboard	Survey administered Initial analysis taking place - Nov 1 PD Agenda & SlideDeck - August E&I GLC Agenda - Changing Perspectives 24-25 schedule	Cultural Competency PD with Dr. Trudy Arriaga Complete - E&I training & Nov 1 whole staff PD Reed & BA Staff Participation in Wellness Conference	Continue partnership with Changing Perspectives for staff PD and support at each site, focused on academic and social inclusion. Changing Perspectives has provided support and PD over the course of 6 days at all three sites, including classroom observations, student assemblies and staff PD. Identified staff from Reed and Bel Aire to attend PBIS statewide conference (October 2025) 2 teachers from BA, counselors and inclusion specialist and Director of Student Services attended PreK team members to attend CalECSE conference (October 2025) Reed principal, 2 PK teachers and inclusion specialist attended.
Review policies, practices and programs to ensure all promote respect, empathy, and inclusion for all students	E & I GLCs Director of Student Services	Ongoing	Analysis supported by Changing Perspectives	Board Policy	Policy implemented	Director of Student Services Identifies all policies Ongoing policy review throughout the year GLCs identify current site practices and programs	Director of Student Services will continue to review policies Ongoing RD and BA-10 Staff members attended Safety Care training to support students in crisis
Evaluate the development and integration of leadership skills, non-technical skills through leadership opportunities for students within classrooms and school-wide activities to contribute to positive school culture and community	Coordinator of Educational Services & Director of Student Services with Principals and GLC Input	2024-2028	Teacher release days	Well-communi cated, structured plan that's aligned across schools Number of school wide activities that contribute to a positive school community - Spirit days, Student led videos, etc.	Key outcome - Participation in school wide activities that contribute to a positive school community	District: ~ Superintendent will work with teams to define leadership and non-technical skills, create common understanding Draft language included in leadership document ~Based on site input, create a list of current leadership opportunities district-wide and per school site Completed by Nov. 8. List linked here. ~ Gather feedback about the quality of the opportunities (great, ok/needs improvement, should eliminate or replace, added) Needed next step ~ Research existing district-wide leadership programs One great program discovered called "Leader in Me"	Internal Wellness & Belonging Task Force site teams will analyze current offerings and explore additions to be incorporated into the action plan. Explore Leader in Me (at Bel Aire) as part of the SEL curriculum adoption review. - Site visit scheduled for a Leader in Me fully implemented school Expand leadership opportunities at Bel Aire and Del Mar: Bel Aire Elementary: - Continue Junior Coach student leadership opportunities and expand role to include peer conflict resolution, training opportunities, and presentations at school assemblies - Build on student council roles and functions through the site

Objective	Responsible Party	Timeline	Cost / Resources	Task / Action	Goals / Metrics for Success	Year 1 Action Steps	Year 2 Action Steps
						~ Brainstorm creative leadership opportunities for students or how it could be integrated DM, BA, Reed: ~Brainstorm with GLCs on additional leadership opportunities that could be added or improved this year BA Expansion of Peer Tutoring Program. Seven Del Mar students participated in LCAP Advisory Meetings and provided input to ensure that the LCAP plan aligns with their needs, interests, and experiences. Students provide valuable insights into the challenges and opportunities they face in their learning environment. This information helps us make informed decisions about resources and program implementation. LCAP Advisory Slides & Notes	- Expand peer tutoring opportunities Del Mar Middle: - Implementation of semester leadership electives courses (as opposed to year-long) Business Entrepreneur Leadership and Leadership class. Allows for more opportunity. - Focus of Grade Level Teams in creating leadership opportunities inside the classrooms. - Leadership opportunities for students in VAPA electives: visiting Reed & BA to offer recess art activities
Fully evaluate athletic team offerings, team-building opportunities, community and county-wide events, coordination with other districts, facilities, coaches, parent volunteers etc. to stay relevant, engaged, and leading-edge into the future.	Middle School Principal & Athletic Director	Ongoing growth, coordination and improvement	To be determined based on the plan	Number of athletic offerings, team-building opportunities	Key outcome - Participation in athletic offerings, teams, events YouthTruth survey results - YT Executive Summary	Middle School Principal/AD identify current programming and opportunities in the district and across the county. Coordinated with topic above Hear from the AD about future offerings and opportunities.	In the 2025-26 school year, Del Mar will begin to offer the sport of Flag Football to students.
Create staggered and increasingly involved enrichment opportunities (buddies, mentorships, spirit days, social groups, field trips, etc.) across the PK-8 student journey	Director of Student Services Site admin GLCs	2025-ongoing	Teacher Release days	Well-communicated, structured plan that's aligned across schools	Key outcome - Examples of positive relationships, buddies, mentor impact across grade levels (E.g., Buddy Bench, Students becoming Web Leaders, etc.)	~ Define enrichment Complete - defined within this new linked document ~ GLCs document current practices, programs and activities at each site Complete in document ~ Coordinate with Pillar 1, Category 1 - Academic Activities Time to add one additional enrichment opportunity at each site, including Spanish, etc. BA: Planning for multi-grade "BA Bear	Internal Wellness & Belonging Task Force site teams will identify and analyze current offerings and explore additions to be incorporated into the action plan. Draft Action Plan to be presented to RUSD Board Jan 2026

Objective	Responsible Party	Timeline	Cost / Resources	Task / Action	Goals / Metrics for Success	Year 1 Action Steps	Year 2 Action Steps
						Families/Teams” for 25-26	
Category #3 Food Service and Student Nutrition							
Vision: RUSD will provide a student-centered nutrition program that establishes healthy eating habits, uses environmentally sound practices, and empowers students to become lifelong ambassadors of health, wellness and sustainability.							
Opportunities:							
Comprehensive review and search for high-quality food service solutions including, consideration for environmental impact, local sourcing, or self-producing.	Superintendent, Chief Business Officer, Director of Maintenance & Operations & Principals, PTA	Spring 2024 and ongoing collaboration	Depends on solution that is determined	Identify food service provider / resource that best meets needs of all students, staff and community	Key outcome - Increase student participation rates from 30% to at least 50%. Increase overall satisfaction with the food service program Student Survey on Food Service Program Food Service Task Force Participant Survey	District: ~Superintendent gathers information about current program, limitations, and possibilities Completed ~ M&O evaluation of facility conditions Eduardo currently completing - due in Nov. ~ Superintendent asks for participants in a Wellness/Food Service Task Force Completed and 2 meetings complete ~ Survey community desires for possible food service programs DM & BA Student Surveys complete Parent Survey being considered ~Communication about findings and why SWOT Analysis of findings Scheduled for December Board meeting Link to Board Item ~ Determining next steps Board direction in December CBO: Account for actual cost of Food Service Program. Complete - shared with Committee. Reference FY23/24 UA and FY 24/25 1st Interim. Can satisfaction in the food service program be increased with current constraints via grant funded initiatives? Explore Grants (i.e. fresh fruits and vegetables grants etc.). Grant names gathered and shared. Some are being used.	~Equipment analysis, purchase, and installation Preliminary Analysis of equipment needs underway as of 10/20/25. Purchase recommendations to be provided to all schools by the end of month. ~Full implementation of new food vendor Dee's Organics was selected with full consensus from a wide variety of educational partners, included consensus from Ross and Kentfield ~ Coordination with other school districts Ongoing collaboration and coordination is taking place between Ross and Kentfield, including tangible support for training of the vendor ~Supporting vendor through School Food Solutions Monthly meetings taking place with School Food Solutions ~Communication with Wellness / Food Service Task Force Initial communication took place with the task force and large amounts of appreciation and gratitude have been expressed ~ Implement food waste solutions ~ Explore composting solutions ~Consider next steps with school gardens ~Survey parents and students for implementation

Objective	Responsible Party	Timeline	Cost / Resources	Task / Action	Goals / Metrics for Success	Year 1 Action Steps	Year 2 Action Steps
						RFP process complete	satisfaction ~ Monitor participation rates and making adjustments to meet the goals Additional support and training opportunities were coordinated and hired with an outside consultant
Design curriculum, enrichment experiences and leadership opportunities for students as ambassadors in nutrition education and healthy eating habits. (ie nutrition guest speakers, waste management field trips, recycling presentations, farm to table field trips)	Coordinator of Educational Services Principals	Each year	Minimal material cost Consider farm/garden integration cost	# of nutrition lessons, experiences, leadership opportunities	Key outcome - Participation in nutrition experiences, lessons (E.g., Nature Bridge, classroom gardens, etc.) Satisfaction with enrichment experiences	Define current practices Listed within Leadership document Explore educational connections, established lessons Kim visited San Rafael school with integrated lessons John visited Lagunitas school with 8th grade students supporting lunch service Research the enrichment and/or field trip opportunities in this area? Fieldtrip & Enrichment Opportunities Document created How can we encourage student passion and leadership in this area?" BA: Green Team began composting in 5th grade & field trip to Marin Sanitation in San Rafael	Stay aware of curriculum or opportunities More Action Steps for Year 3



Pillar 3: Staff

Attracting, developing, retaining, and inspiring top talent to make a lasting impact on students, parents, and the broader community.

Objective	Responsible Party	Timeline	Cost / Resources	Task / Action	Goals / Metrics for Success	Year 1 Action Steps	Year 2 Action Steps
Category #1: Recruit / Develop / Retain the Best Staff							
Vision: RUSD will optimize strategies and resources to recruit and retain the most talented staff including retention, salary grades, professional development, and ongoing career growth. We recruit, develop, and retain the most talented and diverse staff to make RUSD the most desirable school district and place and workplace.							
Opportunities:							
Create a path for career advancement via continual learning and cross-training to encourage promotion and retention of skilled staff and principals.	Superintendent Principals	Fall 2024 and ongoing	Professional Development Opportunities	Clearly articulated career path	Number of staff trained for internal positions Some continual learning and some cross-training taking place Strong classified ongoing training at Reed Elem.	Superintendent and Principals - Identify continuing education opportunities for classified staff (i.e. teacher certification programs) from partners such as MCOE, CDE, etc -Regular, frequent sharing and messaging about career advancement opportunities (i.e. admin services credential), including 1:1 reach-outs in person to staff (nudge theory) Keith and Kathy sharing to staff -Branding of RUSD path for career advancement (i.e. “The Reed Ladder”) for promotion More clarity needed March 17 Professional Development Day–teacher presentations Proposal of Management Ladder Clean Up	Continue with steps from Year 1
Increase opportunities for staff to collaborate and facilitate vertical articulation between grade levels and schools to ensure student learning follows a coherent process and maximizes student progression and growth.	Coordinator of Educational Services Principals	Ongoing	Staff time for planning and attendance, likely within the work day	Continuous staff collaboration to support collective efficacy - Regularly scheduled meetings GLCs provide leadership in their areas of	Positive Youth Truth survey results for culture especially looking at 3rd and 6th grade Initial analysis taking place Desired outcome: Consistent MAP growth between grade levels especially looking at 3rd and 6th grade. Initial discussions and analysis from Fall data	-Scheduled, sacred articulation time at start and end of school year for 2/3 % grade levels as students matriculate up Initial discussions at Principal meetings about when/how/etc. And ensuring impact -regular, calendared articulation time to review common learning standards and assessments within school sites More work needed here -review of student growth following benchmarks	Use Math Adoption and Literacy Roadmap to frame work and create opportunities for staff to examine what is going on at each grade level and across grades Coordinator will work with Site Leaders to ensure that instructional consistency and cohesion is discussed at GLC level and there is regular, calendared articulation time to review vertical and horizontal alignment - Connect work to report card discussions - Review power learning standards - Align assessments - Shared scope and sequences - Common texts - Instructional best practices

Objective	Responsible Party	Timeline	Cost / Resources	Task / Action	Goals / Metrics for Success	Year 1 Action Steps	Year 2 Action Steps
				focus		Coordinator, Director, and staffs have participated in data reviews of CAASPP, MAP and action step planning Consistent YouthTruth presentation created in January for staff analysis RUSD Spanish Articulation Framework (draft)	Using Amplify Desmos Math adoption process to ensure fidelity of use, instructional consistency, and cohesion between tier 1, 2, and 3 supports and resources Site administrators, in concert with the Director of Student Services, will revise systems and structures for sharing relevant student information (interventions, discipline, etc.) between schools as students matriculate. VAPA Task Force discussing vertical integration of music & visual arts concepts
Continue to implement professional development that is: - Specialized to meet the needs of employees - Relevant and modernized - Expanding our ideas beyond RUSD - Inclusive of self-care	All Directors and Principals	Ongoing for PD days and conference offerings	Speakers and Specialists \$3000 each Site Visits to other schools with travel costs and subs about \$1000 per person Conference attendance about \$1500 per person	Completion and attendance at PD opportunities including sharing of information upon return Overall academic and SEL improvement	Satisfaction with professional development activities Link to surveys here: Sam Drazin - Beginning of the Year Kick Off New Staff Survey AI Survey November 1st Survey District Leadership Instructional Rounds Survey Professional Development Feedback Survey March 17th Staff PD Day Survey Math Adoption Helpful information gathered through staff YouthTruth survey noting professional development needs YT Executive Summary Coordinator considering a more specific follow up question/survey	- value personal and professional development of employees via celebrations and acknowledgments (via messaging and meetings) -bring in speakers who appeal to broad range of employees Employees noted speakers that they resonate with and speakers that we have gained all possible benefit from -identify latest, greatest PD opportunities for all staff, from custodial and maintenance, to office managers, to teachers, GLCs, administrators, IT, DO, etc -partner with neighboring districts and community organizations to offer PD opportunities that might otherwise be cost-prohibitive or to increase number of participants After reviewing feedback from November 1st Staff PD day and Youth Truth data, Coordinator of Ed Services sent out a Professional Development Feedback Survey to help us better understand professional development needs to improve the professional learning opportunities we offer within our District. - Feedback informed our agenda for our March 17th Staff PD Day - March 17th PD Feedback was extremely positive - 60 staff responded and 82% responded % out of 5 on impact and 87% responded % out of 5 that they would recommend learning experience	District contracted consultant Dr. Allison Briscoe-Smith for staff PD regarding belonging (mindset and practices) Keynote given in August. Returning Jan 2026 Continue partnership with Changing Perspectives for staff PD and support at each site, focused on academic and social inclusion. Changing Perspectives has provided support and PD over the course of 6 days at all three sites, including classroom observations, student assemblies and staff PD. TOSA holds monthly lunch meetings with new staff at DM, BA and Reed to check in and offer ongoing support Identified staff from Reed and Bel Aire to attend PBIS statewide conference (October 2025) 2 teachers from BA, counselors and inclusion specialist and Director of Student Services attended PreK team members to attend CalECSE conference (October 2025) Reed principal, 2 PK teachers and inclusion specialist attended. Inclusion Specialist to provide ongoing training to Instructional and SPED aides regarding inclusive practices, behavioral strategies and intervention practices Numerous PDs provided to Special Ed and



Objective	Responsible Party	Timeline	Cost / Resources	Task / Action	Goals / Metrics for Success	Year 1 Action Steps	Year 2 Action Steps
							Instructional Aides at Reed and Bel Aire TOSAs & Coordinator of Educational Services attending SXSW EDU (with a focus on innovation and integration). TOSAs attend monthly Coaching Consortium meetings at MCOE. VAPA TOSA exploring Smithsonian Summer Institute for Teachers. Relevant for integrating history & visual art. Instructional curriculum and adoption professional development: PK-5 Math Curriculum - Amplify Desmos • Launch training on 8.19.25 (3-hour) - all teachers + invited instructional coaches • Stretch training scheduled for October 6th • Two 6-hour coaching days given on 12/2 (Reed) and 12/9 (Bel Aire) • Internal support and professional development ◦ GLC collaboration ◦ Instructional TOSA Office Hours ◦ 1:1 TOSA coaching and support Amplify Desmos K-5 Math Curriculum Trainings: • 3-hour Launch Training on August 19th • 3-hour Stretch Training on October 6th • Two 6-hour coaching sessions where grade levels observed a demo lesson followed by grade level check ins (December 2nd for Reed Elementary & December 9th for Bel Aire) • Sites are building in time during staff or grade level meetings to discuss math curriculum, review data, and plan with peers • Core teachers, intervention teachers, special education teachers, and instructional aides all included in training • Trainings have focused on the integrated suite of math resources - assessment, core curriculum, intervention, and acceleration Universal Reading Screener - mCLASS DIBELS • Launch training on 8.13.25 and 8.27.25 (total of 6 hours) - all teachers + invited instructional coaches



Objective	Responsible Party	Timeline	Cost / Resources	Task / Action	Goals / Metrics for Success	Year 1 Action Steps	Year 2 Action Steps
							• Stretch training (3 hours) + one coaching day to be scheduled after first administration to determine next steps and needs • Internal support and professional development ◦ GLC collaboration ◦ Instructional TOSA Office Hours ◦ 1:1 TOSA coaching and support Professional Development: • Teachers were trained on administration, reporting, and instructional resources during 6-hour Launch Training on August 13 and August 27 • Ongoing support was available through office hours and direct administration assistance during the testing process • Understanding the Results - Dibels staff training developed by Principal, Coordinator of Ed Services, and Instructional TOSA Continue to gather and use feedback from staff to better understand professional development needs to improve the professional learning opportunities we offer within our District. Some trends we have heard are: • Differentiated • Peer led • Content specific • Built in collaboration or planning time



Pillar 4: Community and Families

Nurture partnerships with families and the broader communities for the benefit of the student experience, achievement, and social connectedness.

	Responsible Party	Timeline	Cost / Resources	Task / Action	Goals / Metrics for Success	Year 1 Action Steps	Year 2 Action Steps
Category #1: Family Partnership with Student Progress							
Vision: RUSD will nurture family partnerships with the RUSD community to create a dynamic relationship between school, student, and family. Leveraging innovative tools and data to create meaningful personalized feedback, providing ongoing communication, and empowering families to actively engage with the RUSD community in their child's learning journey.							
Opportunities:							
Modernize and improve homework, classroom and assessment practices to include updated formats (e.g., report cards, curriculum updates, etc.) for student and family feedback, communication, and partnership including student goal-setting	Coordinator of Educational Services Math TOSA Principals	2025-28	Consider data information system implementation needs \$50,000	Provide opportunities for parent understanding of student learning journey throughout the academic year Completion of Family Guides and Report Card adjustments	Increase in YouthTruth Parent Responses around Student Progress - YT Executive Summary Parent responsiveness / satisfaction with family guides and report card adjustments	~Principals and GLCs assess current practices in terms of homework and types of assessments used. ~Principals and GLCs assess types of assessment practices used in the classroom. ~Principals and GLCs assess how students/families receive feedback through homework and assessments. ~Sites gather feedback on their current report cards and communication towards families in regards to them. Completed. Elementary staff spent time on January 6th and March 17th discussing report cards - what works, what is missing, developmental considerations, alignment, etc ... - and reviewing sample report cards from other districts. ~District administration researches professional development opportunities in regards to modernizing homework and assessment. Provides opportunity for a group of teachers and administrators to attend PD workshops. TK-5 Report Card Committee to be created in 2025-26 to use data gathered this year and dive deeper into best practices and potential PD opportunities for staff. ~Drafting grade level family guides for Math and ELA and getting feedback from various groups (staff, PTA, etc ...) Spring 2025 with a goal of sending home annually at the beginning of the year, starting August 2025 Completed	Site levels gather representatives Sites communicating needs and direction Family Guides - sent to families Fall 2025 to share the learning that will take place during the year (increase communication) • Family Guides for all grade levels were published • English Language Arts and Math Family Guides were completed Work with Principals to determine the communication plan (should be consistent across grades) after GLCs and Department Heads review final drafts • Beginning communication is taking place at the district level Headline News • School sites published in site newsletters • Samples distributed and discussed at district level PTA Create a report card committee to continue the work that was started last school year • Analyze the feedback already collected to determine next steps • Survey stakeholders (students, families, staff, etc ...) to determine top priorities • Continue to review report card models and research best practices

	Responsible Party	Timeline	Cost / Resources	Task / Action	Goals / Metrics for Success	Year 1 Action Steps	Year 2 Action Steps
						Reading Difficulties Screener - GLCs at Reed Elementary completed a needs assessment for a reading screener Fall 2024 to help guide the selection process and identify a tool that improves the work teachers were already doing. Board Presentation	Create report card templates/drafts and gather feedback
Creative Parent Education opportunities	Directors and Coordinator in collaboration with PTA	Annually	Speakers and possible software solutions Annual approximate cost of \$10,000	# of speakers Software analysis including a consistent parent ed survey	YouthTruth Parent responses about opportunities and engagement YT Executive Summary 3 Changing Perspectives Parent Education Events 2024-25 SY	~ Directors and coordinators meet with PTA to assess the current offerings and how they are organized. Conversations took place Unique to this year is MCOE's extensive offerings that are aligned with our needs 1 of 3 parent eds through Changing Perspectives was offered (Fostering Self Advocacy). Next is 1/15/25 (Raising Disability Awareness through literature) and March 2025 (Inclusion in Reed) ~ Directors and coordinators work with PTA to create goals and a plan for parent education in collaboration with the annual site goals at each school. MCOE offerings aligning with district and site needs Screening of The Anxious Generation ~ Brainstorm innovative ways to create more outreach and opportunities for parents to be involved to get a broader group of parents involved. Through Site and District HLN, opportunities available through MCOE have been shared with community, covering topics, such as: Vigilant Parent Safe technology use Teen Brain Other topics	Family Engagement and Education of New Math Curriculum: - Coordinator of Educational Services and Instructional TOSA offering informational sessions at Reed and BA Back to School Nights Principal Coffee Chat with Instructional TOSA at BA around the new math curriculum Family curriculum resources (letters with practice problems, videos) sent through teacher newsletters Math Blurbs going out in Principal Newsletters Family Engagement and Education of ALMA, Dibels and MAP with Instructional TOSA: MAP Parent Notification Planning PTA meeting presentations at BA and Reed - Instructional videos emailed to BA and Reed parents MAP Dibels Family Engagement and Education of the "Letters of Recommendation" process for 8th grade students applying to private high school with Instructional TOSA: PTA meeting presentation at Del Mar Instructional video emailed to Del Mar parents Advertise relevant parent education opportunities offered by MCOE: - AI Parent Workshops - Counted Out Movie Screening - Additional throughout the year Ongoing through HLN and Instagram Provide parents/caregivers, via class and school newsletters, information about inclusion and SEL activities, including resources, their students are



	Responsible Party	Timeline	Cost / Resources	Task / Action	Goals / Metrics for Success	Year 1 Action Steps	Year 2 Action Steps
							engaging in at school. Host two parent education events, one virtual and one in person with Dr. Alison Briscoe-Smith focused on student mental health and belonging. Parent Ed 10/7/25 DM- Del Mar alumni back for a parent night on 12/10/25 to discuss Redwood High School and how to prepare for high school - a panel discussion.
Analyze and align homework procedures and classroom practices based on research-based practices and age appropriateness	Principals Teachers	Research 2025 Discussion & Consensus 2026 Implementation 2027	Printing and possible software costs	Formation of group of educational partners with articulated procedures	Satisfaction survey data Some information gathered in YouthTruth results - more specific survey likely needed	~ GLCs (and for DM, Department Leads) analyze current homework practices Initial discussions and SWOT analysis taking place with school sites on homework practices ~District administration researchers professional development opportunities in regards to modernizing homework and assessment. Provides opportunity for a group of teachers and administrators to attend PD workshops. Conversations taking place to set this up as part of the report card discussion around 2026	Integrate homework and assessment discussions into the report card discussion Grade level teams and department teams review site policy and discuss what is currently going on to align practices Site teams determine whether homework policy updates are required
Category #2: Community as a Resource							
Vision: RUSD envisions a collaborative learning ecosystem between the classroom and community. We will strive to design engaging programs with our community partners, transforming real-world experiences into powerful learning opportunities. By empowering students to become active participants in their communities, we will cultivate lifelong engaged citizens who contribute meaningfully to a thriving future and community.							
Opportunities:							
Create community partnerships and opportunities that match student interest, enhance student learning and engage at a deep level	Superintendent Coordinator of Educational Services Principals	Ongoing	Time	Number of community partnerships and opportunities	YouthTruth student results of connectedness - YT Executive Summary Participation in community / partner related opportunities	~ Work with PTA and other community groups to gather community resources and partnerships. Initial conversations started, some community organizations contacted and initial conversations started Specific good work with Rotary Parents and communities engaged in middle school student interviews and career information ~ Create a bank of community contacts with content information.	Continue to build out a bank of community partnerships and enrichment opportunities aligned to standards and content The <i>Student Success Card Initiative</i> - collaborative effort between the Belvedere Tiburon Library (BTL) and the Reed Union School District (RUSD) to expand access to library resources, foster early literacy, and support academic achievement for all TK–8 students. VAPA TOSA has been focused on creating a 2-way partnership with the community - bringing community

	Responsible Party	Timeline	Cost / Resources	Task / Action	Goals / Metrics for Success	Year 1 Action Steps	Year 2 Action Steps
						Del Mar started with a parent survey and coordinated Google Doc that lists resources. This concept was discussed at the Principal's meeting for further development. ~ Research types of professional development the best ways to connect school to community opportunities for students (PBL for example). Helpful information gathered through YouthTruth survey from staff -BA 5th Grade Service Project partnering with Rotary and Ritter Center	members to our schools to share their craft + putting our students work out in the community. Partnerships include: • Painted Bins • Cinelounge • Local storytellers • Local artists • Local businesses to get student art showcased Continue to partner with PTA and the Foundation to provide opportunities for our priority students and their families to engage in extra and co-curricular events and activities. Instructional TOSA partner with PTA and Foundation in Math/Art cross-curricular activity to be auctioned off at Gala. Through the Wellness & Belonging Task Force, identify and create meaningful opportunities for service learning within our community. Draft Action Plan January 2026
Pursue further integration of educational field trips including the exploration and understanding of our community, Marin and the Bay Area at large.	Coordinator of Educational Services Principals	Ongoing	About \$5000 per field trip	Establish a rubric of field trips / enrichment opportunities to ensure they meet the intended criteria for community engagement / understanding	Student achievement in related areas and YouthTruth responses increasing in engagement YouthTruth presentation to all staff members and the Board -YT Executive Summary Satisfaction with community / partner related experiences	~ Use the current district field trips our schools do and evaluate the value they provide. Analysis and Discussion started. Held within this document. ~ Work with stakeholders/partners to see if there are more opportunities in the local community. ~ GLCs discuss what other field trips can align to their curriculum. Initial discussions with Leadership and Principals Adjustments made in the field trip document to begin meeting this need More exploration is needed - good focus for Abby More community input needed as well	Continue to update and modify RUSD Enrichment Continuum: • Site teams will collaborate with VAPA TOSA to expand field trip options, community engagement, and expert involvement. • Identify new field trips and assemblies that are in alignment with standards and instructional framework • Grade level teams will work to improve instructional alignment of enrichment activities (pre and post activities, instructional takeaways, etc ...) • Increase post-field trip survey opportunities for parents and students. • Budget for Field Trips Through the Wellness & Belonging, create an inventory and progress of current field trips, analyze progression and identify opportunities for enhancements and adjustments to be included in the Action Plan.



	Responsible Party	Timeline	Cost / Resources	Task / Action	Goals / Metrics for Success	Year 1 Action Steps	Year 2 Action Steps
							Draft Action Plan January 2026



Pillar 5: Facilities & Infrastructure

Modernized, beautifully maintained campuses create pride and support engaging, innovative, deep learning and a healthy school environment while prioritizing safety.

Objectives	Responsible Party	Timeline	Cost / Resources	Task / Action	Goals / Metrics for Success	Year 1 Action Steps	Year 2 Action Steps
Category #1: Modernized Facilities							
Vision: RUSD will provide a vibrant and welcoming learning environment where students are able to thrive. We create safe, aesthetically pleasing and environmentally-aware campuses that continuously foster a sense of belonging and inspire exploration. Through innovative design and forward-thinking practices, we provide a dynamic learning landscape that equips students for future success.							
Opportunities:							
Continue execution of the long-range facilities plan including facility and grounds improvements, green energy initiatives, safety and security practices (i.e., “greening” campuses, flexible learning spaces, HVAC systems, portables, athletic fields, performing arts spaces, IT/Maintenance spaces, etc.) Long-Range Facility Plan linked)	Superintendent Chief Business Official & Director of Maintenance & Operations	2024 - beyond	TBD based on scope Large scope might require a facility bond	Plan execution steps	# of implemented improvements Recognized ROI from improvements when measureable	See Pillar 6 for related CBO entries. Long Range Facilities: The majority of the Long Range Facilities plan is financially dependent on the successful passage of a General Obligation Bond. Ongoing Board Discussions regarding the feasibility of the Bond. Granada Site 5 Year Maintenance Plan: Granada Facilities Expenditure Update presented Identification of Major Maintenance and Operations Project NOT reflected in the Long Range Facilities Plan as of FY 24/25. Reed: Outdoor learning space added Reed: Underutilized loft area was refurbished to accommodate Tier 2 learning classroom (math)	Finalize and administer a community survey to measure public support for projects in the District’s Long-Range Facilities Plan and the bond authorization required to fund them. By <u>December 2025</u> , identify the community’s support threshold for a general obligation bond amount and determine which project types receive at least 60% backing. (Completed) Drafted w/ input from District Administrators, Board, Bond Advisor, and FM3 Research. (10/20/2025 Update) To be finalized and administered in the coming weeks. On Track for November. By <u>January 2026</u> , provide the Board of Education with a clear, data-driven recommendation on whether to place a general obligation bond on the November 2026 ballot or defer action. (10/20/25 Update) On track for completion by January. By <u>December 2025</u> , present a budget proposal for Board consideration that fully funds the completion of deferred maintenance projects at the Granada Property. (10/20/25 Update) M&O + CBO are working on evaluating remaining Roofing/Dry Rot Repair and Asphalt work. Preliminary quotes have been received (from 3 vendors in each repair area) to establish a proposed 3 year budget authorization framework. Bid



Objectives	Responsible Party	Timeline	Cost / Resources	Task / Action	Goals / Metrics for Success	Year 1 Action Steps	Year 2 Action Steps
							/ Proposal Timeline being established. On Track for 1st Interim as planned.
Research and invest in technological resources in facilities for infrastructure and hardware improvements so that the facilities support modernized learning opportunities.	Director of IT	Annually	TBD based on quotes		# of implemented improvements Recognized ROI from improvements	Identify needs for facilities to maintain technological cutting edge needs. Ensure technology cycles and replenishment implementations align with budgetary considerations. Consulted with E-Rate to facilitate upgrade of switches and access points. Network Infrastructure: Firewalls have been upgraded at each campus. Initial discussions with CBO & IT Director - identified need to incorporate network switch and Access Point upgrades into bond initiative depending on timeline. CalNET: Price dropped after upgrade Network Speed: Doubled from 1Gbps to 2Gbps First steps in considering classroom/learning space modernization.	See above reference to the District's Long Range Facilities Plan and the bond authorization required to fund them.
Category #2: Data and Technology Management Plan							
Vision: RUSD will harness the power of technology to create personalized learning experiences and data driven analysis. We will empower educators to integrate technology seamlessly, allowing students to become active participants in their own learning journeys. We are committed to fostering a culture of creativity, critical thinking, and collaboration, preparing students to thrive in a rapidly evolving world.							
Incorporate tech responsible and ethical use for students and staff (include tech care, tech leadership, cyber ethics, and digital citizenship)	Director of IT Principals	Annual PD and ongoing integration	Time for development		Number of training opportunities with these concepts incorporated Reduction in repairs / expenses to replace tech components	Align with a technology curriculum that aligns across grades.	See AI Task Force Section Below
Modernize to integrated and sustainable learning opportunities for parents, students, and staff	Director of IT	Ongoing and annual opportunities	Ongoing PD time and cost about \$5000 annually		Number of training opportunities Satisfaction with training opportunities	SEIS & related training for Data Manager & Student Services assistant Changed emergency communication platform for parent community.	<u>STUDENT INFORMATION SYSTEM</u> Discuss Aeries Pros/Cons documenting key issues and strengths. ALMA and Aeries Comparison Comparison Matrix of ALMA vs Aeries



Objectives	Responsible Party	Timeline	Cost / Resources	Task / Action	Goals / Metrics for Success	Year 1 Action Steps	Year 2 Action Steps
							Brainstorm with other districts to gather input on their SIS experiences, challenges, and lessons learned. Met with Daniel Norbutas regarding transition from ALMA to Aeries Re-engage the previous SIS committee to review past findings and incorporate their input. Link to previous SIS committee members and proposed new SIS Task Force members Consolidate insights from all sources into a working comparison framework for a Technology Committee. The Technology Committee uses the comparison framework to evaluate SIS options and prepare a recommendation and implementation plan. Insights from previous ALMA/SIS Exploration committee Administer stakeholder survey to assess ease of use and inform planning. ALMA SIS Feedback form from 2022-23 Repeat Survey for 2025-26 to draw comparative data <u>COMMUNICATION TOOLS</u> Revise & expand the communication platform list to ensure a comprehensive set of options comparing integration, ease of use, cost, accessibility, and features. ParentSquare is the county standard — any alternative must clearly outperform it. Discuss interests/needs with PTA leads to capturing family engagement priorities. Identify and consult other key groups (site admins, teachers, classified staff, students if relevant) to gather ideas and needs. Synthesize findings into a comparative analysis of options. Make a formal recommendation including criteria, cost, and rationale for selection.

Objectives	Responsible Party	Timeline	Cost / Resources	Task / Action	Goals / Metrics for Success	Year 1 Action Steps	Year 2 Action Steps
Explore emerging technologies that help to meet student personalization needs like Artificial Intelligence (AI), Virtual Reality (VR), including better app integration while balancing tech time with other experiences	Director of IT & Coordinator of Ed Services	Ongoing deeper integration	Conference attendance and PD \$5000 annually	Annual and ongoing analysis of app list	Articulated plan with shared language and culture around gold-standard use of tech and apps	Started ongoing training with Staff Incorporating AI examples into staff meetings Development of AI videos to spark creativity and encourage use Creating VR carts for exploration - Meta Quest 3 purchased for pilot	ARTIFICIAL INTELLIGENCE Established AI Task Force to develop a unified vision for AI integration within the district. The AI Task Force will hold three stakeholder meetings and will advise on the development of a vision statement, a set of ethical and safety guidelines for staff and student AI use, and a written plan for evaluating and adopting new AI tools. - Elicited interest from stakeholders (families, staff, community) and invited to the three AI Task Force meetings - schedule below - AI Task Force #1: November 5th Slides Meeting Notes - AI Task Force #2: February 4th - AI Task Force #3: April 29th Brainstorm vision, goals, needs, and overall timeline. Formally establish the AI Task Force (membership, roles, expectations). Membership established. Met with ISTE members for input on Task Force design and goals Hold three (3) Task Force meetings. Dates calendered and communicated. Finalize consensus on the Vision Statement. Develop Ethical & Safety Guidelines with stakeholder input. Draft AI Tool Evaluation & Adoption Plan (action steps, process, criteria). Deliver final draft vision statement, guidelines, and adoption plan to district leadership by June 2026
Deepen technology integration into instructional practices to the extent that the technology offers high-leverage opportunities that personalize and	Director of IT Principals	2024-30 Annual increases	Time	Number of integrated apps with instructional practices and administrative practices	Student math achievement in CAASPP and MAP Strong satisfaction scores	IT Director and Coordinator of Ed Svcs analyzing current apps and use Analyzing apps within new curriculum pilots Professional Development Workshop Sessions (3/17)	DATA MANAGEMENT: Compare Innive vs. alternative systems (functionality, cost, integration) and prepare preliminary recommendation Comparison: Innive360-EduClimber-Aeries Analytics



Objectives	Responsible Party	Timeline	Cost / Resources	Task / Action	Goals / Metrics for Success	Year 1 Action Steps	Year 2 Action Steps
individualize learning.							Identify primary user groups (teachers, site admins, district staff). Combine SIS and Data Task Force to minimize burden on teacher/staff time Distribute and analyze stakeholder surveys on usability and needs. Send out survey post demos to aggregate feedback from Task force members Develop a full implementation plan (steps, costs, resources, milestones) and present a plan to Cabinet for review. Setup demos for the three platforms in consideration once committee members have been approved Draft contracts with vendor(s) and submit for board approval Establish timeline for this? Begin phased implementation (training, data migration, integration). Set baseline for post-implementation survey comparison. Opportunities that Personalize DM- Del Mar Sports Network open to students for the 2025-26.

Pillar 6: Finance

RUSD will responsibly steward fiscal resources to create nurturing, educational, and innovative opportunities for all RUSD students.

Objective	Responsible Party	Timeline	Cost / Resources	Task / Action	Goals / Metrics for Success	Year 1 Action Steps	Year 2 Action Steps
Category #1: Long-Term Financial Stability							
Vision Statement: RUSD will create and operate within a long-term financial plan to protect district operations, promote fiscal stability, and ensure the best use of the community’s resources to support student growth, achievement, engagement, and success.							



Objective	Responsible Party	Timeline	Cost / Resources	Task / Action	Goals / Metrics for Success	Year 1 Action Steps	Year 2 Action Steps
Opportunities:							
Create a financial plan to demonstrate a balanced budget within 6 years or less	Chief Business Official	2024-2026	Time and possible consultant fee	Plan completion and transparent communication	Incorporate into annual budget presented to the Board	Close FY23/24 to establish a financial baseline. Completed. Year End Approved at the Sept. Board Meeting. Completed. Audit Completed. 1st Interim Budget Updated (revenue and expenditures). Completed. Position Control Reconciled. Develop Budget Revisions and Multi Year Projection Parameters in alignment with MCOE. Completed. 2nd Interim & School Site Level Budget Updated. Convene Budget Advisory Committee. Completed. Complete FY25/26 and FY26/27 Negotiations AB1200 Projections FY 25/26 Budget for Adoption w/ negotiated parameters. FY 25/26 1st Interim w/ FY 24/25 Audit + possible expenditure reduction plan + revenue generating opportunities.	Work with the Budget Advisory Committee to develop a three-year roadmap toward achieving a balanced budget. (10/20/2025 Update) Convened twice with an educational focus. Next two advisory meetings scheduled for January and May 2026 focusing on specific categories. Present the recommended plan to the Board of Trustees by June 2026 for adoption as part of the FY 2026-27 Budget and Multi-Year Projection. (10/20/25 Update) <u>On track for completion by June 2026.</u>
Project cost of Strategic Plan vision over a 6 year time period	Chief Business Official	2024-2026		Plan completion and transparent communication	Incorporate into annual budget presented to the Board	Target 2nd Interim for projecting out cost of Strategic Plan and update Budget to align with Year 1 projected expenditures. This will require iterative conversations with “responsible parties.” Align cost of strategic plan in the District’s FY 2025/26 Budget Adoption and Multi Year Projections. Integrate in w/ District’s FY25/26 Budget for Adoption and MYP.	Leverage the District’s Interim Financial Reports and multi-year projections to align budget development with Strategic Plan priorities, ensuring costs are reflected for the current year and the following two years. (10/20/25 Update). The MYP included in the next budget adoption will emphasize inclusion of budget balancing strategies (in Fund 01); Granada Revenue (in Fund 42); and General Obligation Bond planning (in Fund 21).



Objective	Responsible Party	Timeline	Cost / Resources	Task / Action	Goals / Metrics for Success	Year 1 Action Steps	Year 2 Action Steps
Analyze existing and potential funding sources to identify long-term impact to district finances including risks and benefits	Chief Business Official	Ongoing	Time and possible consultant cost \$15,000	Detailed analysis of long-term funding sources; identifying other potential funding sources	Incorporate into annual budget presented to the Board	Internal Tool (Categorical Funding Analysis), for State and Federal Funding (i.e. Educator Effectiveness Grant etc). Existing Funding Source. Done.	By March 2026, complete and present an analysis of potential revenue opportunities from currently unutilized, leasable square footage at the Granada Property. (Mirrored under category #2 below). (10/20/25 Update) Following surplus furniture authorization, non profit organizations are being engaged for donations. Square footage calculations have been completed with various revenue projections based on current lease rates and market rates. On Track for 2nd Interim proposal as planned.
Create clear direction for the use and maintenance of District's reserves	Board of Trustees Chief Business Official	2024-2026	Time and possible consultant fee	Board study session	Board decision	Board Study Session is scheduled Completed. 9/7/24. Reserve Comparison with similar Districts. Completed Analysis and Education Around: Restricted Unrestricted Completed Board Designated Reserve Fund Adopted. Thoughtful Messaging Budget Advisory Committee Established.	The District has adopted a Board Reserve Policy of 27%, inclusive of the State Minimum Reserve. (Completed) Work with the CBO's Budget Advisory Task Force to develop a three-year roadmap toward achieving a balanced budget. (10/20/2025 Update) Convened twice with an educational focus. Next two advisory meetings scheduled for January and May 2026 focusing on specific categories. Present the recommended plan to the Board of Trustees by June 2026 for adoption as part of the FY 2026-27 Budget and Multi-Year Projection. (10/20/25 Update) On track for completion by June 2026.
Category #2: Real Property Asset Analysis							
Vision: RUSD will optimize the use of its real property assets, creating modern and adaptable learning environments that foster student success, community engagement, and long-term fiscal responsibility for the district.							
In conjunction with Pillar #5, analyze how to fund the Long Range Facilities Plan, including	Chief Business Official Board	2026-2030	Time and Bond process	Determine what funding sources are available; potential bond	Board decision	Utilize Long Range Facilities Plan developed in partnership with Capital PFG and establish a budget for Year 1 to address high priority items that could be	September 2025 Board Presentation on Authorization and Bond Rate Amount.



Objective	Responsible Party	Timeline	Cost / Resources	Task / Action	Goals / Metrics for Success	Year 1 Action Steps	Year 2 Action Steps
the potential for a facilities bond.				feasibility, size, timing, and wording		funded without a GOB and completed with in-house labor. Supt. and CBO Reviewed Facilities Plan. Discussions with Board Underway with advisement via Capital PFG. Utilize Long Range Facilities Plan, to cost out projects in relation to the financing bounds of a GOB. Align with FY 25/26 Budget for Adoption and MYP Above.	(Completed) 9/9/2025 Finalize and administer a community survey to measure public support for projects in the District's Long-Range Facilities Plan and the bond authorization required to fund them. (Completed) Drafted w/ input from District Administrators, Board, Bond Advisor, and FM3 Research. (10/20/2025 Update) To be finalized and administered in the coming weeks. <u>On Track for November.</u> By December 2025, identify the community's support threshold for a general obligation bond amount and determine which project types receive at least 60% backing. (10/20/25 Update) <u>On track for completion by December.</u> By January 2026, provide the Board with a clear, data-driven recommendation on whether to place a general obligation bond on the November 2026 ballot or defer action. (10/20/25 Update) <u>On Track for Survey completion in December.</u>
Determine the highest and best use of the District's real property assets	Chief Business Official Board	2026-2030	Consultant fee est. \$60-80K	Full analysis of real property	Board decision	3D Strategies Engagement, Property Analysis and Options in Year Preliminary Discussions Completed. Facilities Survey completed as part of the Facilities Plan. Continued Discussions underway.	By December 2025, present a budget proposal for Board consideration that fully funds the completion of deferred maintenance projects at the Granada Property. (10/20/25 Update) M&O + CBO are working on evaluating remaining Roofing/Dry Rot Repair and Asphalt work. Preliminary quotes have been received (from 3 vendors in each repair area) to establish a proposed 3 year budget authorization framework. Bid / Proposal Timeline being established. <u>On Track for 1st Interim as planned.</u> By March 2026, complete and present an analysis of



Objective	Responsible Party	Timeline	Cost / Resources	Task / Action	Goals / Metrics for Success	Year 1 Action Steps	Year 2 Action Steps
							potential revenue opportunities from currently unutilized, leasable square footage at the Granada Property. (10/20/25 Update) Following surplus furniture authorization, non profit organizations are being engaged for donations. Square footage calculations have been completed with various revenue projections based on current lease rates and market rates. <u>On Track for 2nd Interim proposal as planned.</u>