



I BELIEVE IN, I BELONG IN

I AM VUSD

A blue-tinted background image showing students in a classroom. In the foreground, a student with long hair has their hand raised. To the left, two students are looking at a book. To the right, a student is writing in a notebook. Other students are visible in the background.

VISALIA UNIFIED SCHOOL DISTRICT

Visalia Unified 2030: A Community-Driven Blueprint for the Future

October 23, 2025

OWN YOUR JOURNEY | LIFT EACH OTHER UP | KEEP GROWING | SHAPE WHAT'S NEXT



Visalia Unified Foundations

Mission | Vision | Beliefs | Commitments | Plan

Our Mission:

**Every Student
Learning
Every Day**

Our Vision:

**Every Student
Empowered
to Achieve Future
Success**

Core Beliefs and Commitments



All students can achieve at high levels and demonstrate continuous growth

- Providing high-quality learning experiences that allow all students to reach their fullest potential
- Equipping students and staff with the educational tools necessary for achievement and growth



Family and community engagement is key to student success

- Providing families and community members pathways of connectivity to the education system
- Facilitating timely and consistent communication to position families to participate in their students' learning experiences



Learning environments should be safe, supportive, and innovative

- Ensuring all students are known by their name, welcomed each day, and connected to meaningful activities
- Designing learning environments that drive innovative practices to improve student outcomes
- Providing all students the academic and social supports needed to be successful
- Creating physical and social-emotional safety in all learning environments

Commitment for Student Learning

If we...

- ✓ Continually improve processes and systems
- ✓ Ensure a strong foundation for all learners
- ✓ Empower teachers and staff
- ✓ Have a high quality, professionally trained workforce
- ✓ Ensure equitable allocation of resources
- ✓ Facilitate pathways of connectivity

...then we will ensure the success of each and every student.

Visalia Unified
Forward2030
VUSD Strategic & Facilities Plan
High Expectations, High Achievement
Empowering Students, Engaging Families & Community
Organizational Efficiency & Effectiveness

I believe in, I belong in... **I am VUSD**

Agenda

- **Strategic Plan Update**
- **Facilities Plan Update**





Strategic Plan Updates



BLUEPRINT FOR THE FUTURE



Core Beliefs and Commitments +

- ✓ All students can achieve at high levels and demonstrate continuous growth
- ✓ Family and community engagement is key to student success
- ✓ Learning environments should be safe, supportive, and innovative

Commitment for Student Learning +

- ✓ Continually improve processes and systems
- ✓ Ensure a strong foundation for all learners
- ✓ Empower teachers and staff
- ✓ Ensure equitable allocation of resources
- ✓ Facilitate pathways of connectivity
- ✓ Have a high quality, professionally trained workforce

Vision:
Every Student Empowered
to Achieve Future Success

Mission:
Every Student
Learning Every Day



High Expectations,
High Achievement



Empowering Students,
Engaging Families
& the Community



Organizational Efficiency
& Effectiveness

DEVELOPED
STRATEGIC PLAN
THEMES

Every Student Learning Every Day

Alignment & Accountability

Aligned District Work Measured via **PROGRESS INDICATOR METRICS**



Student Success Measured via **PRIORITY STUDENT OUTCOMES**

VUSD PSOs



High Expectations, High Achievement

Clear, consistent, and ambitious expectations for learning that allow us to reach our highest potential, creating opportunities for all students and staff.

1a Academic Achievement and Preparedness

Ensure every classroom is highly effective

1. Design and implement the VUSD model of a highly effective classroom.
2. Design and implement balanced instructional models.
3. Design and implement a district assessment plan.
4. Establish a highly effective teacher framework.
5. Design a system for building and deploying opportunity focused school schedules.

Increase academic rigor in literacy and mathematics

1. Design and implement a district literacy plan.
2. Design and implement a district mathematics plan.

Provide equitable access to graduation and post-secondary success

1. Expand and enhance AVID programming.
2. Expand and enhance CTE programming.
3. Establish early childhood systems and partnerships that support school readiness.
4. Build out alternative pathways to graduation.
5. Design and implement a district English language development plan.

Increase access to and opportunities for advanced content coursework and experiences

1. Design and implement a VUSD dual enrollment early college plan.
2. Design and implement an advanced placement plan.
3. Design and implement an elementary and middle school advanced learning plan.

1b Collaboration and Leadership

Design & implement a highly effective leadership model

1. Develop a "Leading in Visalia" framework for effective leadership at all levels.
2. Develop a district coaching and feedback model.

Design collaborative structures to advance learning and leadership

1. Advance Professional Learning Communities (PLCs) across schools and district departments.
2. Design and implement processes that drive continuous improvement.

1c Faculty and Staff Development

Enhance employee well-being and overall organizational climate

1. Design an innovative and accessible employee resource framework.
2. Expand services that benefit employee wellness.

Institute a comprehensive model of professional learning and advancement

1. Develop consistent and effective on-boarding experiences for all new district staff.
2. Design and implement a district professional learning plan.
3. Expand career pathways for employee groups across the organization.

1d Technology and Innovative Approaches

Adopt technology policies, systems, and programs focused on innovation and efficiency

1. Leverage instructional technology that advances student learning and teacher effectiveness.
2. Create a plan to incorporate technological advancements, including artificial intelligence (AI), into policy and educational practices.

Adopt a comprehensive data strategy to drive instruction

1. Create district standards for accessing and reporting instructional data.
2. Establish district and site practices to prioritize data collection, analysis, and reporting needs.



Empowering Students, Engaging Families and the Community

Positive and meaningful relationships and supports that foster student well-being and promote success.

2a Supportive Learning and Growth

Ensure all school sites have a positive and supportive culture

1. Establish student acknowledgment systems that honor and recognize a broad range of student achievement.
2. Design and implement a proactive comprehensive student conduct plan and policy.
3. Design and implement comprehensive school safety plans.

Advance student involvement in their own education

1. Expand opportunities for student voice across the district.
2. Develop processes and toolkits to support students' awareness and ownership of their academic progress.
3. Establish protocols and resources that support student physical and emotional safety.

2b Service Enhancement

Ensure students have access to the services and supports they need to succeed

1. Design a comprehensive student intervention and support system.
2. Create a proactive process to support key transitions in students' educational experience.

Redesign the Special Education Service Model

1. Enhance elementary special education services.
2. Enhance secondary special education services.
3. Design and implement infant/toddler special education programming.
4. Establish Educationally Related Mental Health Service (ERMHS) programming.

2c Student Connectedness

Ensure every student is connected to at least one meaningful activity

1. Enhance student access and engagement in school-based activities.
2. Strengthen partnerships to connect students to community activities.

2d Family and School Partnership

Establish a consistent district model for home-school communication

1. Establish and implement a unified communication platform and protocols.
2. Create collaborative systems to support parent awareness and involvement in their student's academic progress.

Establish tools, resources, and opportunities for parents and families to support student learning

1. Establish an educational resource hub for parents and community members.
2. Increase opportunities for meaningful parent engagement at all schools.
3. Develop structures to equip and empower family engagement in student learning.

2e Community Involvement

Enhance community collaboration and involvement to advance student learning

1. Develop processes to expand community partnership opportunities.
2. Enhance advisory structures to inform the Local Control Accountability Plan (LCAP).



Organizational Efficiency & Effectiveness

Optimized organizational systems that enhance the learning environment.

3a Resource and Operational Management

Ensure equitable and timely allocation of resources

1. Establish an asset management plan to maintain standardized expectations for materials and equipment.
2. Establish a standardized growth and replacement plan for every facility, classroom, school common space and office.
3. Develop a sustainable allocation model for financial, human, and physical resources.

Maintain fiscal health and stability using transparent financial policies and practices

1. Design and implement a public financial dashboard.
2. Enhance district financial practices to ensure long-term fiscal health through economic cycles.

Enhance technological resources and systems

1. Develop and implement a district technology plan to align and integrate current systems.
2. Establish standardized technology specifications for every facility, classroom, school common space, and office.
3. Implement policies and practices for improved network security, emergency preparedness, and system redundancy protocols.

Ensure all district facilities are safe, secure, and promote innovation

1. Establish and execute a standard safety and security equipment plan.
2. Establish, implement, and maintain standards for Athletic, Career Technical Education (CTE), and Visual and Performing Arts (VAPA) facilities.
3. Develop and implement a facility plan to address growth in the community and modernization of school facilities.

3b Human Capital

Ensure an efficient, effective, and equitable human capital management system

1. Implement an online employee performance management system.
2. Design and implement research-based personnel metrics.
3. Streamline financial and personnel operational management systems.

Ensure all district positions are fully staffed with highly qualified employees reflective of our school community

1. Establish a dynamic hiring and selection process that ensures timely filling of vacancies.
2. Design effective and innovative recruitment strategies.



PROGRESS INDICATOR METRICS

Visalia
DISTRICT
LEADERSHIP

Aligned District Work Measured via **PROGRESS INDICATOR METRICS**



RESEARCH INDICATORS

1. Identify and document current State
 - Qualitative Data
 - Quantitative Data
2. Identify and research 3 comparable districts that are showing promising practices, success that are supported by data
3. A minimum of 3 sources of grounding research
 - Credible source or organization
 - Scholarly articles
4. Research summary and consideration for designing
 - Cost
 - Staffing
 - Resources/materials
 - Training
 - Sustainability



DESIGN INDICATORS

1. Develop ideal state
 - Metrics/benchmarks
 - Timeline to get to ideal state
2. Identify GAPS between current state & Ideal state
3. Determine costs & Identify resources
 - Scalability/long-term sustainability
4. Identify key stakeholders and effects on each stakeholder
5. Develop a communication plan for all stakeholders
6. Develop a professional development plan for all stakeholders (all that apply)
7. Sustainability
 - Cost
 - Staffing
 - Resources/materials
 - Training
 - Sustainability



IMPLEMENT INDICATORS

1. Implement communication plan
2. Implement professional development
 - Design
 - Responsive - coaching based on feedback
3. Implement timeline with milestones
 - Meeting implementation milestones/KPI
 - Bandwidth - Phased Implementation? All at once?
4. Sustainability of Implemented plan



MONITOR & CONTINUOUS IMPROVEMENT INDICATORS

1. Performance metrics (KPIs)
 - Quantitative
 - If needed or determined adjustments or changes are made
2. Customer experience feedback
 - Qualitative
 - If needed or determined adjustments or changes are made
3. Feedback and communication
 - Sharing how we use the feedback and data to make changes
4. Continuous Improvement process
 - Review of action determines cadence
 - Bi-annually (Supervisor) and annually (Cabinet)

MASTER PLAN TIMELINE

YEAR ZERO

2024-2025 School Year

Launching of the Forward2030 Strategic Plan - Foundational Development

- Strategic Roadmap
- Priority Student Outcomes
- Assessment System
- District Work Flow
- Systems of Reporting

Setting the Conditions for Year 1

YEAR TWO

2026-2027 School Year

Implementation of
19 Strategic Plan
Actions

YEAR FOUR

2028-2029 School Year

Implementation of
8 Strategic Plan
Actions

YEAR THREE

2027-2028 School Year

Implementation of
17 Strategic Plan
Actions

YEAR FIVE

2029-2030 School Year

Implementation of
5 Strategic Plan
Actions

YEAR 1
2025-2026

YEAR ONE
2025-2026 School Year

- Research of 55 Actions
- Design of 36 Actions
- Implementation of 16 Actions
- Monitoring of 3 Actions



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YEAR ONE

2025-2026 School Year



Research of 55 Actions



Design of 36 Actions



Implementation of 16 Actions



Monitoring of 3 Actions





1.A Academic Achievement and Preparedness

1.A.1 - Ensure every classroom is highly effective

2.A Supportive Learning and Growth

2.A.2.1 - Expand opportunities for student voice across the district.

3.A Resource and Operational Management

3.A.2.1 - Design and implement a public financial dashboard.



DRAFT

K-2 Instructional Day

Kindergarten through 2nd-Grade

K-2: 345 Minutes of Academic Instruction



***Additional Details**

- Visual and Performing Arts: 1 session per week
- Physical Education: 2 sessions per week
- Science: 60-90 minutes per week
- Social Science: 60-90 minutes per week
- Additional Minutes: Recess and Lunch
- Designated ELD: Language support.

DRAFT



Superintendent Student Advisories/USAV





Financial Summary

Revenue Budget - General Fund

\$510.52 Million

2026 Projected Revenues

Revenue Budget provides the detailed revenue estimates used to fund the District's operating budget for the General Fund.

[Explore](#)

Operating Budget - General Fund

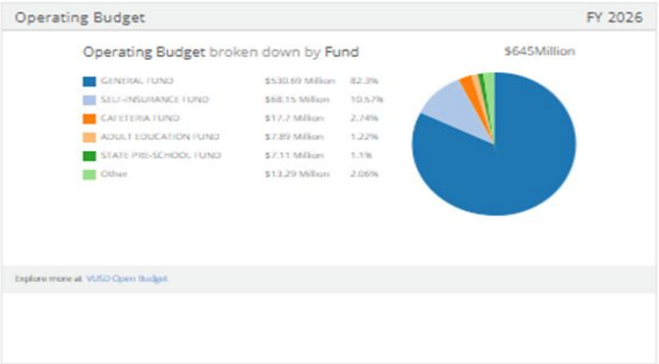
\$530.69 Million

2026 Approved Budget

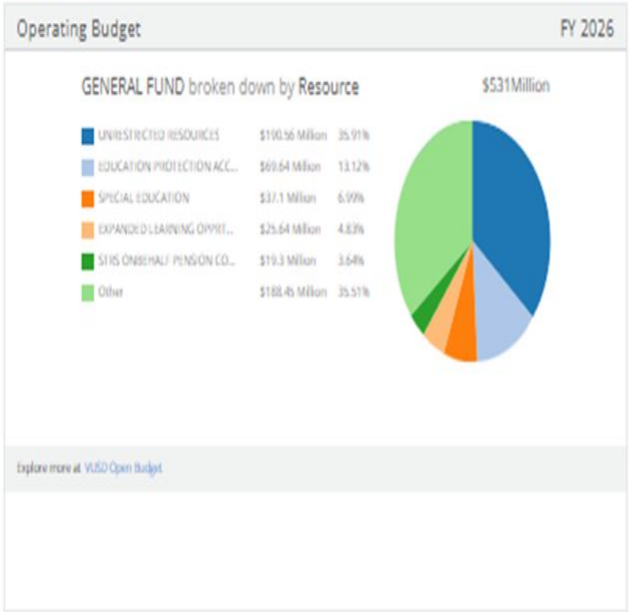
Operating Budget allows visitors to review the District's priorities and impacts on their lives and neighborhoods for the General Fund.

[Explore](#)

Expenditures by Fund



Expenditures by Resource



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🏠 Open Budget

Operating Budget
\$644.82 Million - 100.00% of all Operating Budget

Fund
GENERAL FUND
\$530.69 Million - 82.30% of all Operating Budget

Category
SERVICES
\$56.54 Million - 8.77% of all Operating Budget

Subcategory
PROFESSIONAL/CONSU...
\$19.47 Million - 3.02% of all Operating Budget

Resource
ONGOING & MAJOR MAI...
\$361,490 - 0.06% of all Operating Budget

Department
(UNDISTRIBUTED)
\$361,490 - 0.06% of all Operating Budget

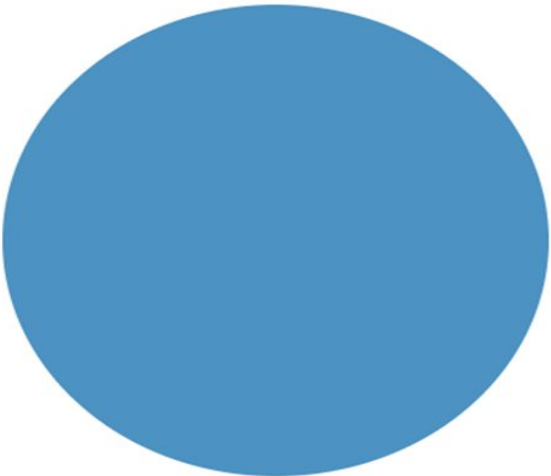
\$361,490 2026 July 01, 2025 - June 30, 2026

● (UNDISTRIBUTED) broken down by Department

Within GENERAL FUND, SERVICES, PROFESSIONAL/CONSULTING SERVIC and ONGOING & MAJOR MAINTENANCE RE

← Back

■ PROFESSIONAL/CONSULTING SERVIC



Ledger Details

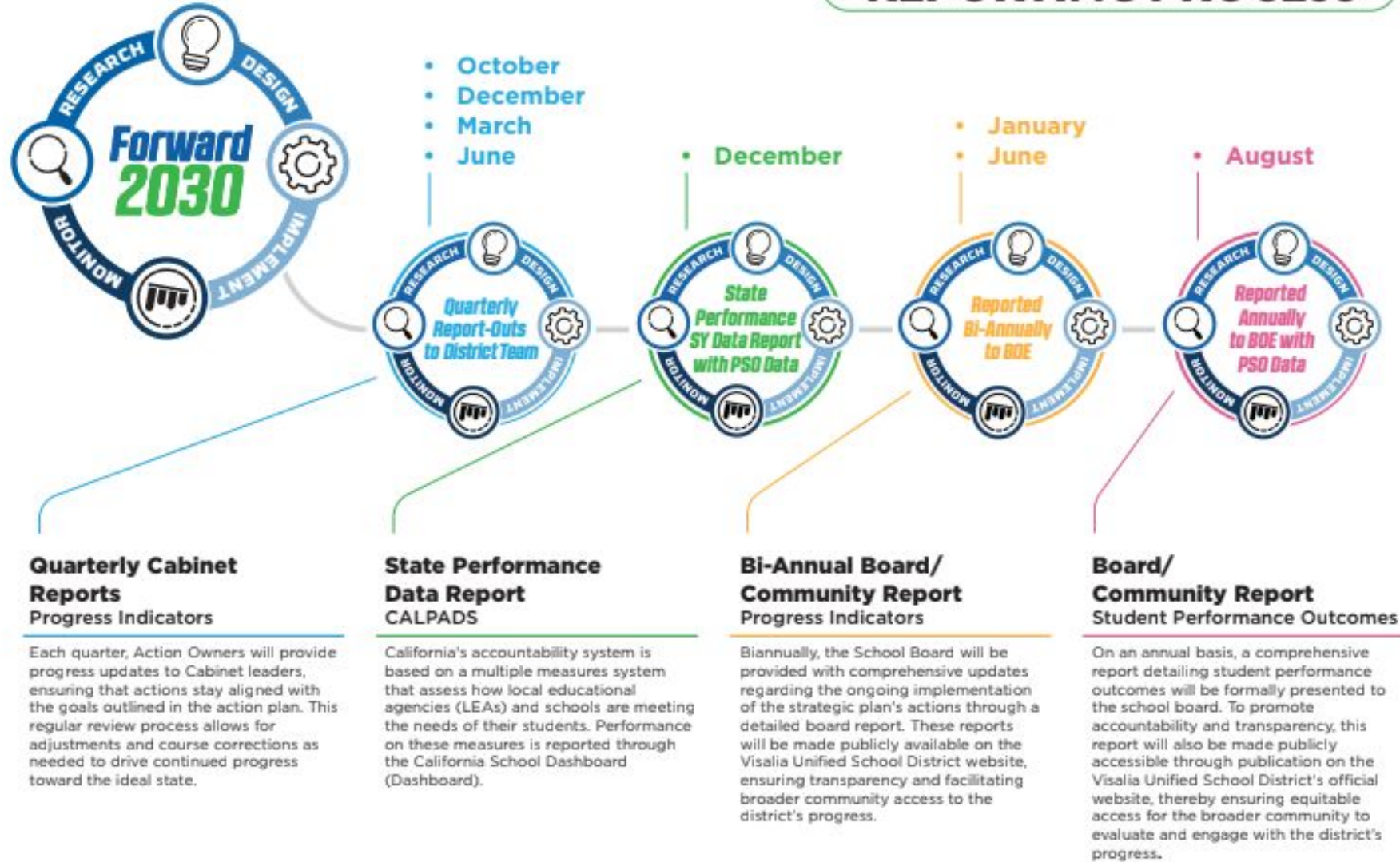
Description

PROFESSIONAL/CONSULTING SERVIC

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REPORTING PROCESS





Facilities Plan



Purpose of the LRFMP:

- **Balance enrollment across schools**
 - Align school enrollment with school site capacity
- **Address community growth**
 - NW and SE continue to experience residential development
- **Be fiscally responsible**
 - Ensure investments align with future needs of the district





Short-Term Implementation



Short-Term Approved Actions

Key Issues	Approved Actions
Annie R Mitchell, Denton & Riverway exceed capacity	- Expand boundaries for Crowley, Shannon Ranch and Manuel F Hernandez to relieve Riverway - Expand boundaries for Pinkham and Mountain View to relieve Annie R Mitchell
GLC is currently underutilized	Add a boundary area to GLC to better utilize facility and relieve Riverway
Oak Grove exceeds capacity	Oak Grove transitions to TK-6 to allow for growth within the boundary
Reduce Denton capacity and offset Development in the NW area	Begin design, approval and complete construction of new elementary school
Relieve Green Acres	Royal Oaks feeds into Divisadero to increase utilization
Ridgeview exceeds capacity	- GLC will feed into Green Acres which reduces overcrowding at Ridgeview Middle School - Begin design, approval and construction for 6 permanent classrooms to keep target utilization
Redwood exceeds capacity	Reduce transfers into Redwood High School
Minor adjustments to Middle and High school boundaries to keep clean feeder patterns	



BOARD APPROVED



Short-Term Costs & Savings



Project	Cost
New Elementary School	\$48.0 million
Ridgeview (6) additional Classrooms	\$5.0 Million
Boundary Changes	No Cost
Estimated Total:	\$53,000,000

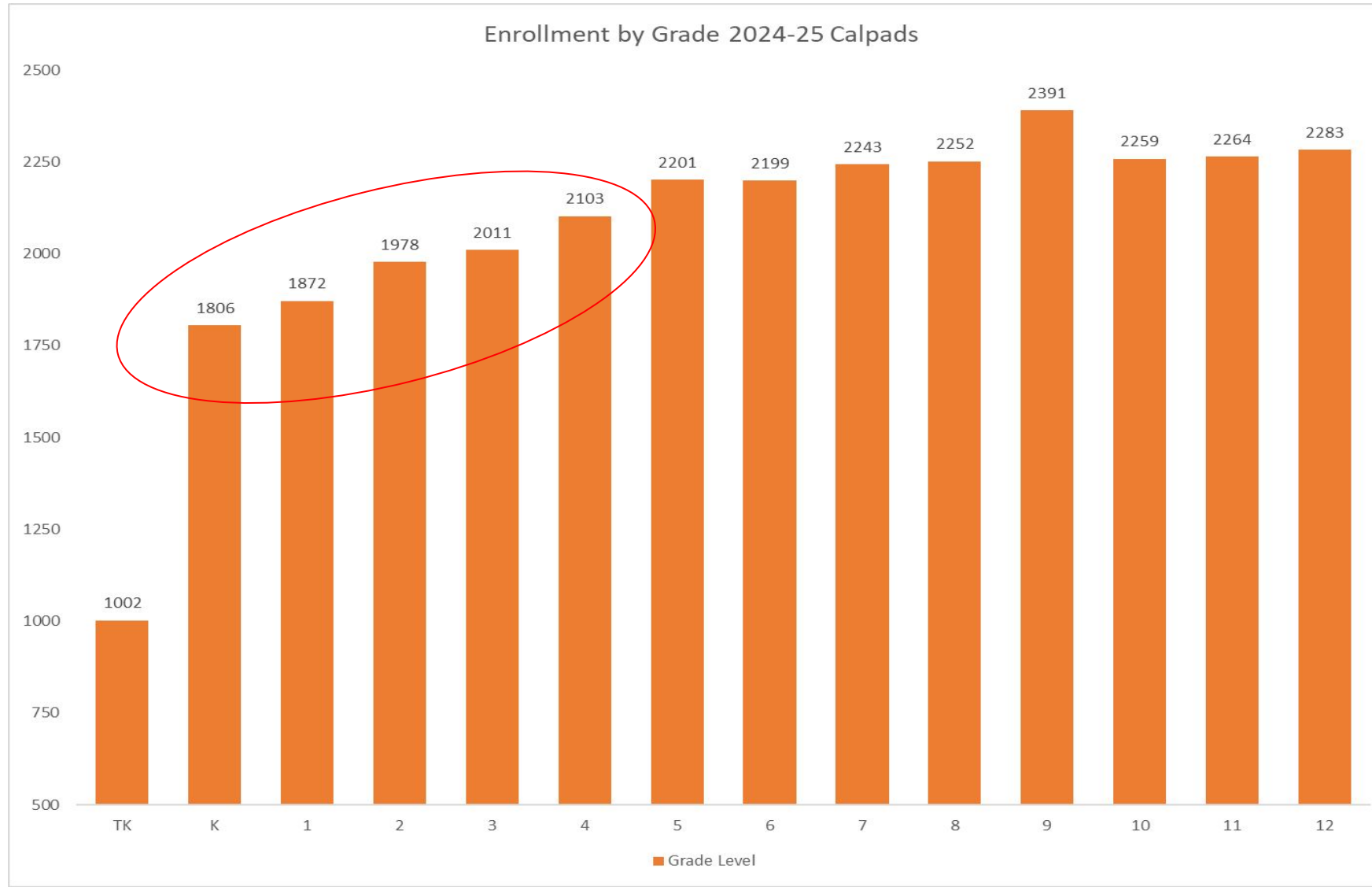




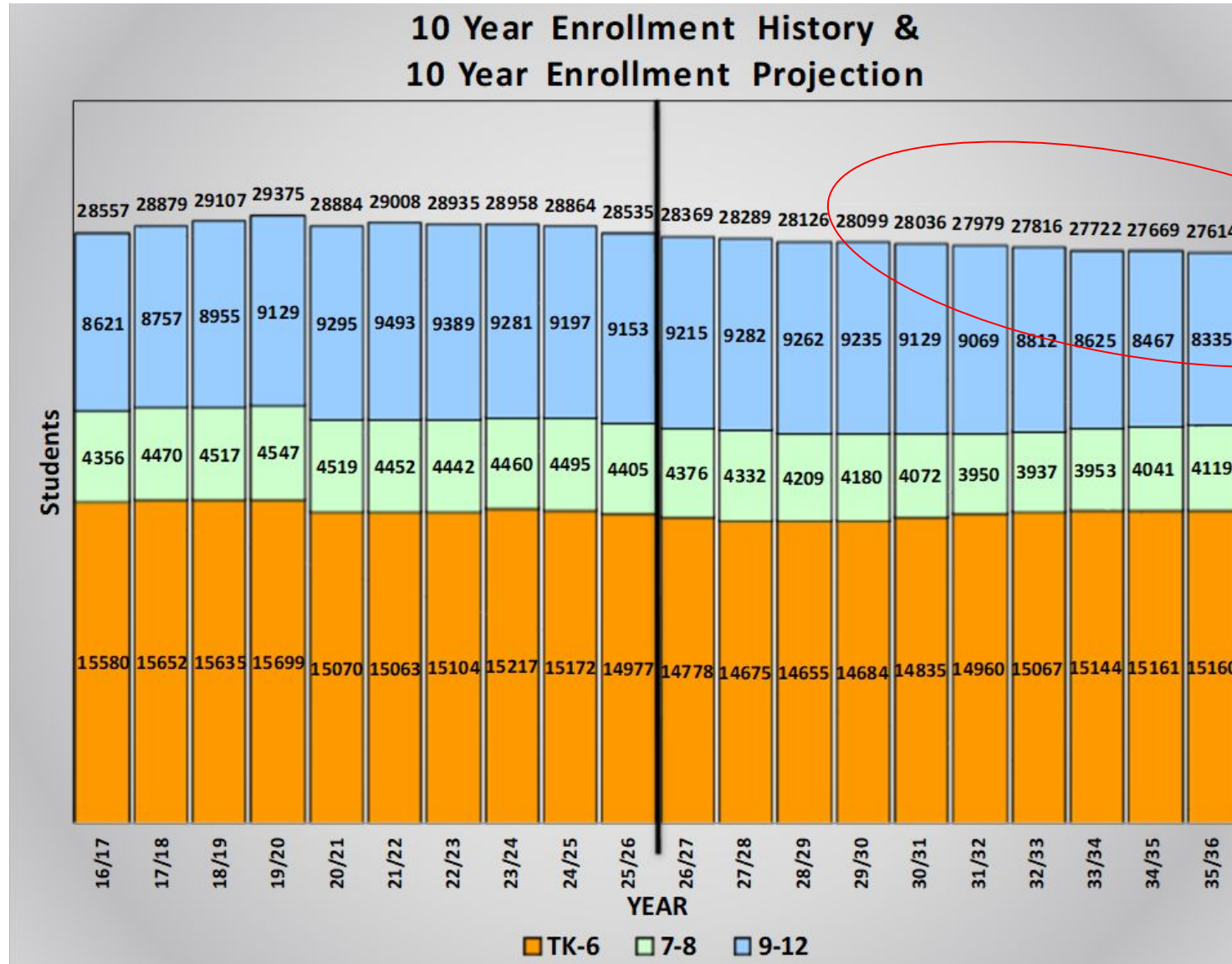
Current Enrollment and Trends



2024-25 CALPADs Enrollment by Grade

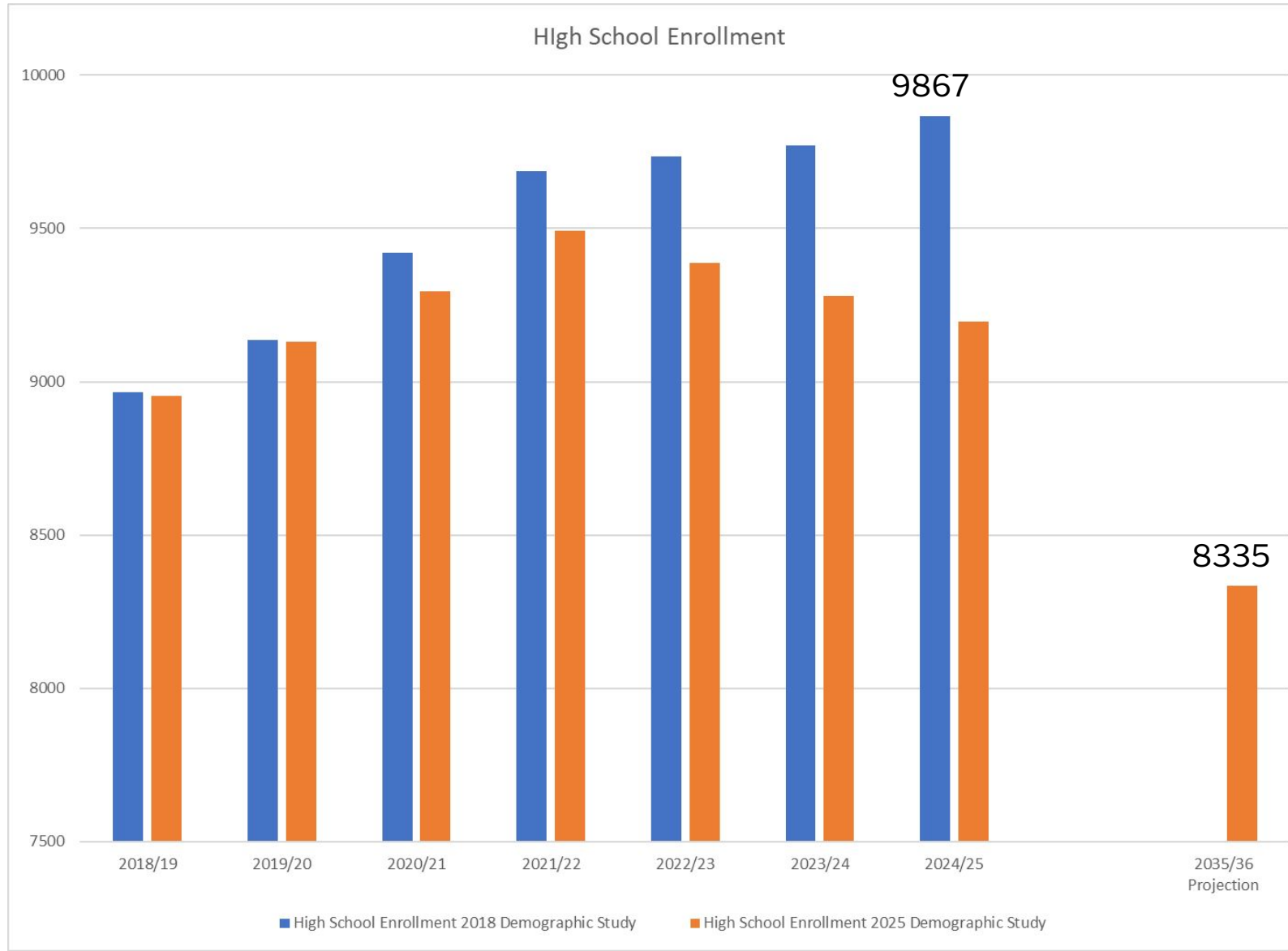


10-Year Projection



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HS Enrollment Comparison 2018 vs 2025 Study



Comparison of HS enrollment projections vs actuals from the 2018 and 2025 demographic studies.



HIGH SCHOOL LONG TERM NEEDS

- High school **overcrowding still needs to be addressed** and a new high school along with other concepts have been considered
- District enrollment assumptions have changed since 2018, **enrollment projections for high school have declined significantly**
- **Elementary needs have expanded**, programs have been added including the TK grade level, Visual and Performing Arts through Proposition 28, and Expanded Learning Opportunities Programming
- **\$70 million in Measure A funds remain available** to address school facility needs





Long-Term Challenges

4-10 Years



District Concerns In (4-10 Years)

Enrollment & Capacity

- Elementary: 14 schools over 90% capacity; 4 schools below 70%
- Middle: Ridgeview enrollment over 900; variation between sites
- High: 2 high schools over 100% capacity

Classroom & Portable Needs

- Elementary: 16 additional classrooms needed (if leased portables remain in use)
- High: 26 additional classrooms needed (achieve 85% utilization); continue to rely on portables
- Districtwide: Currently have 114 temporary portables; will need 42 more if we do not build classrooms

Growth & Development

- Northwest & Southeast: New developments beyond 6–10 year projections
- Housing: 11,000 homes planned; 4,800 within next 6 years
- Capture Rate: 0.45 students per new home

Financial Impact

- Annual cost of portables: \$2.06 million





Elementary Schools



Elementary Schools



Key Issues	Additional development in Northwest and Southeast beyond 6-10 yr projections
Scope	- Develop new Elementary School in Southeast (4-6 yrs) - Develop another new Elementary School in Northwest (6-10 yrs)
Impact	- Relieves Mountain View, Pinkham, Mineral King, Annie R Mitchell - Anticipates future development in Northwest and Southeast
Staff Recommendation	- Purchase and develop properties as funding becomes available
Rationale	- Contingent on pace of development within the quadrants
Project Cost	\$ TBD
Funding Source	F250 Developer Fees (contingent on matching funds)





Middle Schools



Utilization – Middle Schools



	2025/26	2025/26	w/o Leases 2025/26	2031/32	2031/32	w/o Leases 2031/32
<u>Middle Schools</u>	<u>Enrollment</u>	<u>Utilization</u>	<u>Utilization</u>	<u>Projection</u>	<u>Utilization</u>	<u>Utilization</u>
Divisadero Middle	849	74.3%	74.3%	784		68.6%
Green Acres Middle	848	81.6%	81.6%	737		70.9%
La Joya Middle	713	89.5%	89.5%	641		80.4%
Ridgeview Middle	846	73.8%	91.7%	904	78.8%	82.4%
Valley Oak Middle	943	97.0%	102.7%	811	83.4%	88.3%
Sub-Totals	4,199	82.4%	87.1%	3,877	76.0%	77.6%



Middle Schools

Key Issues	- Disparity in enrollment, continued development of the northwest
Scope	- Boundary change to Ridgeview and La Joya - Build 6 classrooms at La Joya
Impact	- Increase La Joya to balance enrollment
Staff Recommendation	- Boundary adjustments that alleviate enrollment at Ridgeview - Build 6 classrooms at La Joya
Rationale	- Balanced middle school enrollment - Supports citywide growth - Accessibility to VAPA and Athletics
Project Cost	\$7,668,450
Funding Source	Multi-funded





High Schools



Utilization – High Schools



	w/o Leases			w/o Leases		
<u>High Schools</u>	<u>2025/26</u> <u>Enrollment</u>	<u>2025/26</u> <u>Utilization</u>	<u>2025/26</u> <u>Utilization</u>	<u>2031/32</u> <u>Projection</u>	<u>2031/32</u> <u>Utilization</u>	<u>2031/32</u> <u>Utilization</u>
El Diamante High	1831	90.0%	101.2%	1,858	91.3%	102.7%
Golden West High	2053	89.2%	102.8%	1,888	82.1%	94.5%
Mt Whitney High	1628	83.6%	85.9%	1,664	85.4%	87.8%
Redwood High	2598	103.8%	119.0%	2,612	104.3%	119.6%
Sub-Totals	8110	92.3%	102.8%	8022	91.3%	101.7%



High Schools



Key Issues	• Disparity in enrollment across sites • Not enough permanent classrooms
Scope	• Build permanent classrooms to increase the capacity of current schools • Adjust boundaries to balance enrollment across sites • Advanced academic programing and facility improvements at MWHS
Staff Recommendation	• Build classroom additions to existing High Schools (26 classrooms) • Boundary adjustments • Facility improvements at MWHS
Rationale	• Existing schools can be optimized to accommodate growth through boundary adjustments, programs and development • Allows for enrollment projections and trends to be analyzed • Allows for investment into existing facilities
Project Cost	\$46,372,086 (classrooms) TBD (MWHS facility improvements)
Funding Source	Measure A



CONSIDERATIONS	KEY ISSUES	SCOPE	IMPACT	PROJECT COST
Elementary	Additional development in the Northwest and Southeast beyond 6-10 yr projections	- Develop new Elementary School in Southeast (4-6 yrs) - Develop another new Elementary School in Northwest (6-10 yrs)	- Relieves Mountain View, Pinkham, Mineral King, ARM - Anticipates future development/growth in Northwest	\$ TBD
Middle School	Disparity in enrollment	- Additions to La Joya (6 CRs) - Minor adjustments to Ridgeview - Minor adjustments to Valley Oak	- Create balanced enrollment - Supports future growth - Access to VAPA and Sports	\$7,680,450
High School	Overcrowding at existing High Schools	- Additions to existing High School (26 CRs) - Minor boundary adjustments	- Existing school can be optimized to accommodate growth - Allows for projections and trends to be analyzed - Allows for investment into existing facilities	\$46,372,086
High School	Facility Improvements at MWHS	Modernization and enhancements for advanced programming	- Enhanced student experience - Renewed community confidence	\$ TBD





Financials



Financing District Facilities



District Funding Sources

- Developer Fees
- Measure A General Obligation Bond
- State Facility Funds (Reimbursements)

As of **June 30, 2025**, about **\$140.3 million** in funding available to address current and future facility needs through these funding sources.



Recap of Funds – Short-& Long Term Implementation

Facility Funding Source	Funding Available	Key Notes
Current Available Funding	\$ 140.3 Million	Developer Fees, State Matching Funds and Measure A
Projects in Line for Funding	\$ 29.2 Million	Modernization projects
Modernization, New Construction Projects in Design	(\$ 81.7 Million)	Houston, Veva Blunt, Valley Oak, Ridgeview and New Elementary
Estimated State Reimbursements	\$ 26.0 Million	Proposition 2
Estimated Total:	\$ 113.8 Million	
Long Term Project Costs	\$ 7.7 \$ 46.4	(6) Classrooms at LJMS (26) classrooms @ 4 high schools
Estimated Total	\$ 59.7 million	Available Funds





Long Range Facility Master Plan



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Long Range Facility Master Plan

January 2024

Visalia
UNIFIED SCHOOL
DISTRICT

2024 District Facility Assessment



PROFESSIONAL LEARNING SPACES

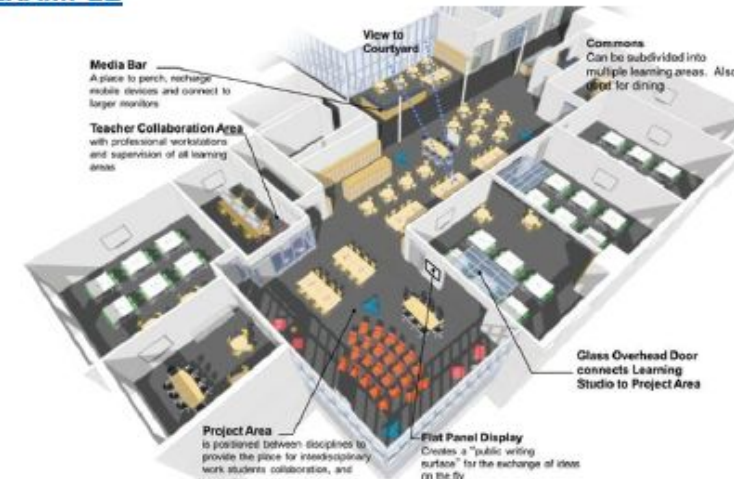


MAKER SPACE

PERSONALIZED LEARNING COMMUNITIES

Below are a few examples that illustrate Personalized Learning Communities:

EXAMPLE



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Measure E and Measure A Completed Projects

Measure E Projects

- Ridgeview MS
- Redwood HS Academic Bldg.
- RHS Science Mod
- GWHS Mod
- Mineral King Mod
- Ivanhoe Mod
- Goshen Mod
- Solar @ Various Sites
- Playgrounds @ Various Sites
- Golden West Music Bldg.
- Crowley Mod
- Washington Mod

Measure A Projects

- MWHS Gym
- MWHS Science
- Valley Oak Science & Tech Package
- Green Acres Science & Tech Package
- La Joya Science & Tech Package
- Divisadero Science & Tech Package
- Safety and Security (All Sites)

Projects in Development

- Houston Modernization
- Crestwood Modernization
- Veva Blunt Modernization





MWHs Gym



MWHs Science Mod



Safety Measures



Valley Oak Science Mod



Green Acres Campus-wide Mod



Divisadero Science Mod



