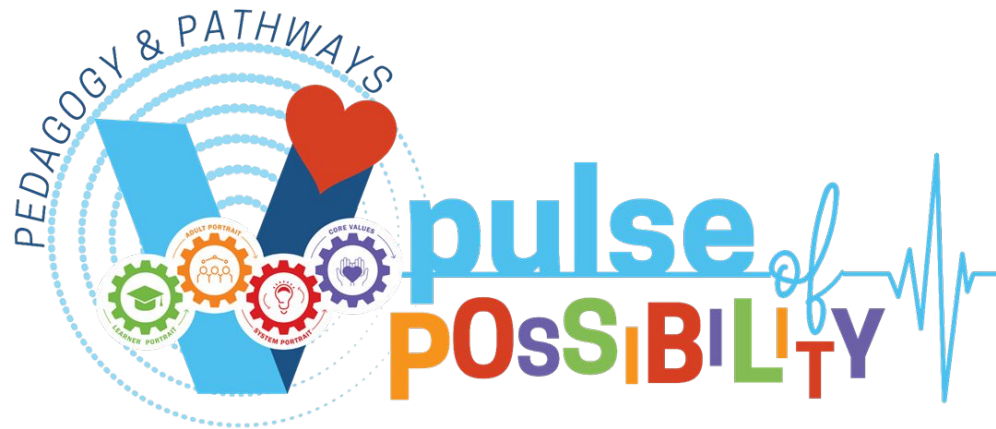




"Education is the key to unlocking
the golden door of freedom"

— George Washington Carver



Vista Unified School District Community Forums 2026



Framework for the Future v 2.0

VISION:

Every student graduates from Vista Unified as a resilient, agile learner and creative problem solver who navigates the world with confidence and kindness and eagerly embraces local and global challenges.



Learner Portrait: Kind and Confident; Curious and Connected; Capable and Knowledgeable



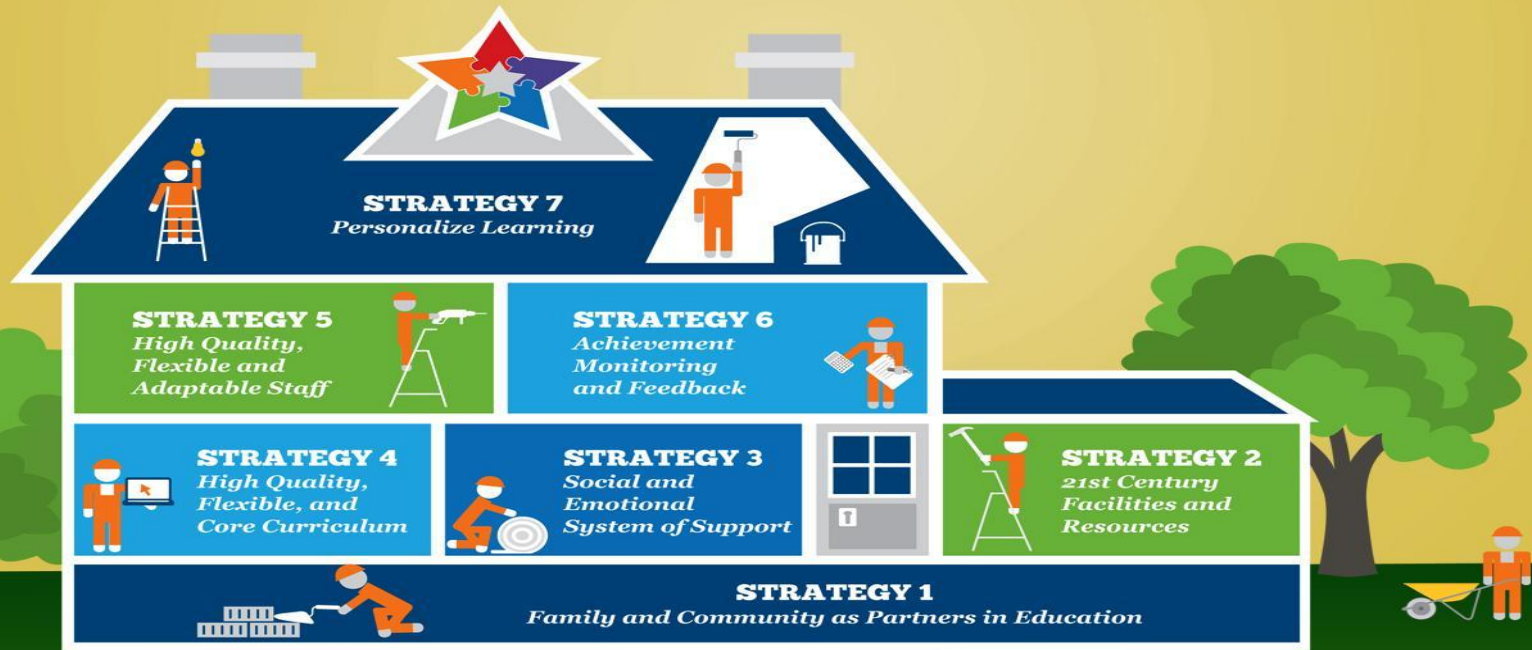
Adult Portrait: Compassionate Champion; Flexible and Innovative Facilitator;
Open-Minded and Equity-Centered Learner



System Portrait: Inclusive Culture Focused on Growth; Joyful, Innovative, Rigorous,
and Equitable Learning Environments; Future-Oriented, Forward Thinking; Family
and Community Partnerships



Blueprint for Educational Excellence and Innovation



Theory of Action: If we keep our focus on the whole child and create learner-centered environments, then we will realize our Vision, Portraits, and Values.



DEFEAT
Generational
POVERTY



California State Dashboard 2025 for VUSD

English Language Arts

All Students

State



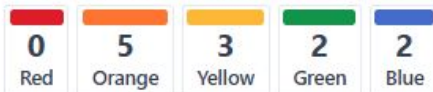
Yellow

17 points below standard

Increased 5.7 Points ↗

EQUITY REPORT

Number of Student Groups in Each Color



Mathematics

All Students

State



Yellow

49.4 points below standard

Increased 4.2 Points ↗

EQUITY REPORT

Number of Student Groups in Each Color





California State Dashboard 2025 for VUSD

Graduation Rate

All Students

State



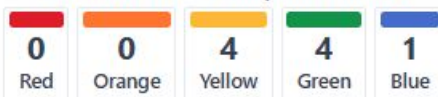
Green

88.8% graduated

Increased 1.9% ↑

EQUITY REPORT

Number of Student Groups in Each Color



College/Career

All Students

State



Green

Prepared 51.1%

Increased 4.6% ↑

EQUITY REPORT

Number of Student Groups in Each Color





VUSD Student Group Improvements 2025

Five at-risk student groups showed improved academic achievement in ELA, Math, Science, and Graduation Rate.

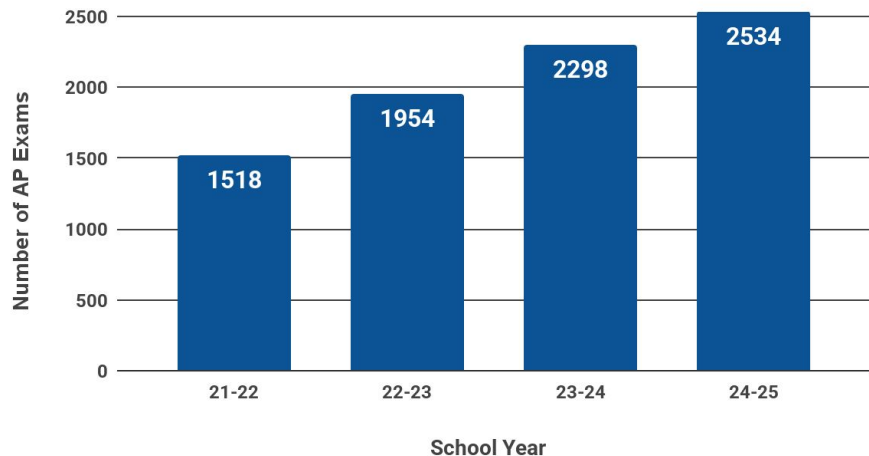
	ELA (DFS points)	Math (DFS points)	Science (Science points)	Graduation Rate
English Learners	+10.2	+6.8	+1.2	+7.5%
Long-term English Learners	+13.6	+13.1	+2.5	+7.8%
Homeless	+12.3	+14.7	+2.2	+4.0%
Students with Disabilities	+11.4	+11.2	+2.1	+6.2%
District Average	+5.7	+4.2	+1.2	+1.9%

= improvement or growth

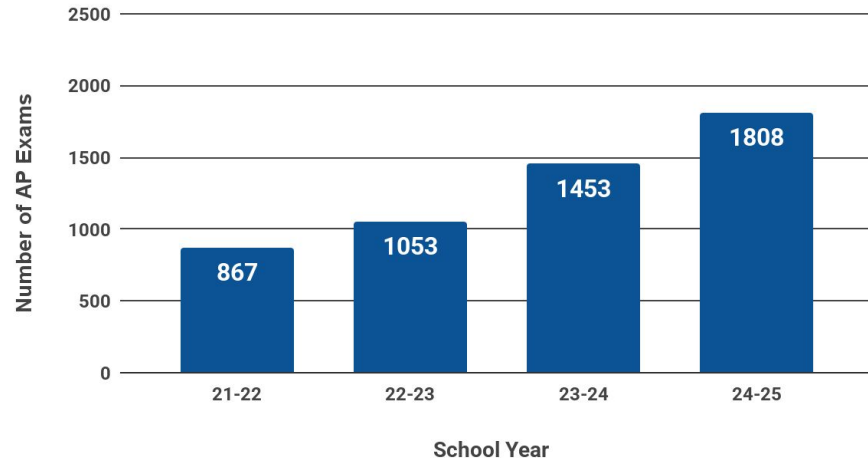


VUSD Advanced Placement Achievement

Number of AP Exams Taken Over Time



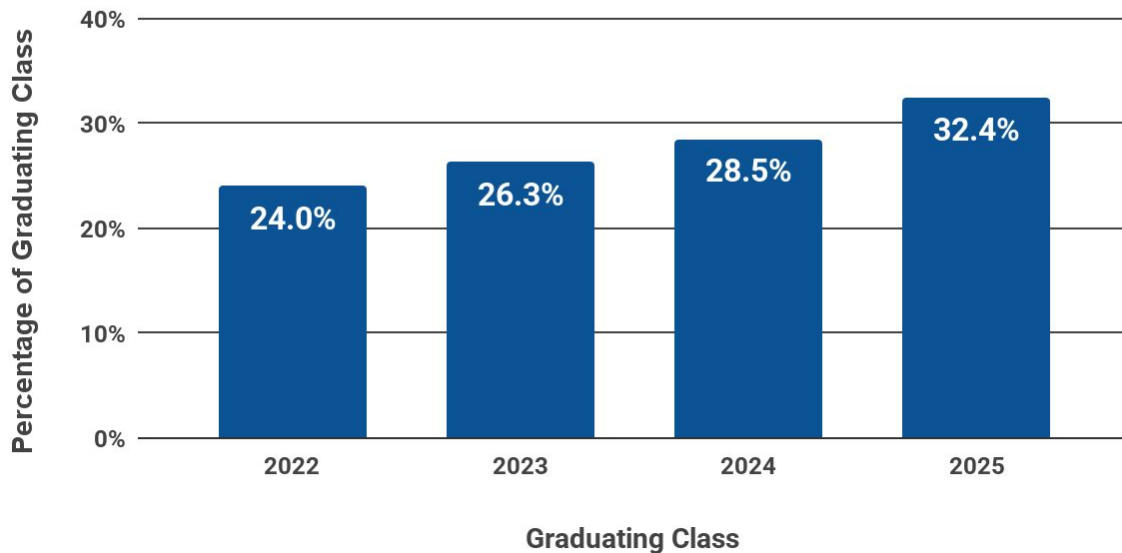
Number of AP Exams with Scores of 3 or Higher





College Credit in High School

**VUSD Graduates Earning 3 or Higher on AP Exams
During any Point in High School**





Student Feedback on the Conditions of Learning 2025

Board Goal 1: Our students, parents and staff will have equitable access to the **conditions of learning** necessary to promote excellence and innovation.

VUSD Board Goal #1 includes four success measures based on the California Healthy Kids Survey (CHKS) with annual targets of 3% growth.

BOARD GOAL #1 CHKS SUCCESS MEASURES	PLUS 3% TARGET MET	2025 GROWTH
1.1: STUDENT SAFETY	✓	+3.6%
1.2: SCHOOL CONNECTION	✓	+3.3%
1.3: CARING RELATIONSHIPS	✓	+3.8%
1.4: HIGH EXPECTATIONS	✓	+3.0%



Vista Unified is Top Ten in SD County



2026 Best School Districts in the San Diego Area

The 2026 Best School Districts ranking is based on rigorous analysis of key statistics and millions of reviews from students and parents using data from the U.S. Department of Education. Ranking factors include state test scores, college readiness, graduation rates, teacher quality, public school district ratings, and more. SAT/ACT scores have been removed from this year's rankings to reflect a general de-emphasis on test scores in the college admissions process. [Read more on how this ranking was calculated.](#)

OCTOBER 3, 2025, Vista, CA - Vista Unified School District, a Pre-K through 12th- grade school district serving the Vista and Oceanside, California communities, was named **one of San Diego County's Best School Districts** by Niche.com, a national leader in researching schools and connecting students to colleges.

Niche rates districts in nine categories, including academics, teachers, and college prep. Vista USD received an A in College Prep, an A- for Clubs & Activities, Diversity, and Teachers, as well as B+ grades for Academics, Resources & Facilities, and Administration.



Vista Unified is Top Performer in California



We are pleased to share that **Vista Unified** made Educational Results Partnership **2025 Honor Roll list of California's top performing school districts.** Congratulations!

This is the eleventh year that ERP has completed the Honor Roll list, which recognizes top public schools, school districts and charter schools in California that have outperformed their peers in **closing achievement gaps, particularly among higher-poverty and historically disadvantaged student populations.**



Vista Unified is Top Performer in California



4 Platinum



10 Gold



6 Silver



2 Bronze

California's Positive Behavior and Intervention Systems Awards



Vista Unified is Top Ten in SD County





Why Does This Matter?

McKinsey
& Company

Public & Social Sector Practice

Defining the skills citizens will need in the future world of work

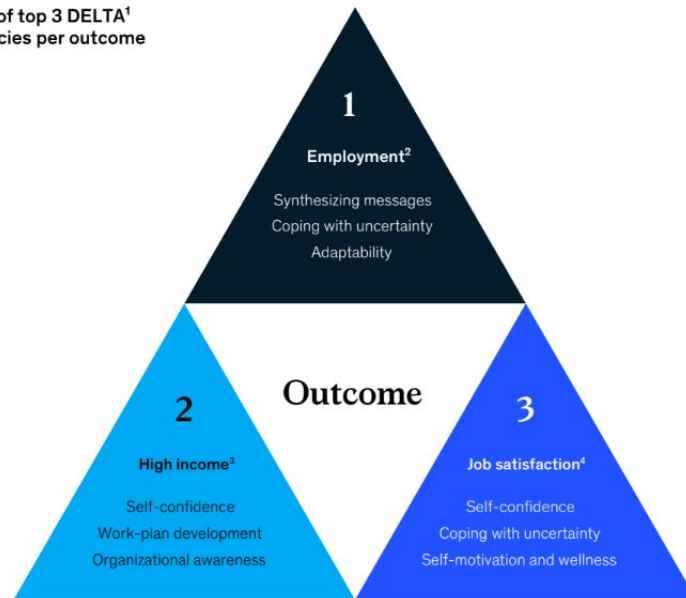
To future-proof citizens' ability to work, they will require new skills—but which ones? A survey of 18,000 people in 15 countries suggests those that governments may wish to prioritize.

by Marco Dondi, Julia Klier, Frederic Panier, and Jörg Schubert

Exhibit 5

We ranked the top three DELTAs in which proficiency predicts better outcomes for employment, high income, and job satisfaction.

Ranking of top 3 DELTA¹ proficiencies per outcome



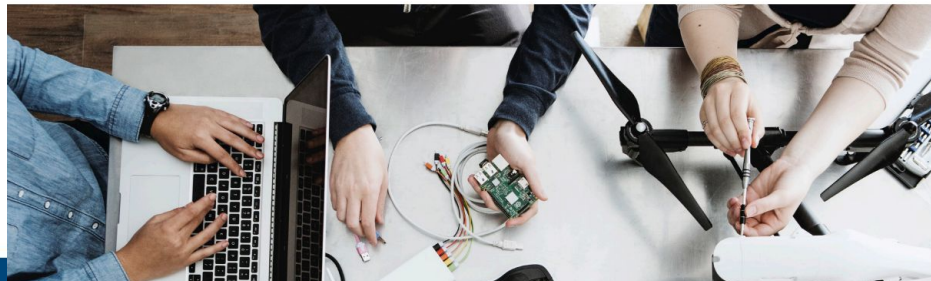
Note: Data from non-OECD countries presented higher variance and were excluded from this analysis.

¹Distinct element of talent.

²Probability of a survey participant being employed among citizens with income below the median.

³Probability of a survey participant being in the top quintile for income.

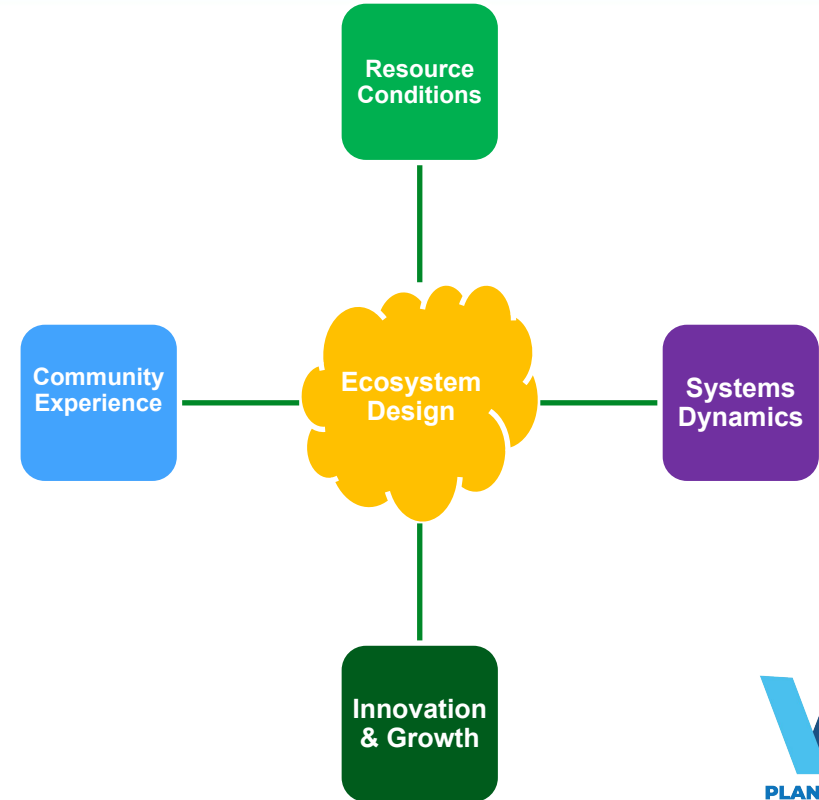
⁴Probability of a survey participant reporting being "fulfilled and satisfied" or "satisfied" with his/her job.





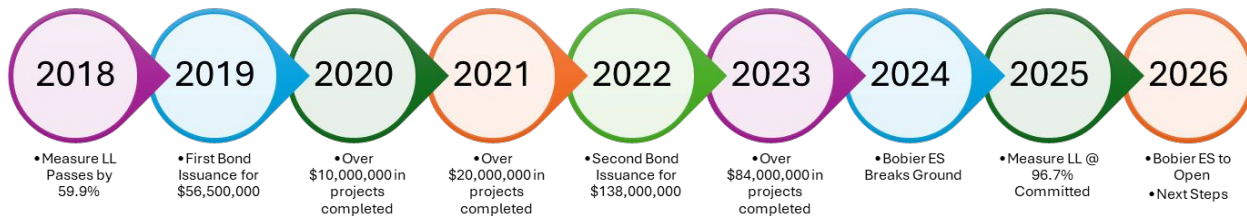
Systems Design: Looking to the Future

- **Resource Conditions**
(Financial Factors)
- **Systems Dynamics**
(Internal and External)
- **Innovation & Growth**
(Factors to Support Change)
- **Community Experience**
(Student and Family)





Measure LL (2018): Overview



UNDER CONSTRUCTION

School:	Project Type	Timeline	Category
Bobier ES	New School Construction	2026	A, B, C, D, E, F

COMPLETED

School:	Project Type	Completed	Category
Vista HS	New Building -T	2025	A, B, C, D, E, F
Vista HS	New Building -S	2024	A, B, C, D, E, F
Rancho Buena Vista HS	New CTE Building	2023	A, B, C, D, E, F
Vista Magnet MS	Renovation	2023	B, C, D, E, F
Lake ES	ADA Ramp and Bathroom	2022	C, E
Madison MS	Shade Structure	2022	C
VIDA (New Location) MS	Outdoor Learning Spaces	2022	C
Rancho Buena Vista HS	Title IX Softball Field	2021	C, E
Vista HS	Title IX Sports Complex	2021	C, E
Vista Magnet MS	Pool Modernization	2021	C, E
Rancho Buena Vista HS	Gymnasium Expansion	2021	E
Vista Academy	Fire Alarm Systems	2019	C
Mission Vista HS	Pedestrian Ramp	2019	C
Casita ES	Restroom Modernization	2020	C
Cal Ave.	Restroom Modernization	2020	C

BOND PROJECT CATEGORIES

Category A

21st century learning environments to support STEM and Career Technical Education

Category B

Modernize technology infrastructure

Category C

Campus safety and security

Category D

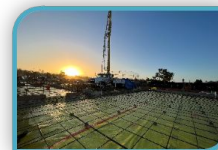
Modernize and upgrade utility infrastructure, building systems, and install energy efficient systems

Category E

Basic facility upgrades and to meet current academic and safety standards

Category F

Remove portable buildings from school campuses





Measure LL (2018): Financial Overview



Data Date: 12/31/25

Consolidated Budget Status Report

Budget vs. Commitments and Expenditures

District Project Category / Project Name	Budget	Commitments			Expenditures		
	Total Budget	Total Commitments	% Budget Committed	Remaining Against Budget	Total Expenditures	Remaining Against Committed	% Budget Spent
Bond Unallocated							
Contingency - Unallocated Bond Funds	10,949,864	-	0.0%	10,949,864	-	-	0.0%
	10,949,864	-	0.0%	10,949,864	-	-	0.0%
Administrative							
Admin Expense - Program Administration	6,935,367	6,446,309	92.9%	489,059	6,114,108	332,200	88.2%
	6,935,367	6,446,309	92.9%	489,059	6,114,108	332,200	88.2%
Active / In Construction							
Bobier Elementary School - Reconstruction	103,702,014	95,643,646	92.2%	8,058,367	60,882,102	34,761,544	58.7%
	103,702,014	95,643,646	92.2%	8,058,367	60,882,102	34,761,544	58.7%
Closeout Phase							
Vista High School - New Classrooms (Bldgs S & T)	76,149,100	65,041,281	85.4%	11,107,819	65,041,281	-	85.4%
	76,149,100	65,041,281	85.4%	11,107,819	65,041,281	-	85.4%
Planning / Exploratory							
Planning / Exploratory - Total	1,501,911	1,501,911	100.0%	-	1,501,911	-	100.0%
	1,501,911	1,501,911	100.0%	-	1,501,911	-	100.0%
Completed							
Completed Projects - Total	47,761,744	47,761,744	100.0%	-	47,761,744	-	100.0%
	47,761,744	47,761,744	100.0%	-	47,761,744	-	100.0%
Totals	247,000,000	216,394,891	87.6%	30,605,109	181,301,147	35,093,745	73.4%

Completed Project Summary

School Site / Project Name	Board Approval Date	Board Vote	Budget	Final Cost	Project Categories	Completion Date	On Budget/On Time
Mission Vista High School - ADA Path of Travel	6/27/2019	5-0	\$502,417	\$502,417	C, E	10/28/2019	Y/Y
Vista Academy of Visual & Performing Arts - Fire Alarm System Upgrade	6/27/2019	5-0	\$1,243,566	\$1,243,566	C, E	10/28/2019	Y/Y
Vista Magnet Middle School - Pool Remodel	6/27/2019	5-0	\$2,511,431	\$2,511,431	B, C, D, E, F	8/4/2020	Y/Y
Rancho Buena Vista High School - Restroom / Gym Expansion	6/27/2019	5-0	\$1,703,947	\$1,703,947	A, C, D, E, F	8/4/2020	Y/Y
Rancho Buena Vista High School - Girls Softball Complex	3/5/2020	5-0	\$2,212,158	\$2,212,158	A, C, D, E, F	12/29/2020	Y/Y
California Avenue Elementary School - Restroom Conversion	5/7/2020	5-0	\$1,684,346	\$1,684,346	C	11/3/2020	Y/Y
Casita Elementary School - Restroom Plumbing Upgrades	5/7/2020	5-0	\$1,895,465	\$1,895,465	D, F	12/29/2020	Y/Y
Vista High School - Sports Complex	6/18/2020	5-0	\$6,255,769	\$6,255,769	B, C, D, E, F	3/30/2022	Y/Y
Madison Middle School - Shade Structures	1/20/2022	5-0	\$713,418	\$713,418	E	1/30/2023	Y/Y
Rancho Minerva Middle School - Shade Improvements	1/20/2022	5-0	\$3,265,000	\$3,265,000	E	1/30/2023	Y/Y
Lake Elementary School - Student Restroom Upgrade	4/7/2022	5-0	\$1,210,037	\$1,210,037	E, F	1/30/2023	Y/Y
Rancho Buena Vista High School CTE	5/5/2022	5-0	\$12,423,703	\$12,423,703	A, B, C, D, E, F	7/3/2024	Y/Y
Vista Magnet Middle School - ADA Path of Travel, Sewer, Landscape, Entry	8/11/2022	5-0	\$10,675,307	\$10,675,307	B, C, D, E, F	12/20/2024	Y/Y





Measure LL (2018): Summary

Sample Project Categories

- Gutters
- Flooring
- Roofing
- Plumbing/Sewer
- Grounds/Landscaping
- Athletic Fields/Playgrounds
- Fire Alarms
- Asphalt/Concrete
- Fencing
- Painting/Walls
- Water Intrusion/Drainage/Civil
- General Facility Improvements

Measure LL

- **Category A:** 21st Century Learning
- **Category B:** Modernize Technology
- **Category C:** Campus Safety and Security
- **Category D:** Utility Infrastructure
- **Category E:** Basic Facility Upgrades
- **Category F:** Remove Portable Buildings

“To date over 140,000 square feet of portable units have been removed”

- CBOC Annual Report 2024





Measure LL (2018) - Performance Report

Sample of Key Metrics Being Monitored

- **Credit Rating:** A+
- **Transparency Rating:** A+
- **Audit Status:** No Findings
- **Funding Status:** 96.7% Committed
- **Recognitions:**
 - Learning by Design: National Outstanding Project
 - CASH: Leadership and Project Management
 - CMAA: Honoree for Leadership
 - SDCTA: Perfect Score
- **Reimbursement Funding:** 21.6 (+9) Million





(Re)Building the Future of Education

Board Goal 1: Our students, parents and staff will have equitable access to the **conditions of learning** necessary to promote excellence and innovation.



“The conditions of learning are rooted in our effort to provide a world class learning environment for every student and teacher in our community.”



Effective, Efficient, and Innovative Futures



VUSD Leads the Way with Green Initiatives

By Julie Smith-Taylor

You may be pleasantly surprised that the Vista Unified School District (VUSD) leads the way in San Diego County when it comes to its commitment to sustainability, reduction of noise and air pollution, and energy efficiency. In recent months, a full-electrification resolution was passed by the school board to make sure the District moves as far as possible toward an all-electric environment, to the extent that is practical, on all of our school campuses and at the District offices.

Assistant Superintendent Shawn Loescher, Ed. D., leads our District's Climate Action Committee. Over the last 3.5 years, there has been significant progress and positive changes happening toward an eco-friendlier, energy, and cost-savings approach at VUSD. "The board has been amazing in its support of our efforts and they are thrilled with the added bonus of the economic results for taxpayers," says Loescher.

He explains, "It's not only about environmentalism. It's a bigger scope and efficiency effort. We are finding solutions in our community that serve our children and our operations far better than before, and we can get more done while saving money for taxpayers. As the largest employer in Vista, we are therefore, the largest enterprise. We understand the importance of being good stewards and to look at the impact we have on the entire community. For example,



Shawn Loescher, Ed. D.

we serve three million meals a school year. That can add up to a lot of waste that goes into our landfills. Now we food sort and work with EDCO to help make biofuels that run their trucks. We also partner with local farmers in a new Farm to Table initiative to bring locally grown, fresh and nutrient rich food to our students. It's good for the local economy and we save money on shipping costs."

VUSD is also the largest landowner in North County with 500 acres to maintain. By moving to all electric mowers, blowers, and other tools, noise and air pollution levels are reduced, there is less interruption to students and teachers, and there is cost savings in fuel and equipment maintenance fees due to less moving parts involved. "It's a real win-win," says Loescher.

The district has also committed to expanding its fleet of E-vehicles. Today, 60 percent of its 176 vehicles are now electric. A growing number of E-buses are being added every year due to state incentives and discount programs that make them even more affordable than traditional buses. "There is no fuel to purchase and maintenance costs are way lower. Overall, we have reduced our petroleum purchase by 70 percent," says Loescher. "And half of that goes into electricity."

On top of it all, the District is the largest producer of solar energy in the area. Almost every school including the District office has solar panels and uses LED light bulbs wherever possible.

When looking to the future, Loescher says, "We feel we are getting ahead of the game in our sustainability efforts. Now we are setting our sights on something really big with the construction of an entirely electric school without any reliance on petroleum or natural gas."

The new Bobier Elementary School is currently under construction and it is expected that it will exist 90 percent off-grid. Every heater, A/C, appliance, and piece of equipment will be electric-based. And when the school is not in use, the power generated from its solar panels will be pumped back into the grid.

"It's a great example of our City and District collaborating to create something really special," says Loescher. "Bobier Elementary will also feature a set of e-chargers so that local residents can charge their e-cars after hours, which is ideal for many of the apartment complexes near the school."

According to Loescher, things are moving so fast that in four months, his stats reports will be outdated due to more vehicles arriving and more programs being implemented. If you would like more information, please visit the links provided for public review.



Current Fleet by the Numbers

Total Yellow Fleet: 64

- 11 Electric, 42-passenger Wheelchair Buses
- 3 Electric, 54 Passenger Buses
- 13 Electric 72 Passenger Buses
- 1 Electric 9-20 Passenger Buses
- 16 Diesel, 9-20 Passenger Wheelchair Buses
- 4 Diesel, 21-60 Passenger Buses
- 8 Diesel, Over 60 Passenger Buses
- 3 Unleaded, Over 60 Passenger Buses
- 5 Unleaded, 9-20 Passenger Buses

White Fleet: 113

- 14 Student transportation vans
- 8 Electric Vans
- 16 Medium Trucks
- 1 Electric Truck
- 5 Heavy Trucks
- 39 Light Trucks
- 11 Gasoline cars
- 7 Electric Cars
- 12 Child Nutrition Services Delivery Vehicles

Total Fleet: 177 Vehicles





Bobier Elementary School



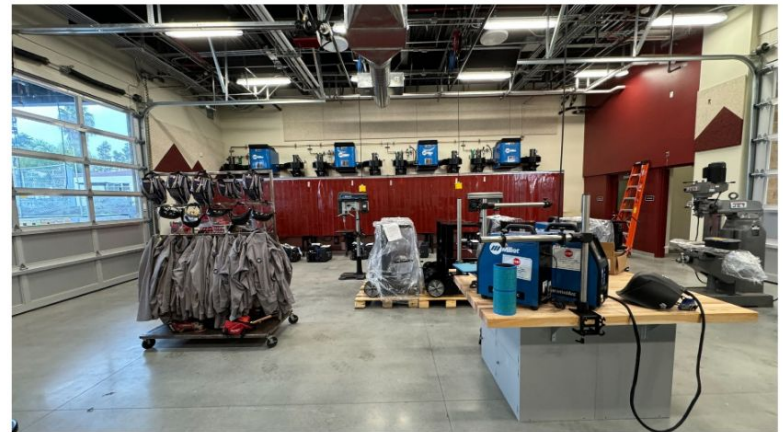


Vista High School Buildings T&S





Rancho Buena Vista High School CTE





Vista Magnet Middle School





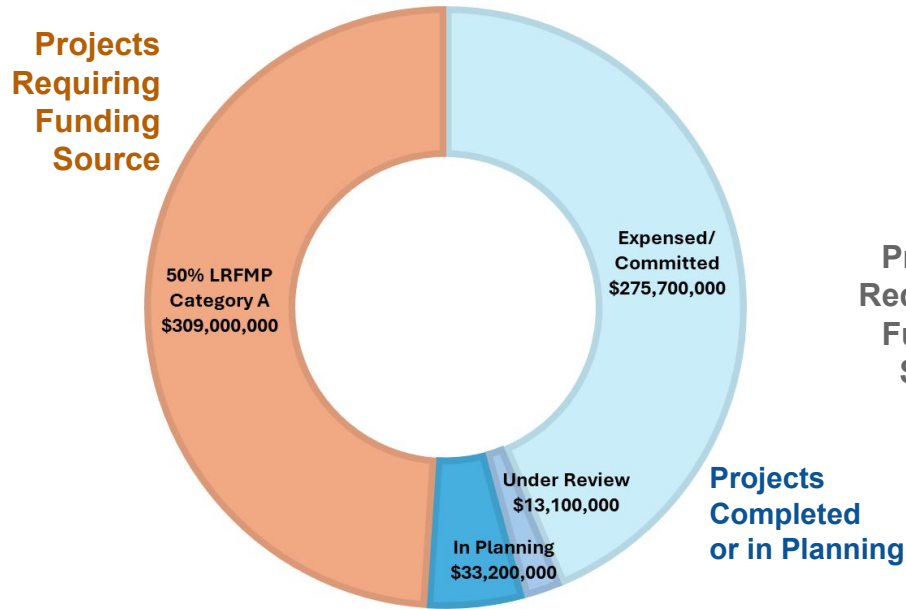
2018-2026 Full Capital Project Listing

SITE	Category A			Category B			Category C			Category D			Category E			Category F										
	Learning Env. CTE			Modernize Tech			Safety			Energy Efficient Infrastructure			Facility Upgrades			Remove Portable Bldg.										
ELEMENTARY SCHOOLS																										
Alamosa Park									B		40	B			B(2)											
Beaumont									B			B		40(5)	B											
Bobier	LL			LL			LL	40	B	LL		B	LL		B	LL										
Breeze Hill									B			B			B(2)											
Casita								40	B	LL		B		40(2)	B	LL										
Empresa									B(3)		40	B			B(2)											
Foothill Oak									B		40(2)															
Grapevine		40						B(2)	B		40(2)	B(2)			B(2)											
Hannalei								40	B			B		40(2)	B											
Lake		40						40	B		40	B	LL	40		LL										
Maryland									B			B		40												
Mission Meadows									B						B											
Monte Vista					B							B(2)		40(2)	B											
Temple Heights								40				B(2)		40(2)												
Vista Academy Of Visual and Performing Arts (VAPA)	LL	40			40		LL	40(2)	B			B		40												
MIDDLE SCHOOLS																										
Madison	LL							40(2)			40	B	LL	40												
Roosevelt		40									40	B		B												
Vista Magnet Middle School	LL			LL			LL(2)		B	LL	40	B	LL(2)	40		LL										
Rancho Minerva Middle School (New VIDA)			B		B			40(4)	B		40	B	LL	40(3)												
740 Olive (Old VIDA)			B					40	B			B(2)		40	B											
HIGH SCHOOLS																										
Innovations Academy of Empowerment			B									B														
Mission Vista High School							LL						LL	40(2)	B											
Rancho Buena Vista	LL(3)			LL	40		LL(3)	40	B	LL(3)	40	B(3)	LL(3)	40(5)	B	LL(3)										
Vista High School	LL	40	B	LL(2)			LL(2)		B	LL(2)	40	B	LL(2)	40(4)	B	LL(2)										
Alta Vista High School								B				B		40												
Major General Murray												B			B											
Vista Adult School (at Sunset)			B		B				B			B			B											
Vista Adult Transition Center								40				B(2)														
OTHER SITES																										
California Ave							LL		B			B	LL													
EES Gilmour at VAPA (Avenida de Benito Juarez)									B						B											
Linda Rhodes Rec Center									B						B											
Vista Innovation Center									B		40			40	B											
Administrative Service Center					40				B		40			40												
Operational Service Center								40	B					40	B											
District Central Kitchen and Whs (North Ave)									B		40	B		40	B											

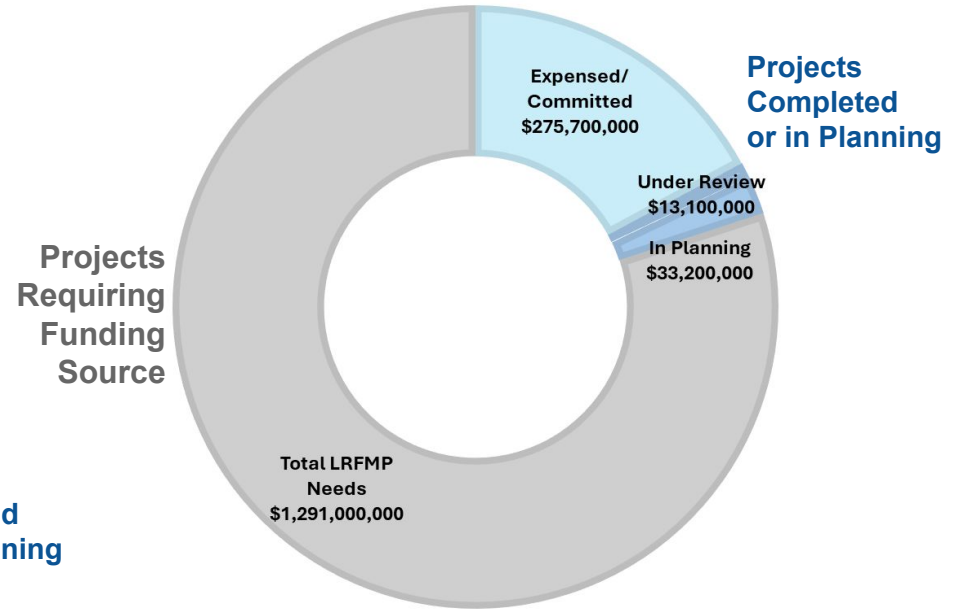


Facility Improvements: Progress and Look Ahead

Previous 5 and Next 5 Year Outlook



Previous 5 and Next 15/20 Year Outlook



LRFMP Estimated Costs Only Include Escalation Through This Fiscal Year



The Long Range Facility Master Plan





Facility Needs Across the District





Facility Needs Across the District





Facility Needs Across the District





Facility Needs Across the District





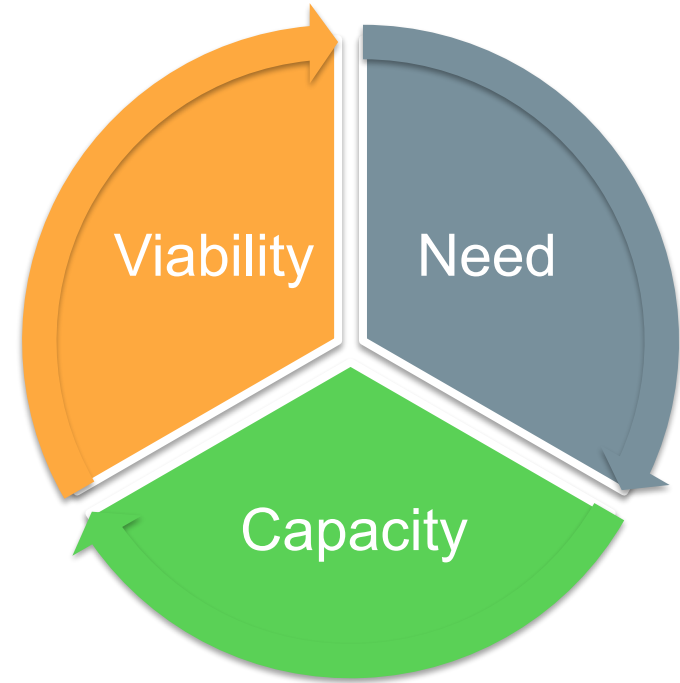
Cycle of Consideration of a Potential Bond

Overview of Bond Considerations:

- Need: Condition of Facility
- Capacity: Team Performance
- Viability: Democratic Process

Overview of Bond Finance Status:

- What bonds do we have?
- How much do we get and why?
- What would a transition to a new bond be like for the community?





Overview of VUSD Position 2026

Need

Condition of Facilities

- **Needs Assessment:** Long Range Facility Master Plan
- **Ongoing Plan:** Deferred Maintenance
- **Gap Analysis:** 1.5 Billion Dollars Over 20 Years

Capacity

Team Performance

- **Transparency:** A+ Rating from Taxpayers Association
- **Fiscal Responsibility:** Perfect Audits, On Budget, and A+/AA Rating by S&P
- **Innovative Design and Excellence in Construction:** State and National Awards

Viability

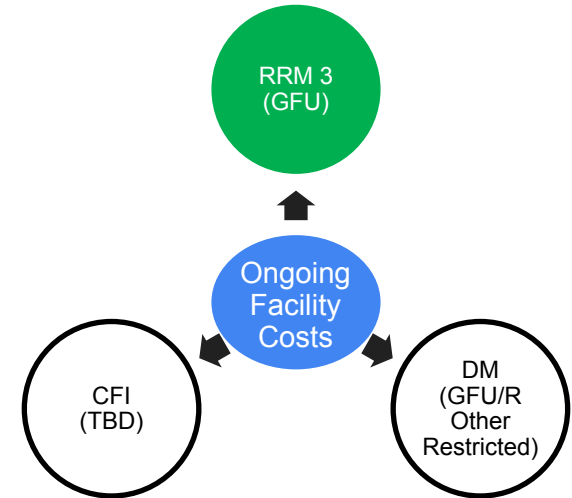
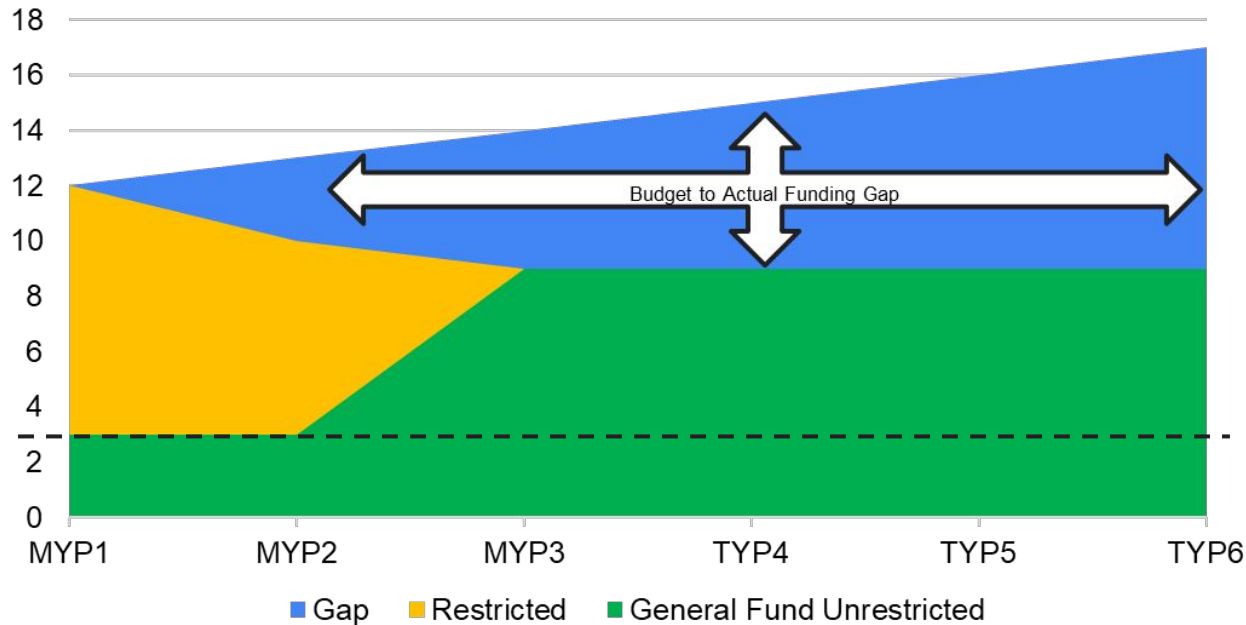
Democratic Process

- **Sustainable Tax Structure:** Continuation of Current Rates (Transition to New Bond)
- **Positive Feasibility Study:** 71% Community Interest (Winter 2026 Community Survey)
- **Process:** Board of Education Places on Ballot and Community Votes on a Bond Measure



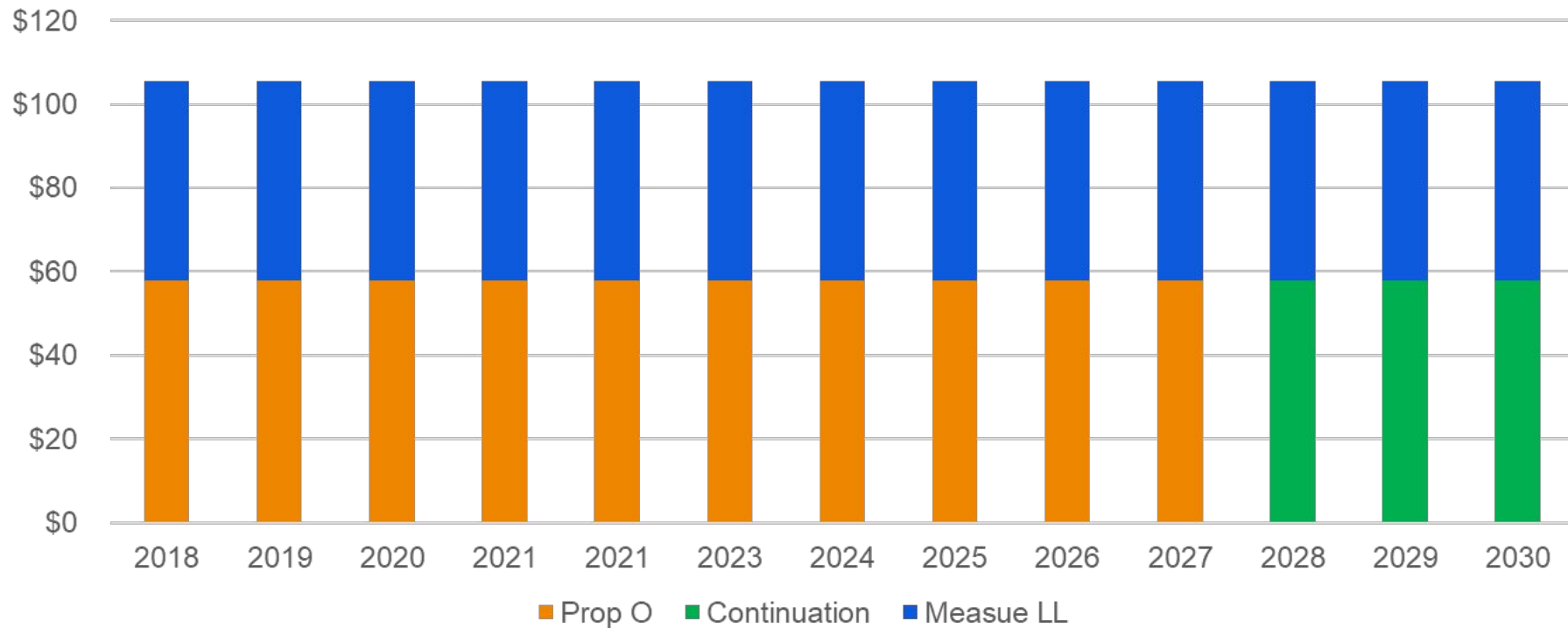
Facility Cost Issue: Budget, Sources, Actuals

Facility Spending Trend Example





Continuation Rate Bond Example (Per-\$100K AV)





Continuation Bond Overview of Funding Level

Bond	Passed (Sale)	Rate Per-100K	Property Value	= Bonds Amount	Payoff (Revised)
O	2002 (2003)	\$58.00	\$8.2B	=\$140M	2033 (<u>2027</u>)
LL	2018 (2019)	\$47.50	\$16.9B	=\$247M	2048 (TBD)
C	2026 (<u>2027</u>)	\$58.00	\$26.9B	=\$540M	2056 (TBD)



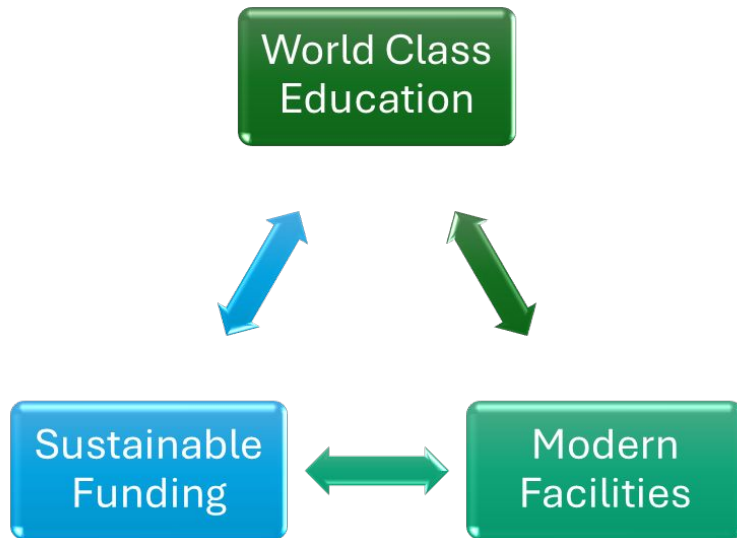
Building on What Works, Looking to What's Next

Summary

- Advancing College and Career Readiness
- Robust Arts and Athletics
- Effective System Development
- Regionally and Nationally Recognized Programs

How Might We . . .

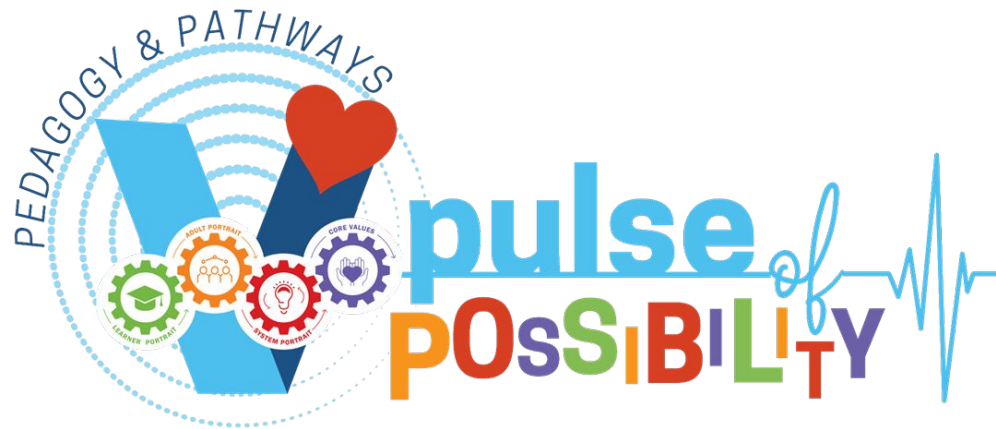
- Continue Upward Trends
- Support Sustainable Models
- Maintain Local Control
- Invest in Our Community





"Education is the key to unlocking
the golden door of freedom"

— George Washington Carver



**Vista Unified School District
2026**