



# Rockford Area Schools

## District Operational Plan (DOP)

### Goals, strategies and performance indicators

### School Year 2025-26

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This District Operational Plan is organized around the areas of strategic planning, aligned to the Superintendent goals provided by the Rockford Area Schools Board of Education and reflects both the current work and future goals of school district administration.

## The Mission of Rockford Area Schools

*In partnership with our communities and families, Rockford Area Schools provides challenging opportunities to engage, inspire, and educate globally-minded citizens.*

## Rockford Area Schools Strategic Directions

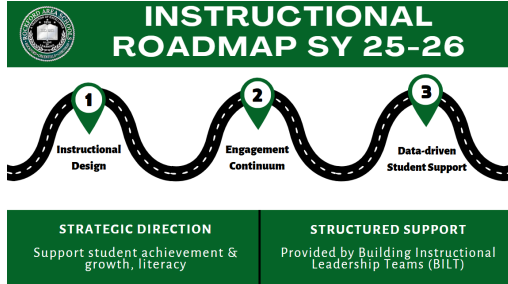
<u>Strategic Direction</u>	<u>Definition</u>	<u>Rationale</u>
<b>Student Achievement and Growth</b>	Provide high quality instruction, curriculum, and professional development for staff, to impact our students through a robust learning experience.	Through continuous improvement, provide each and every student with a comprehensive education that gives students opportunities to pursue their own personal/professional goals and aspirations.
<b>Healthy and Supportive Environment</b>	Promote respect and collaboration in order to foster secure relationships where all people feel valued and safe. Cultivating a culture to empower all to share new and innovative ideas, and advocate for their own wellbeing, as well as the wellbeing of others.	People do better when they feel better.
<b>Community, School and Family Partnerships</b>	Strengthen and grow supportive and trusting relationships through community outreach and partnerships that encourage collaboration to drive school and community growth.	Community and family engagement promotes school success and satisfaction. Partnerships based on mutual trust and support help to foster this involvement.
<b>Culture of Collective Purpose</b>	Through interconnectedness & interdependence, we create a school community where each person belongs, contributes and feels a sense of ownership.	To create a culture of connectedness where each individual understands their unique value and vital role as part of the school community.
<b>Stewardship of Resources</b>	Strategically investing our resources in a responsible and efficient way that ensures the best possible educational experience for students while also promoting sustainability and ethical financial practices.	To create systems and structures that allow our resources, for quality educational experiences, to be maximized and provide transparency and trust throughout the school community.

## Student Growth and Achievement

### Rationale

<p><i>Our purpose as a school district is to educate our students and maximize their individual gifts and talents. Providing quality programming, ensuring our teachers are trained in best practices, and partnering with students and families to offer opportunities that connect to their passions is important to overall student growth and achievement.</i></p>	<p><b>Leader(s)</b> Dr. Jeff Ridlehoover Kathy Mattson Melissa Joseph</p>
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Goals	Strategies	Performance Indicators	Timeframe
Implementation of our new Amplify CKLA elementary literacy curriculum <b>(Goals Met)</b>	Continuation and enhancements related to regular and ongoing professional development aligned to the adopted curriculum	Teacher evaluations through glows/grows in PLC meetings, PD trainings	SY 2025-26
		Common Planning Meetings	SY 2025-26
	PLC Documentation (Overview)	Goal Modified via Staff Feedback	SY 2025-26
	Literacy coaching “on demand”	Benchmark data/literacy night 11/3, 11/6 (Slides, Literacy Math)	SY 2025-26
Parent/family communication and engagement	Follow the RAS comprehensive curriculum review and adoption protocol	Final selection of a new curriculum via data gathering and a consensus-building protocol (in progress) Slides, Big Ideas selected	Spring 2026
		RAS Mathematics Curriculum Review Process & Timeline	

Goals	Strategies	Performance Indicators	Timeframe
Engage in the work associated with the new/revised RAS Instructional Roadmap <b>(Goals Met)</b>	Professional learning and development  The adoption of two additional professional development days	Roadmap PD Archive   The graphic shows a green banner at the top with the text 'INSTRUCTIONAL ROADMAP SY 25-26'. Below the banner is a winding road with three numbered markers: 1. Instructional Design, 2. Engagement Continuum, and 3. Data-driven Student Support. At the bottom, there are two green boxes: 'STRATEGIC DIRECTION: Support student achievement & growth, literacy' and 'STRUCTURED SUPPORT: Provided by Building Instructional Leadership Teams (BILT)'.	SY 2025-2026 (ongoing)
School Improvement Plans (SIP) Template 25-26 REAMS, RMS-CES, RHS <b>(Goals Met)</b>	Align School Improvement Plans (SIP's) to RAS strategic directions and instructional roadmap	SIP (REAMS, RMS-CES, RHS)	SY 2025-26
Aligning our work in the areas of literacy and ADSIS intervention with a sustainable MTSS process <b>(Goals Met)</b>	Increase our collective work related to interventions, utilizing a systematic approach to the MTSS framework.	MTSS data collection process - (data sensitive student information spreadsheets at each site managed by counselors) Aligned MTSS process across buildings (Slides) Quarterly meeting overview Intervention menus Multilingual learner supports (ISRs all in Infinite Campus) Individual Learning Plans	SY 2025-26
Continue our work as a statewide model school district in providing students and families with high-quality Magnet programming	Continued collaboration with our NWSISD partner school districts.  Work with our NWSISD partners,	Student/Family Feedback (late May)  Grant process and progress with our	SY 2025-26 (In Progress)  SY 2025-26

Goals	Strategies	Performance Indicators	Timeframe
at all levels <b>(Goals Met)</b>	Buffalo and Fridley, to revise our grant proposal for potential submission in spring 2026.	NWSISD partners (Goal discontinued)  REAMS: Arts Integration Activities (4 C posters)  RMS Reflection & Review (Magnet Integration Form, site)  RHS IB Self-Study (MYP, DP/CP)	SY 2025-26   SY 2025-26  SY 2025-26
Create an early learning outdoor space that can be utilized by our Preschool, ECFE, and Galaxy programs to enhance our current alignment with our magnet programs. <b>(On Track)</b>	Connect and collaborate with local partners to provide guidance on design and construction requirements as well as potential sources of financial support.	Successful Implementation and ready for use sometime during 26-27 SY  Early Learning Outdoor Classroom Timeline	Multi-Year Project - Timeframe for Completion is SY 2027-28

**Healthy and Supportive Environment**

**Rationale**

**Leader(s)**

<p><i>Per the rationale established by the Board of Education, “people do better when they feel better,” our work will center on ensuring that every student and member of our staff is treated with respect and kindness. In addition, we are committed to a proactive approach of establishing clear processes to assist students, families, and staff when</i></p>	<p>Dr. Jeff Riddlehoover Kathy Mattson</p>
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challenges occur.	Melissa Joseph Jeff Kienitz Courtney Neibert
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Goals	Strategies	Performance Indicators	Timeframe
Profile of a RAS Graduate <b>(On Track)</b>	Development of a comprehensive vision that accurately portrays the essential qualities and characteristics of a RAS graduate	Staff, student, parent, & community input (slides) One page overview and corresponding implementation plan	SY 2025-26 (In Progress and full implementation in Sy 2026-27)
Implement/Initiate our work towards a more Personalized Learning model (Student Agency) <b>(Goals Met)</b>	Construct and implement professional learning tailored toward whole group, small group, and individualized/independent practice instructional pedagogy	The development and implementation of common vocabulary amongst students and staff	SY 2025-26
Data use to drive Instruction <b>(Goals Met)</b>	The utilization of data and professional learning tailored to instructional pedagogy	PD/PLC Work in alignment with testing cycles (process, PLC notes/PD day work)	SY 2025-26
Student engagement focus <b>(Goals Met)</b>	Professional development to create a common E-12 language aligned to our engagement efforts  Purposeful and targeted instruction for students aligned to engagement	Professional learning materials/agendas, building engagement data (Inquiry & Engagement)  Classroom instruction materials/visuals connected to engagement (REAMS, Secondary)	SY 2025-26  SY 2025-26
Continued work with our Magnet school programs to enhance high quality instructional programming	Regular and ongoing check-ins with CICs as well as our partner schools in the NWSISD	NWSISD meeting agendas and accompanying documentation	SY 2025-26

Goals	Strategies	Performance Indicators	Timeframe
and an exceptional daily experience <b>(Goals Met)</b>			
The creation of a comprehensive K-12 curriculum review cycle <b>(Goals Met)</b>	Reflect on standards implementation dates, curriculum maps to create a cycle for implementation	Review cycle document that encompasses a district-wide instructional overview	SY 2025-26

### Community, School, and Family Partnerships

#### Rationale

Rationale	Leader(s)
<i>Students perform better when strong partnerships exist between our schools, our families, and the greater community. Clear and transparent communication as well as the solicitation of feedback from all stakeholders ensures that all voices are heard and greater understanding is gained.</i>	Dr. Jeff Ridlehoover Melissa Joseph Jeff Kienitz Courtney Neibert Kathy Mattson Jill Gordee

Goals	Strategies	Performance Indicators	Timeframe
Rockford in 88.3 seconds <b>(Goals Met)</b>	Develop a monthly video demonstrating a variety of high-impact endeavors that highlight Rockford Area Schools	2025-2026 Videos	Fall 2025 and ongoing
Through collaboration, work to ensure Rockford Area Schools is accurately branded as an E-12 school district <b>(Goals Met)</b>	Work collaboratively with stakeholders as well as our internal and contracted marketing team to share information and accurately promote our programming in the area of early learning	EC E-12 Brochure Eye Contact Media Partnership Eye Contact Media Metrics Events held districtwide - open houses,	Summer/Fall 2025 Winter/Spring 2026

Goals	Strategies	Performance Indicators	Timeframe
		Community Expo, parent nights, etc. Logo enhancements - TBD	
Increase alignment in our Preschool and Galaxy work to create consistent and supportive experiences for all children participating in both. <b>(Goals Met/On Track)</b>	Share and reflect on current practices to identify approaches that support developmental continuity. Explore effective strategies as it pertains to Literacy.	Professional Development Observation by the CE Director in both programs  Implementation begins in the spring of 2026 (round 1) and round 2 will occur just prior to school starting in the fall	SY 2025-26
IB credits (Jill) <b>(Goals Met/Continuing)</b>	Engage IB stakeholders and legislative leaders throughout the state to draft comprehensive legislation that allows for a wider acceptance of IB credits at higher education institutions	Legislative lobbying efforts and related documentation  IB Legislative Work  SF 5263 SF 5264	SY 2025-26 (In Progress)
Brand and roll out Launch your future: EC and career prep <b>(Goals Met)</b>	Highlight/publicize college earning credit opportunities available to students in Rockford Area Schools as well as the career pathways leading to career preparation and industry certification	Rockford Area Schools K-12 Magnet Brochure  Launch Your Future Pathways Presentation	Fall 2025/Winter 2026
A commitment to enhanced communication via an increase in accessible communication in multiple languages <b>(Goals Met)</b>	Training on translating routes	Language Access Plan  Translated documents, QR codes, links on district documents	SY 2025-26

**Culture of Collective Purpose**

**Rationale**

**Leader(s)**

<p><i>Strong organizations are built on trust, collaboration, partnership, and understanding. Establishing clear direction, strong lines of internal and external communication, and a shared leadership model will provide all stakeholders with common purpose related to our individual and collective work.</i></p>	<p>Dr. Jeff Ridlehoover Kathy Mattson Bridget Peterson Mike McNulty Melissa Joseph Jeff Kienitz</p>
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Goals	Strategies	Performance Indicators	Timeframe
<p>Increase the overall effectiveness and leadership capacity of our Building Operational Leadership Teams (BILT) by utilizing our Advisor model <b>(Goals Met)</b></p>	<p>Collaboration related to defining the role and work given our BILT structure</p>	<p>BILT Advisor Evaluations (BILT eval, BILT Advisor draft)  Clear Workflow Map for Advisors</p>	<p>SY 2025-26  SY 2025-26</p>
<p>I-Cab <b>(Goals Met)</b></p>	<p>Periodic meetings to reflect on roadmap implementation and ongoing teacher needs</p>	<p>Meeting agendas Responsive work/direction as a result of meetings (26-27 roadmap)</p>	<p>SY 2025-26</p>
<p>BILT/BOLT Year 2 <b>(Goals Met)</b></p>	<p>Regular meetings with clear agendas and strategies for sharing out information</p>	<p>Highlight work facilitated by BILT and BOLT at each site</p>	<p>SY 2025-26</p>
<p>Continued review of the RAS safety committee work <b>(Goals Met)</b></p>	<p>Review of protocols Handbook revisions Quarterly meetings</p>	<p>RAS Safety Committee Records</p>	<p>SY 2025-26</p>

Goals	Strategies	Performance Indicators	Timeframe
Continued review and improvement of the RAS OnBoarding and OffBoarding processes <b>(Goals Met)</b>	Responsive reflection and collaboration to make sure the system is clear and provides the needed info effectively to all involved	Collective Onboarding Drive	SY 2025-26
Continue our evolution in providing high quality support by reimagining support positions <b>(Goals Met)</b>	Reflection Staff Input	Implementation of a restructured administrative support structure	Spring 2026
Increase the collective capacity of our building and program leaders <b>(Goals Met)</b>	Book study <i>Clear Leadership</i>	Informal dialogue Increased leadership capacity	SY 2025-26 (In Progress)

**Stewardship of Resources**

**Rationale**

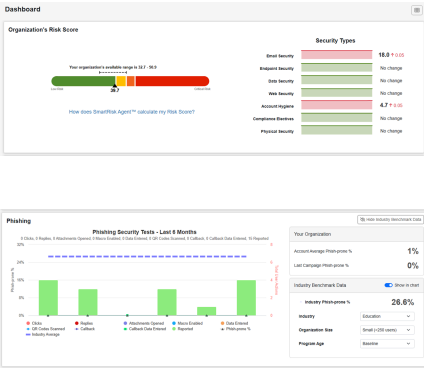
**Leader(s)**

<p><i>As stewards of resources consisting of physical assets, human capital, and monetary reserves, it is prudent to provide the public, as well as our internal stakeholders, with accurate, relevant, and timely reporting of district affairs.</i></p>	<p>Dr. Jeff Ridlehoover Bridget Peterson Mike McNulty Melissa Joseph Jeff Kienitz Dan Pratt</p>
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Goals	Strategies	Performance Indicators	Timeframe
<p>Review of student activity fees <b>(In Progress)</b></p>	<p>Perform a comprehensive review of our activity fees that accounts for revenue versus expenses as well as comparisons of similar geographical districts as well as those similar in scope of offerings and size of school system</p>	<p>Final product and recommendation to the Board of Education</p> <p>Board recommended a summer conversation due to instability in the energy sector.</p>	<p>Spring 2026 (In Progress)</p> <p>Note - With the levy passage in November 2025 we are likely to keep all fees status quo for SY 2026-27</p>
<p>Negotiate fair and fiscally sound employee contracts <b>(In Progress)</b></p>	<p>Establish financial parameters that demonstrate fair compensation packages to all employee bargaining groups while also remaining cognizant of the need to balance current and future financial constraints and obligations of RAS</p> <p>Review language in contract for clarity in fiscal, policy, and procedural accuracy</p>	<p>EMR Master Contract- Completed and Ratified November 2025</p> <p>284 Contract - Negotiations TBD</p> <p>Finalized Contracts</p>	<p>Fall 2025</p> <p>Fall/Winter 2026 (2026-27 DOP)</p> <p>SY 2024-2025</p>

<p>Potential Levy (if approved by the Board of Education) <b>(Goals Met)</b></p>	<p>Clearly and transparently articulate to all stakeholders (parents / guardians/ employees / members of the community) the need for additional financial resources to both support and enhance the educational experience of all RAS students</p>	<p>District Publications  Social Media  Direct Mail or Electronic Mail  Staff Presentations  Community Presentations</p>	<p>Summer/Fall 2025</p>
<p>Finalize the expenditures of Bond funds <b>(Goals Met/In Progress)</b></p>	<p>Complete all major and minor projects related to the bond monies associated with the RAS capital improvement projects</p>	<p>Track resurface REAMS Parking Lot REAMS Carpet DO Carpet  Final Bond Fund Projects</p>	<p>Fall 2025</p>
<p>Maximize and align our technology vision with resources via a comprehensive assessment <b>(Goals Met)</b></p>	<p>Conduct an annual technology inventory and needs assessment to identify underused assets and opportunities for repurposing</p> <p>Implement lifecycle management practices including proactive maintenance, scheduled refresh cycles, and surplus device reallocation</p> <p>Align new purchases with curriculum, safety, and infrastructure goals as outlined in the district’s strategic and technology plans</p>	<p>Update Technology Plan to 2025-2026 school year Annual cost savings or value recaptured through reallocation and optimized procurement</p> <p>Technology Plan 5 Year</p> <p>Identify reductions in technology procurement and programs to fit reduced budget allocations</p> <p>Reduction Identification</p> <p>Write 1:1 Handbooks and Technology Plan</p>	<p>Summer/Fall 2025 (In Progress)</p> <p>SY 2025-26 (In Progress)</p> <p>SY 2025-26 (In Progress)</p> <p>SY 2025-26 (In Progress)</p>

<p>Leverage grant funding to maximize current software licenses <b>(Goals Met)</b></p>	<p>Identify eligible local, state, and federal grant opportunities (e.g., E-rate, Title I/IV, cybersecurity, or workforce readiness)</p> <p>Prioritize grant applications that support renewal, expansion, or integration of high-impact instructional or operational software</p> <p>Work with department leaders to align grant requests with current license usage data, renewal timelines, and identified instructional/operational needs</p> <p>Track software usage analytics to justify continued funding and avoid paying for unused licenses</p>	<p>Number and dollar value of software licenses funded through grants</p> <p>Rockford Grant</p> <p>Percentage reduction in general fund spending on software</p> <p>Number of software tools retained or expanded due to grant support</p> <p>Alignment of licensed software with curriculum and district strategic priorities (as documented in annual tech reports or audits)</p> <ol style="list-style-type: none"> <li>1. Rockford Vetted Apps</li> </ol>	<p>SY 2025-26 (In Progress)</p>
<p>Strengthen our cyber training modules to assist in the detection and responsiveness related to cyber security threats <b>(Goals Met)</b></p>	<p>Expand the scope of cybersecurity training to include real-world phishing simulations, role-based modules (e.g., admin, teachers, tech staff), and emerging threat scenarios</p> <p>Partner with a cybersecurity awareness provider (e.g., KnowBe4 or similar) to deliver interactive, trackable modules tailored to K–12 environments</p>	<p>Completion rate of required cybersecurity training modules (goal: 100% annually)</p> <p>Cyber Training</p> <p>Measured reduction in staff phishing test failure rate (e.g., decrease by 25% over 12 months)</p>	<p>Summer/Fall2025 (In Progress)</p> <p>To date: Training was set up in Vector for 25-26. Phishing rates have been monitored via knowBe4 software and is on track. Working to revise and submit the cybersecurity policies to</p>

	<p>Implement a tiered training model based on user access levels and data sensitivity</p> <p>Incorporate cybersecurity expectations and response protocols into annual mandatory training and onboarding procedures for key staff</p>	 <p>The dashboard displays an 'Organization's Risk Score' of 18.8 (Low) and a 'Phishing' score of 26.6%. It includes a bar chart for 'Phishing Security Tests - Last 6 Months' and a table for 'Security Types'.</p> <table border="1"> <caption>Security Types</caption> <thead> <tr> <th>Security Type</th> <th>Score</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Overall Security</td> <td>18.8</td> <td>Low</td> </tr> <tr> <td>Endpoint Security</td> <td>-</td> <td>No Change</td> </tr> <tr> <td>Web Security</td> <td>-</td> <td>No Change</td> </tr> <tr> <td>Network Security</td> <td>-</td> <td>No Change</td> </tr> <tr> <td>Account Hygiene</td> <td>4.7</td> <td>Low</td> </tr> <tr> <td>Compliance Reviews</td> <td>-</td> <td>No Change</td> </tr> <tr> <td>Physical Security</td> <td>-</td> <td>No Change</td> </tr> </tbody> </table> <p>Phishing: Phishing Security Tests - Last 6 Months. Your Organization: Account Average Phish Score %: 1%, Last Campaign Phish Score %: 0%, Industry Benchmark Data: 26.6%.</p>	Security Type	Score	Status	Overall Security	18.8	Low	Endpoint Security	-	No Change	Web Security	-	No Change	Network Security	-	No Change	Account Hygiene	4.7	Low	Compliance Reviews	-	No Change	Physical Security	-	No Change	<p>the auditor in Feb2026 for compliance with MN Statute 16E.03. Working with our insurance liaison in building documentation for compliance. Also working with CISA, MN State University, Homeland Security, and insurance in maintaining compliance.</p> <p>Winter 2025</p> <p>SY 2025-26</p> <p>SY 2025-26</p> <p>Review and publish protocols relating to CyberSecurity</p>
Security Type	Score	Status																									
Overall Security	18.8	Low																									
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Account Hygiene	4.7	Low																									
Compliance Reviews	-	No Change																									
Physical Security	-	No Change																									
<p>Strengthen and enhance our infrastructure resource inventory protocols <b>(Goals Met)</b></p>	<p>Improve the current inventory system and review existing data protocols</p> <p>Implement standardized naming conventions, asset tagging, and regular audit schedules across all buildings</p> <p>Develop and maintain a digital</p>	<p>Conduct a comprehensive audit of technology assets.</p> <p>100% of infrastructure assets logged with location, status, and lifecycle metadata</p> <p>Inventory of Assets April 2026 Network</p>	<p>Fall 2025 (In Progress)</p> <p>SY 2025-26 (In Progress)</p>																								

	<p>infrastructure map documenting physical locations, connections, lifecycle status, and dependencies.</p> <p>Align inventory records with cybersecurity asset management practices and procurement/retirement processes.</p>	<p>Completion of infrastructure audits with discrepancies reduced by 90% within 12 months</p> <p>Improve Inventory system integration with procurement and maintenance logs</p>	<p>SY 2025-26 (In Progress)</p> <p>SY 2025-26 (In Progress)</p>
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