



STRATEGIC PLAN

2022 - 2025



**Los Angeles County
Office of Education**



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“The function of education is to teach one to think intensively and to think critically. Intelligence plus character—that is the goal of true education.”

- Martin Luther King Jr.

LETTER FROM THE SUPERINTENDENT OF LOS ANGELES COUNTY SCHOOLS



Debra Duardo, M.S.W. Ed.D.
Los Angeles County
Superintendent of Schools

Dear Los Angeles County Students, Families, Educators and Communities,

As the largest regional education agency in the nation, the Los Angeles County Office of Education's (LACOE) commitment to the two million children that reside in the County, their families and school personnel has never been stronger. The past three years have been like nothing we have ever experienced before. And we know that for many of the challenges faced during the COVID-19 global health pandemic, we have yet to understand their full impact. Still, despite the uncertainty and this journey through uncharted waters, we have witnessed the power of unity, collective care and leadership in our schools.

Schools are the heart of our communities. They are trusted places. Our educators, administrators and school personnel demonstrate their commitment, passion and care for our students' success and wellbeing, day in and day out.

As LACOE works to support our students, schools and districts recover from the effects of the pandemic, we have updated our 2018-2021 Strategic Plan to align our goals and direction of the organization to the assets and needs of our schools and communities. The 2022-2025 Strategic Plan builds on the successes and lessons we learned over the unprecedented past three years. It is designed to help address disproportionality in our schools. It is founded on our commitment to continuous improvement and accountability. We have established our pillars of focus with measurable outcomes to provide a guide and roadmap that will allow us to move forward boldly and courageously.

I have confidence that our updated plan will add tremendous value and support to our school districts countywide. As we move forward and harness the *Power of One* Los Angeles County, I look forward to the journey of creating meaningful change together. Our collective efforts will ensure students and families are healthy, supported and lead fulfilling lives.

Sincerely,

Debra Duardo
Los Angeles County Superintendent of Schools



“Real education should consist of drawing the goodness and the best out of our own students. What better books can there be than the book of humanity?”

- César Chávez

LACOE EXECUTIVE CABINET



Dr. Debra Duardo
Los Angeles County
Superintendent
of Schools



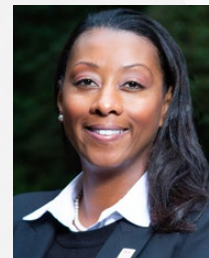
Ruben Valles
Chief Academic
Officer



Dr. Maricela Ramirez
Chief Education
Officer



Karen Kimmel
Chief Financial
Officer



Dr. Kanika White
Chief Human
Resources Officer



José R. González
Chief Technology
Officer



Daisy Esqueda
Chief of Staff



**Alicia Garoupa,
LCSW**
Chief of Wellbeing
and Support Services



**Pamela E. Gibbs,
J.D.**
Executive Director
of Governmental
Relations



Eric Rowen
Executive Director of
Classified
Human Resources



Elizabeth Graswich
Executive Director of
Public Affairs
and Communications



Vibiana M. Andrade
General Counsel



Kerry Franco
President, Chief
Deputy of Strategic
Partnerships
Greater Los Angeles
Education Foundation



ORGANIZATIONAL OVERVIEW

Mission Statement: Improving the lives of students and our educational community through service, leadership and advocacy.

Vision Statement: A culture of excellence in ALL we do.

Organizational Values: Equity, Integrity and Respect, Collaboration, Open Communication and Responsiveness

L.A. County High School for the Arts



527
Students

\$14.6
Million in scholarships

98% of grads
College/arts career bound

IPoly High School



462
Students

13,743
Hours of Community Service for Seniors

100% of grads
College bound

Head Start and Early Learning



10,009
Children (Birth to Age 5)

9,250
Families



Juvenile Court Schools



6
Halls and Camps

333
Students Per Day

1,382
Students Served Annually

Alternative Education



10
Schools

135
Students Per Day

375
Students Served Annually

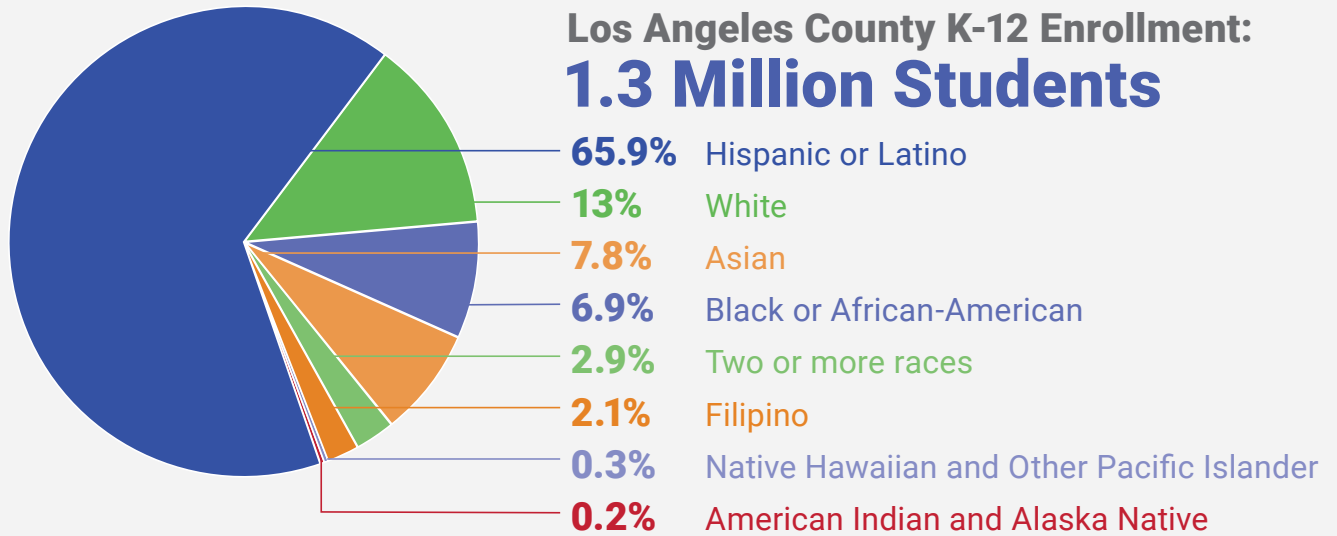
Operation Graduation



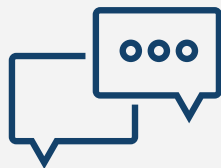
160
At-Promise Youth Earned Diplomas

2021-2022 school year data

Los Angeles County K-12 Enrollment: 1.3 Million Students



247,689
English Learners



224
Spoken Languages



9,993
Youth in Foster Care



175,304
Youth Receiving
Special Education
Services



38,051
Youth
Experiencing
Homelessness

7/10

Students are
Socioeconomically
Disadvantaged



80 K-12 School Districts

48 Unified

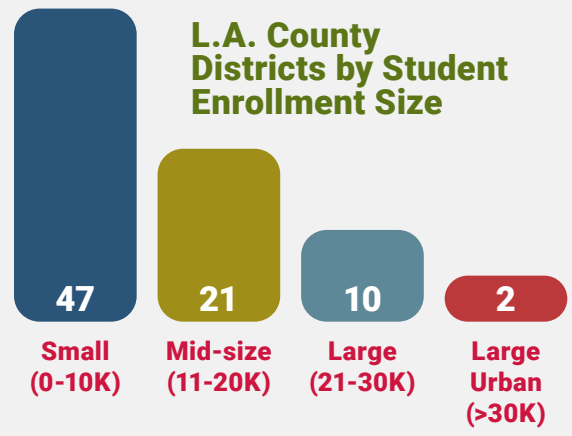
27 Elementary

5 High School

1,914 Schools

371 Charters

73,622 Teachers





“Education is the most powerful weapon which you can use to change the world.”

- Nelson Mandela

HIGHLIGHTS OF 2018-2021

As we reflect on the past three years and the challenges we've faced, it is important to celebrate our accomplishments and recognize the ways LACOE has supported students and families in L.A. County schools. These highlights showcase several of LACOE's successes.

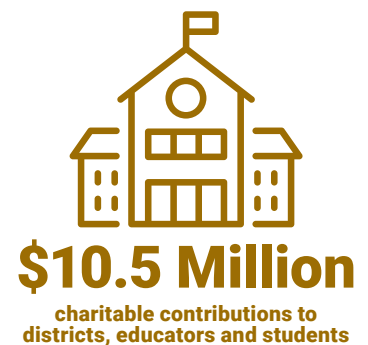
IMPROVING QUALITY INSTRUCTION AND SUPPORT SERVICES

Providing professional development and technical assistance to improve learning and achievement remains core to LACOE's mission and vision. Since 2018, our staff have drawn on their diverse expertise and experience to provide meaningful support across a variety of focus areas, including curriculum and instruction, accountability and monitoring, and student support services. Achievements over the 2018-2021 period include:

- **3,328 trainings and events hosted**
- **153,058 participants at trainings and events**
- **14,909 student support consultations**
- **21,495 total consultation hours provided**

GREATER LA FOUNDATION

In 2019, LACOE rebranded its philanthropic arm to become the Greater Los Angeles Education Foundation through an extensive community engagement process that developed strategies and investment areas to address the needs of today's diverse learners. Through this process, we developed a robust board of directors whose members understand their role as a fiduciary, an advocate and a philanthropic connector. We hired and onboarded a dynamic relationship builder with a strong fundraising background to lead a dedicated team that understands donor engagement, data-driven decision-making and the landscape of K-12 public education.



We developed a vision for the foundation by engaging and establishing relationships with significant and influential partners and funders, and we have made considerable progress to secure funding support to districts, including:

- **\$4 million in technology, basic needs relief and district investments to support pandemic recovery**
- **\$3 million invested to support the LACOE Community Schools Initiative**
- **\$20 million regional investment secured to open 12 new afterschool teen Tech Centers with Best Buy and Annenberg Foundation**
- **74 educator-led projects sponsored by mini-grants**

HIGHLIGHTS OF 2018-2021

COVID-19 RESPONSE

Districts overwhelmingly expressed support for LACOE's responsiveness and continued support during a period of unimaginable challenges. Working in close partnership with the Los Angeles County Department of Public Health (LACDPH) and other county and state departments, LACOE's COVID-19 response efforts encompassed a variety of activities and resources, including weekly meetings with district superintendents and LACDPH leadership.



7,000

school vaccination clinics administered via partnerships

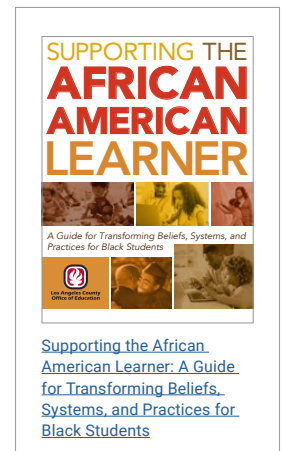
- \$17 million in devices and broadband connectivity channeled to districts
- \$230 million federal funding made available for school testing programs
- 22 million COVID tests administered during 2020-2021 school year
- 25 million medical-grade masks distributed during 2020-2021 school year
- 68 communication toolkits and newsletter updates provided

EQUITY

We know that we must change our structures and systems to produce better and more equitable outcomes in all areas of society, including education. Over the past three years we have looked inward at ourselves as an organization as well as outward to the world in our efforts to create a comprehensive diversity, equity and inclusion strategy and corresponding action that will catalyze change.

In support of our commitment to modelling and building structures that promote equity, we developed award-winning educational frameworks, provided implicit bias trainings, held events and presentations and sponsored legislation to reframe negative language traditionally used in penal and education laws.

- 51 implicit bias trainings attended by 4,000 participants
- 2,592 participants at two All-Staff Equity Conversations
- [Pathway to Proficiency: Implementing the English Learner Roadmap](#) framework developed
- [Supporting the African American Learner: A Guide for Transforming Beliefs, Systems, and Practices for Black Students](#) recognized with California County Superintendents Educational Services Association (CCSESA) Award
- AB 413 legislation passed to replace "at-risk" language with "at-promise"
- Co-sponsored the Crown Act, making California the first state to outlaw discrimination based on hairstyle in workplaces and public schools
- Contributed to [No Going Back: Together for an Equitable and Inclusive Los Angeles](#), which outlines sweeping changes to ensure vulnerable and marginalized communities will be better off than before the COVID-19 crisis



HIGHLIGHTS OF 2018-2021

STUDENT ENGAGEMENT

In order to deliver high quality public education, we must integrate and prioritize student voice and engagement. In 2020, the Los Angeles County Superintendent of Schools created the first-ever L.A. County Superintendent Student Advisory Council, which provides an opportunity for every public high school student to apply to represent their peers throughout the County. Student Advisory Council Members meet quarterly with the County Superintendent of Schools to advise and discuss issues that impact them as youth and their experiences in schools and communities. From 2020 to 2022, we have had 73 student advisory council members representing 58 school districts across the County.

SUPPORTING EARLY LEARNERS AND THEIR FAMILIES

Creating equitable education outcomes begins with meeting the needs of our earliest learners and their families. Through a combination of advocacy, capacity building and implementation support, LACOE continues to develop opportunities and pathways for every child to excel. Over the past three years, we have:

- **Successfully advocated to expand eligibility for Head Start to include families receiving CalFresh (SNAP) support**
- **Supported legislation to secure historic funding for local education agencies (LEAs) to provide universal prekindergarten (UPK)**
- **Launched a dedicated team to support LEAs implement and expand access to classroom-based prekindergarten programs to meet UPK requirements**
- **Launched HOPE on Wheels and HOPE the Bus mobile units to bring early education services to families around the County, including delivery of mental health, behavioral and developmental screenings; identification of children with disabilities; and parent education**

2020 UNITED STATES CENSUS OUTREACH

LACOE helped raise awareness for the 2020 Census in the hardest-to-count region in the United States through the support of a \$2.4 million state grant. We deployed targeted outreach that achieved 27 million engagement points (media impressions, phone calls, collateral distribution, virtual event attendance and more) despite the challenges brought on by the COVID-19 pandemic.

- **Supported outreach efforts of 38 school districts through pass-through funding, which reached more than 500,000 students, including 150,000 English language learners**
- **Provided professional development, communications training and digital access for schools, educators and families**
- **Partnered with USC Annenberg Innovation Lab for the Stand Up Be Counted campaign, which leveraged student-generated stories to garner nearly 200,000 views via social media**
- **Participated in a Census show and Fill-Along campaign with Univision 34 that elevated Spanish-speaking student and teacher voices and reached 6.7 million viewers**

HIGHLIGHTS OF 2018-2021

STUDENT AND STAFF WELLBEING

The impact of the pandemic and ongoing mental health crisis have brought a heightened awareness to our focus on student and staff wellbeing. LACOE has made significant investments and changes to the organization to ensure we are positioned to better support physical and mental health and wellbeing for effective teaching and learning.

In 2021 we brought on a Chief of Wellbeing and Support Services to integrate and enhance strategies that support and protect the mental, social, emotional and physical wellbeing of students and staff. This new executive cabinet position focuses on building bridges with schools and partners to implement new and innovative initiatives to support the whole family and child.

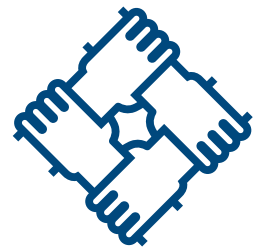
Additionally, we have used COVID-19 relief funding to expand the coverage of Employee Assistance Services for Education (EASE) to the entire education workforce in L.A. County. Since this expansion, participation from school districts and organizations has increased by 143%, utilization of services by education sector employees has increased by 163%, and we have achieved an 80% increase in Black, Indigenous and people of color (BIPOC) providers to better serve our diverse clientele.

COMMUNITY SCHOOLS INITIATIVE

In collaboration with the Los Angeles County Department of Mental Health, LACOE launched the Community Schools Initiative. An initial \$16 million investment from the Los Angeles County Board of Supervisors supported a pilot with 15 of our highest need high schools across multiple school districts. We are entering the fourth year of implementation for the pilot schools, and the program continues to expand.

Over the past three years, we have reached more than 252,000 students and their families at our pilot school sites, and we have developed the Community Schools Playbook to support districts to implement this model at additional schools. Successes of the Community Schools Initiative include:

- **6,146 individuals received service referrals for student & family needs**
- **62,300 participants at more than 950 engagement and support events**
- **17,300 participants at more than 800 workshops and training courses**
- **94,100 items donated and distributed to students and families**
- **\$55 million in secured funding from FY20 through FY26**



370

partnerships developed with
local and regional organizations



“We all should know that diversity makes for a rich tapestry, and we must understand that all the threads of the tapestry are equal in value no matter what their color.”

- Maya Angelou

DIRECTION OF LACOE

Over the next three years, LACOE will focus on strengthening and continuously improving how we best support students and schools by using the lessons learned from the past three years. We will support the 80 Los Angeles County school districts in mitigating anticipated challenges of declining enrollment, fiscal sustainability, staffing shortages and the mental health crisis while addressing the impact of the pandemic on our students, families and communities.

LACOE operates on the *Power of One* model, which prioritizes working collaboratively with cross-sector partners – including county departments and community partners – that serve educators, students and families. The multi-sector partnerships that LACOE has developed over the years serve as a foundation for making the greatest collective impact in our communities and ensure continued alignment with Los Angeles County’s strategic plan. As we move forward in this highly collaborative work, we must continue to promote diversity, equity and inclusion, the fundamental ideals that will create a better world for our children and ourselves.

SUPPORTING SCHOOL DISTRICTS

Our county is home to 80 school districts that serve unique and diverse communities, students and families. LACOE serves its districts through much more than monitoring compliance, accountability and oversight of operations and finances. It offers a pillar of support for teachers, education professionals, school districts and communities through capacity building, professional learning, technology and additional subject matter expertise.

LACOE will continue to focus on helping districts lift up our most vulnerable youth, identify at-risk youth, welcome newcomers and provide the necessary support systems to ensure equitable access to educational success. We will lead the coordination of services for families and youth experiencing complex needs, including immigrant communities, families in transitional living conditions and those involved in the juvenile justice system.

ENSURING COLLABORATION AND INTEGRATION ACROSS THE ORGANIZATION

In our efforts to serve L.A. County students, educators, districts, families and communities, LACOE has established priority goals and benchmarks that directly apply to our internal operations. Part of this focus includes greater intentionality around our cross-division collaboration and integration.

We seek to model this collaborative approach and prioritize customer service to ensure our efforts meet the needs of school districts and external partners across the County. We are committed to finding new and creative ways to work across our divisions and functions to catalyze the delivery of innovative and high-quality services.

INGLEWOOD UNIFIED SCHOOL DISTRICT

Since the passage of Assembly Bill 1840, the legislation that shifted the authority of districts in state receivership from the State of California to county offices of education, LACOE has used an “all hands on deck” approach in its oversight and support of the Inglewood Unified School District (IUSD).

In 2019, the L.A. County Superintendent of Schools appointed a county administrator in IUSD to serve under the direction of the county superintendent and fulfill a unique role. The administrator is not a traditional superintendent, but rather a hybrid of governing board, superintendent, fiscal expert, turnaround specialist, systems developer and strategic implementer called upon to lead the district through the challenging final steps of recovery. Additionally, LACOE has assigned a full-time support team to IUSD to help in the areas of special education, student achievement, data analysis and human resources.

Since 2019, the district has made significant strides toward recovery and is within three to four years of meeting the minimum milestones for self-governance. The L.A. County Superintendent of Schools will continue to work with the IUSD County Administrator to implement and execute the jointly developed IUSD/LACOE action plan that prioritizes the items below from among the many outstanding items in the recovery process:

- Addressing all Assembly Bill 181 requirements for deficit mitigation funding
- Developing and implementing a facilities consolidation and closure plan
- Implementing budget and fiscal practices that result in long-term solvency
- Improving special education services and compliance
- Implementing a comprehensive, coherent TK-12 instructional program that improves teaching and learning at all schools for all students

We recognize that many of our former educational systems and structures have not worked equitably for students and families, and we do not want to revert back to outdated approaches. The 2022-2025 LACOE Strategic Plan is a reflection of our collective commitment to meet this turning point in our continued service to the educational community of Los Angeles County.



“What the best and wisest parent wants for his own child, that must the community want for all of its children.”

- John Dewey

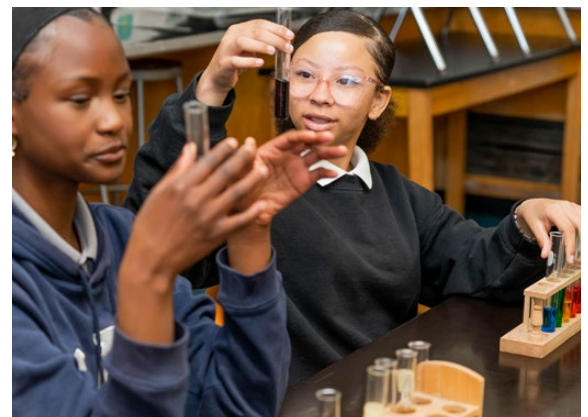
DEVELOPMENT OF THE 2022-2025 STRATEGIC PLAN

The Los Angeles County Office of Education continues to enhance its strengths as a responsive, equity-focused and service-oriented agency by planning strategically for our next phase of county and district support.

By learning from the past three years and our robust engagement with L.A. County districts, educators and families during the pandemic, we embarked on a collaborative and dynamic effort to update the LACOE Strategic Plan. The process has relied upon listening sessions with district superintendents and student advisory groups as well as opportunities to continue gathering community voice through feedback and equity surveys.

This work included intentional planning grounded in data to support a student-centered approach. The LACOE Executive Cabinet began by looking at longitudinal data from the past three years, including LACOE's existing strengths, student outcomes, educational trends and opportunities to advance inclusion and equity. In turn, cabinet members engaged their division staff to evaluate baseline data and provide input on organizational goals and specific action steps. At the forefront of these efforts was a focus on reducing LACOE's environmental footprint and finding opportunities across all areas of the organization to address climate change. The updated strategic plan is comprised of five pillars and corresponding priority areas. Organization-wide goals were then developed using a **SMARTIE framework**, generating formative goals that are **strategic, measurable, attainable, relevant, time-bound, inclusive** and **equitable** over a three-year strategic cycle from 2022-2025.

Through this framework, LACOE will continue to seek transformational change for all of L.A. County's students while remaining agile and adaptive in our support of the educational community.



Woodworth-Monroe K-8
Inglewood Unified School District



“Education is for improving the lives of others and for leaving your community and world better than you found it.”

- Marian Wright Edelman

2022-2025 STRATEGIC PLAN

Over the next three years, LACOE will integrate a wide range of resources and programmatic activities to address several priority areas across our five organizational pillars of focus.



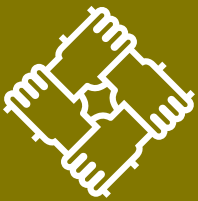
Improve Student Outcomes

We will improve student outcomes by making measurable gains in **literacy** and **numeracy** rates, reducing achievement gaps for targeted student populations and increasing access to vocational and continuing education programs for **justice-impacted youth**.



Champion Individual and Collective Care and Wellbeing

We will support a holistic vision for **student and staff wellbeing** that includes addressing student engagement and absenteeism as well as building community and a sense of belonging for LACOE employees.



Strengthen Community with Children at the Center

Through strategic **partnerships**, the expansion of our **Community Schools Initiative** and ensuring that the recruitment of students for LACOE **specialized high schools** reflects the County's student demographics, we will leverage relationships and resources from across our communities to better support children.



Communicate Effectively

By focusing on accessibility and leveraging multiple techniques and platforms, we will improve the effectiveness of our **internal and external communication** efforts.



Model Organizational Excellence and Innovation

To foster a culture of excellence, we will prioritize **customer satisfaction** for all LACOE services and focus on specific efforts that support greater efficiency and effectiveness.



Improve Student Outcomes

Priority Areas: Literacy, Numeracy and Justice-Impacted Youth Programs

LACOE provides professional learning and technical assistance to district and school level staff to support the consistent implementation of high-quality instruction and multi-tiered systems of support to improve student outcomes. Our office seeks to assist local education agencies (LEAs) in expanding evidence-based, equity-focused instructional and grading practices to support all learners in becoming college ready and achieving post-secondary academic success.

California Assessment of Student Progress and Performance (CAASPP) scores provide benchmarking periods to evaluate educational progress and determine strengths, needs and interventions that support LEAs to ensure all students are on the path to college and career readiness. The challenges of the past three years have heightened many of the long-standing structural inequities that face students across the County. While we remain focused on raising the rate of students who meet or exceed the standard scores in ELA and Math assessments, we recognize that disaggregated scores for particular student groups lag behind average scores for all students by up to 65 points.

It is imperative that LACOE's support equips districts and schools to address and prioritize exceptional instructional practices that narrow these achievement gaps around literacy and numeracy with a keen focus on historically under-resourced student groups.

Strategic Goals to **Improve Student Outcomes**

Literacy

By June 2025, we will see an increase in literacy rates for all L.A. county students by the end of grades 3, 8 and 11 as measured annually by a 5 point increase in median scale score and a reduction of the achievement gap between student groups, including our justice-impacted youth, on the Smarter Balanced English Language Arts (ELA)/Literacy exam.

Numeracy

By June 2025, we will see an increase in math rates for all L.A. County students by the end of grades 3, 8 and 11 as measured annually by a 5-point increase in median scale score and a reduction of the achievement gap between student groups including our justice-impacted on the Smarter Balanced Mathematics exam.

Justice-Impacted Youth Programs

By June 2025, LACOE will see an annual increase of 5% of dually enrolled students in college, CTC, vocational, or apprenticeship programs as measured by program enrollment.



Champion Individual and Collective Care and Wellbeing

Priority Areas: Student Wellbeing and Staff Wellbeing

The past three years have placed a spotlight on the importance of physical, social and emotional wellbeing – for youth and adults.

Student success is a priority, and how students experience school matters. Even prior to the pandemic, Los Angeles County had a 13.3% chronic absenteeism rate compared to California’s rate of 14.3%, but we know that is still too high. We are invested in aligning our efforts, supports and technical assistance so that all learners are showing up to school every day. Our commitment to a whole child approach allows us to work side-by-side with districts to ensure that every learner is involved, and enjoys the experience of school, feels a sense of belonging and has aspirations for their future, all while building positive relationships.

Equally important is the wellbeing of the adults in our communities. We will continue to support opportunities for educational staff across the County to prioritize their personal wellness, because their overall health is core to our collective goal of serving students and families. Within LACOE, we must invest in the strength of individuals to fortify our collective efforts. We want all LACOE staff members to feel a sense of belonging by creating opportunities for input gathering and two-way feedback, promoting team building and creating systems that foster inclusivity and equity throughout our organizational practices. Across all of LACOE, we are committed to creating a welcoming environment that cares about health and safety and promotes opportunities for professional growth.

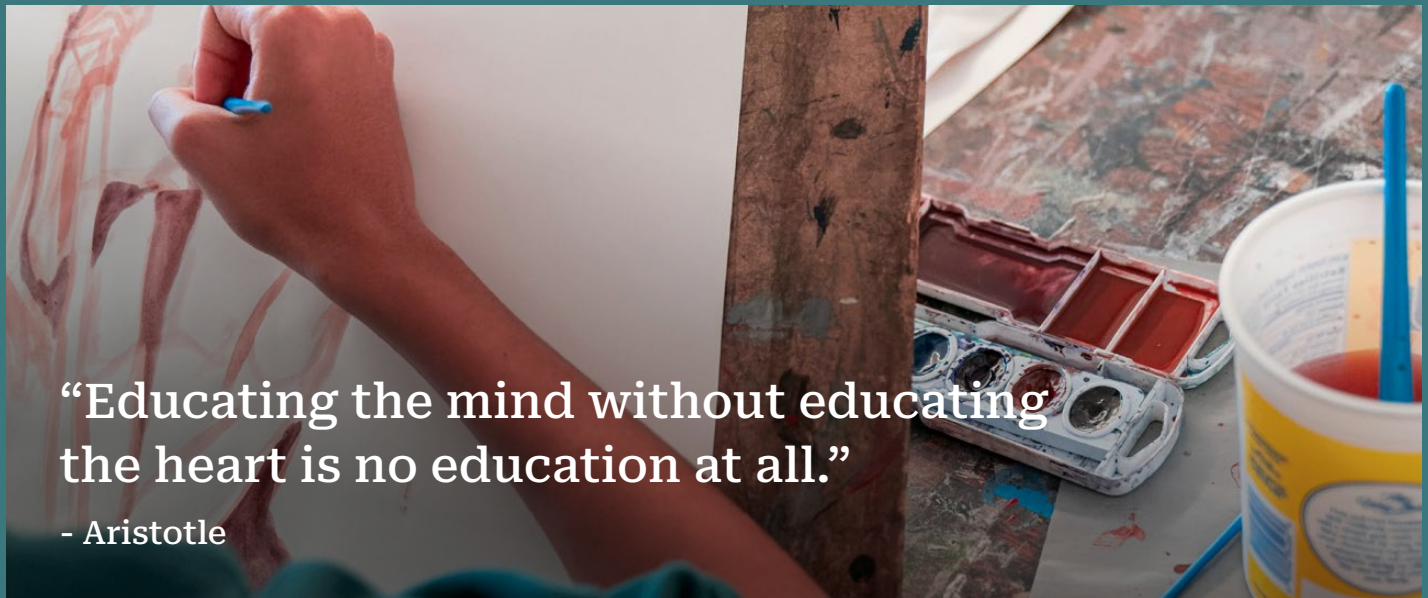
Strategic Goals to **Champion Individual and Collective Care and Wellbeing**

Student Wellbeing

By June 2025, we will achieve a decrease of 10% in chronic absenteeism of TK-12 students countywide as compared to the 2021-2022 baseline rate of 31.2%.

Staff Wellbeing

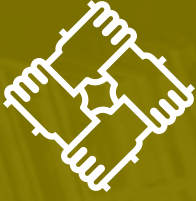
By June 2025, 100% of LACOE employees will agree or strongly agree that they feel part of the LACOE community and that LACOE cares about employee health and wellbeing, as measured by staff survey responses.



“Educating the mind without educating the heart is no education at all.”

- Aristotle

Los Angeles County High School for the Arts
Los Angeles County Office of Education



Strengthen Community with Children at the Center

**Priority Areas: Partnerships, Community Schools Initiative
and Specialized High School Programs**

We serve children and families better when we work together and integrate services and resources. Over the past several years, we have intentionally invested in partnerships with institutions of higher education – including community colleges, philanthropic entities, community-based organizations, local businesses and other county departments. With these core partnerships now cultivated, our work over the next three years will focus on integrating our efforts and developing new multi-sector relationships that catalyze system-level thinking and problem-solving. This work must consistently and systematically make space for and prioritize student voice.

Our Community Schools Initiative, which has developed over the past four years, is a success story in how these local and regional partnerships can transform educational experiences for students, families and school communities as a whole. Having developed a robust model and implementation playbook, we will focus on scaling this initiative and bringing this powerful resource to even more schools across the County.

Strategic Goals to **Strengthen Community with Children at the Center**

Partnerships

By June 2025, we will see an annual 20% increase in strategic partnerships that support efforts to address and eliminate equity and access gaps impacting educational achievement and life outcomes across Los Angeles County, as measured by an annual report of new and existing partnerships.

Community Schools

By June 2025, we will see an additional 105 California Community Schools Partnership Program (CCSPP) funded Community Schools in Los Angeles County.

Specialized High School Programs

By June 2025, LACOE will decrease the student enrollment demographic gaps between L.A. County public schools and LACOE specialized high schools by 10% to better reflect the communities we serve – with a focus on increasing enrollment of underrepresented populations.





Communicate Effectively

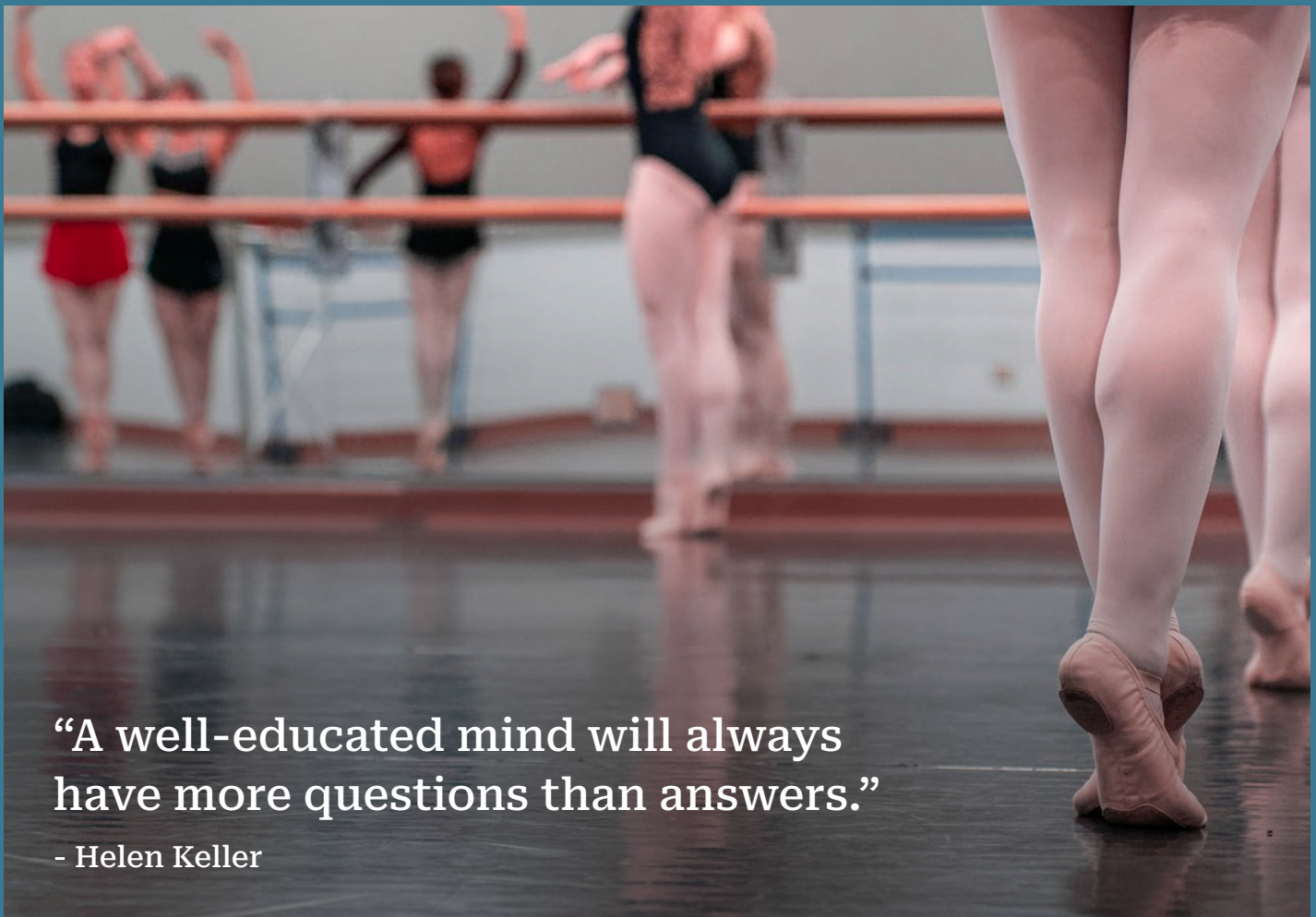
Priority Areas: Communication

Effective communication helps people make sense of the world around them, reduces ambiguities and builds trust. The past three years have shown us how powerful a communication strategy can be if it is agile, responsive and connected. We will use the feedback we've gathered from internal and external stakeholders to develop an array of messages, messengers, platforms and routines to proactively communicate and respond authentically. Additionally, we will implement routine data collection and two-way feedback loops to ensure our communication efforts are meeting communities where they are and supporting collaborative relationships that improve the lives of students, families and educators.

Strategic Goals to **Communicate Effectively**

Communication

By June 2025, we will see an annual 10% increase in accessible and effective communication practices, as measured by an annual satisfaction survey, focus groups and platform growth.



**“A well-educated mind will always
have more questions than answers.”**

- Helen Keller

Los Angeles County High School for the Arts
Los Angeles County Office of Education



Model Organizational Excellence and Innovation

Priority Areas: Customer Satisfaction, Digital Divide and BEST Project

The success of our organization is based on the leadership, advocacy and continued support we provide districts, charter schools and the county-led schools, early childhood education programs, halls and camps that are charged day in and day out with the success of the nearly two million early learners and school-aged children of Los Angeles County. We will create opportunities for systemic change through an innovative approach that incorporates advocacy and direct support. And, we will seek feedback along the way to validate that our efforts continue to meet community needs.

As we lead and model equitable practices, we will take adequate measures to eradicate the digital divide as well as create space for an equity focus in budgetary decision-making and resource distribution. In today's classrooms, technology is no longer an option, but a necessity that drives growth and learning. LACOE is committed to ensuring that all students across the County have the technology they need to learn effectively. The transition to our new uniform budgetary system, BEST, will ensure districts are equipped to make intentional budget allocations in ways that are equitable and meet their local needs. The success of this transition will require offering comprehensive training, increasing platform accessibility and deploying resources so that all districts are able to reap the benefits and efficiencies offered by BEST.

Strategic Goals to **Model Organizational Excellence and Innovation**

Customer Satisfaction

By June 2025, 100% of LACOE's educational partners will agree that LACOE provides timely services and support as measured by an annual satisfaction survey.

Digital Divide

By June 2025, LACOE will establish systemic technology efforts to support deleting the digital divide for 100% of Los Angeles County students, including our justice-impacted youth and all disproportionately impacted student groups, our employees and LEA communities, as measured by access to high speed internet, digital literacy, parent portal access, technical/instructional support and parent workshops.

BEST Project

By June 2025, we will provide effective and accessible support to ensure that 100% of our participating LEAs successfully implement and onboard for the BEST Project as measured by the frequency of LEA access, support and technical assistance provided.



PROGRESS MONITORING

Achieving the goals of our 2022-2025 Strategic Plan will require ongoing accountability, analysis and reflection. Led by the LACOE Executive Cabinet and guided by a continuous improvement model, each division will develop comprehensive action plans that outline the strategies, timelines and activities required to align our efforts and ensure LACOE provides the support and technical services needed by the educational community.

Our commitment to progress monitoring is centered on three areas of focus: data collection, continuous improvement and community feedback.

DATA COLLECTION AND MONITORING

Driven by our division action plans, we will incorporate real-time data collection to assess progress toward our goals. Consistent data collection and monitoring will allow us to better understand our strengths, quickly replicate best practices and identify areas that may need more attention. Real-time data analysis will elevate our ability to advocate for strategies that yield the highest impact.

CONTINUOUS IMPROVEMENT AND ACCOUNTABILITY

To integrate our data collection efforts and drive collective action, we will establish a mechanism that helps us understand whether individual action plans are on track to meet our organizational goals. This transparent assessment tool will utilize a Plan, Do, Study, Act cycle to demonstrate how our efforts are impacting outcomes and where we continue to grow, learn and adapt.

COMMUNITY ENGAGEMENT AND FEEDBACK

To achieve organizational excellence, we must ensure that diverse voices from all over Los Angeles County are represented. We will use the data we collect to engage in routine conversations about progress at all levels, both internally and externally.

We want students, parents, teachers, educators and leaders to come to the table and help us determine priorities, make decisions and calibrate our impact. To make this engagement a reality, we will gather feedback through surveys, committee discussions, community partner meetings, empathy interviews and more. Additionally, we will learn from the lived experiences at school playgrounds, offices, classrooms, teacher and leader meetings, and parent workshops through site visits and walkthroughs.

LOOKING TO THE FUTURE

LACOE invites you to join us on this journey of continuous improvement. We look to a future of resilience, hope and success for all students in Los Angeles County. Our students, staff and families deserve nothing but the absolute best. There will be challenges along the way, but with students at the center of all our decisions, our schools will be safe, welcoming and engaging environments today and for future generations.

Our three-year strategic plan offers a point of departure in time. We publish this plan during a moment of great change as the schools we support emerge from the global COVID-19 pandemic and continue to grapple with long-standing issues of equity as well as racial and social justice. This plan will evolve as we continue to act with agility and adjust to a dynamic and changing world in a digitally connected environment.

We invite our community members – students, staff, parents, LACOE friends and partners – to continue to provide feedback and ideas. To reach our goals we need the *Power of One* Los Angeles County working to co-create an equitable environment in which all children thrive. Together we will support and protect the education and wellbeing of Los Angeles County's children.

ACKNOWLEDGMENTS

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