

2025-28

Strategic Plan Framework



**Los Angeles County
Office of Education**

An Official Publication



**Los Angeles County
Office of Education**

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

Nelson Mandela



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Every child deserves a champion—
an adult who will never give up on
them, who understands the power
of connection and insists that they
become the best they can possibly be.

Rita Pierson

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,

Over the past several years, our schools, families and communities have navigated challenges unlike anything we've seen before. From the disruptions of a global pandemic to the tragic, unprecedented fires and ever-changing demands and politics placed on education, these have been chaotic and uncertain times. Yet, through it all, one truth has remained constant: the resilience, compassion and dedication of the people of Los Angeles County.

As the largest regional education agency in the nation, the Los Angeles County Office of Education (LACOE) remains steadfast in our commitment to the almost two million children who call this County home. We have seen the extraordinary strength of our educators, administrators, school staff and families; all the people who show up every day for our students with care, innovation and an unwavering belief in their potential. We have also witnessed the power of partnerships, as districts and charters, communities and organizations have come together to meet urgent needs and create opportunities for brighter futures.

Our 2025-28 Strategic Plan Framework reflects this spirit of resilience and collaboration. It builds on the lessons we've learned, honors the progress we've made and charts a course for the years ahead: one grounded in equity, accountability and a shared vision for student success. This plan is not just a roadmap for LACOE; it is an invitation to continue working together to ensure every child has access to the resources, support and opportunities they deserve.

As we look ahead, I am filled with hope. The challenges of recent years have shown us that when we unite around a common purpose, there is no limit to what we can achieve. Our collective dedication will ensure that students and families are not only supported but empowered to thrive.

Thank you for your partnership, your perseverance and your belief in what is possible for our children. Together, we will shape a future where every student in Los Angeles County can reach their fullest potential.

Sincerely,
Debra Duardo
Los Angeles County Superintendent of Schools

LACOE'S IMPACT

The Los Angeles County Office of Education (LACOE) is the nation's largest regional education agency, serving nearly two million students from infancy through adulthood across 80 school districts and over 350 charter schools. Operating within California's most populous county, home to nearly 10 million residents and the world's 20th largest economy, LACOE serves students from a region representing 27% of California's total population.

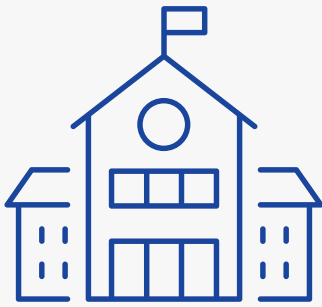
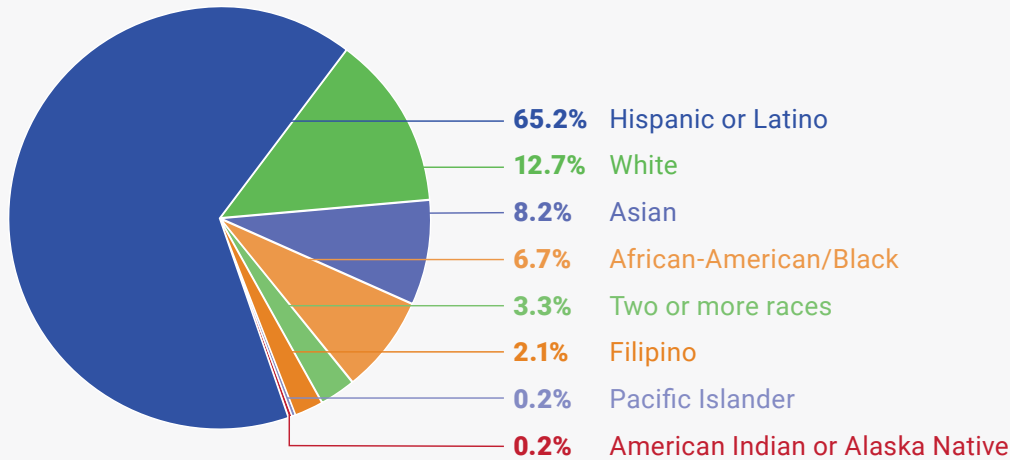
Led by a Superintendent appointed by the County Board of Supervisors and governed by a seven-member County Board of Education, LACOE provides both direct instruction and functions as a strategic bridge between local districts and the California Department of Education. The agency operates California's largest Head Start and State Preschool network, juvenile court and alternative education schools and two specialized high schools: the Los Angeles County High School for the Arts and the International Polytechnic High School.

LACOE leads in bridging support between schools, communities and families through its Community Schools Initiative, supporting more than 468 schools, the largest concentration in the nation. Districts depend on LACOE for essential services, including budget approvals, charter school authorizations, financial monitoring and appeals processes, while also relying on the agency as a trusted partner for fiscal operations, human resources, technology, curriculum and accountability support.

The following information provides a snapshot of the people and programs LACOE supports.

Total K-12 Enrollment:

1.2 Million Students



80 K-12 School Districts

Largest:

LAUSD • 516,685

Students

Smallest:

**Hughes-Elizabeth Lakes
Union Elementary • 195**

Students

48 Unified		26 Elementary		5 High School	
1,787 Schools	358 Charters	62,342 Teachers	71,116 Classified Staff		

LACOE
Employees:
1,570

51%
Unrepresented

3%
CSEA

12%
LACEA

34%
SEIU



209,529
English Learners



46,404
Unhoused



7,555
Foster Youth



188,745
Special Education

7/10

Students are
Socioeconomically
Disadvantaged



**L.A. County High
School for the Arts**



556
Students

95% of grads
college/arts career bound

IPoly High School



485
Students

97% of grads
college bound

**Head Start and
Early Learning**



7,696
Children (Prenatal to
Age 5)

16
Delegate Agencies



Community Schools



264,571
Total Number of Enrolled
Students

468
Community Schools

**Alternative
Education Programs***



**Juvenile Court
Schools**

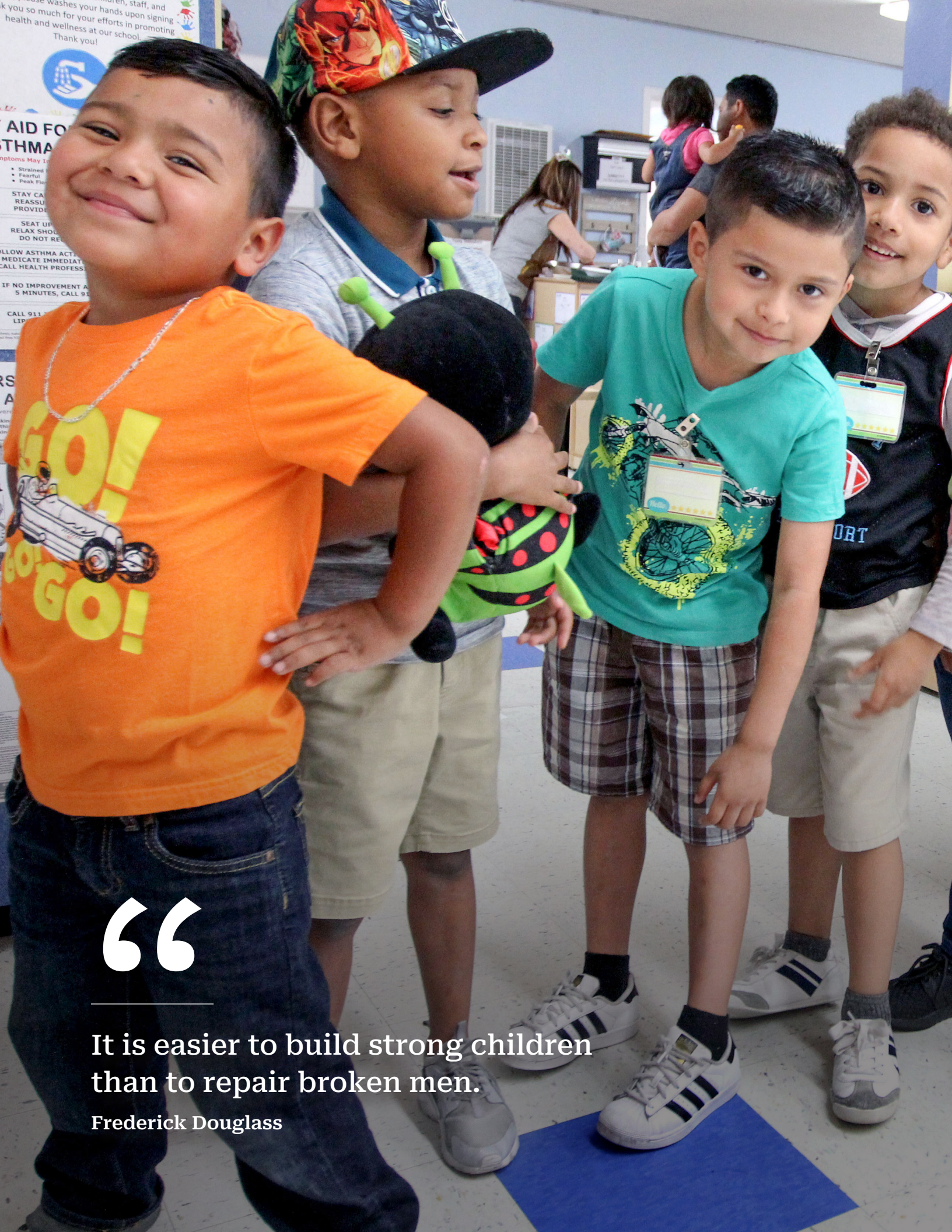
1,854 Students
123 Student Graduates



**Alternative
Education**

310 Students
54 Student Graduates

*Because juvenile court schools serve students who often enter and exit multiple times, we capture enrollment as a one-time count rather than tracking them as a traditional cohort. Unlike districts, most students are not with us long term, so it isn't appropriate to apply four and five-year graduation rates—though some do graduate with us, the majority transition back to their home districts.



“

It is easier to build strong children
than to repair broken men.

Frederick Douglass



2022-25 HIGHLIGHTS

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, families and the 80 school districts in L.A. County schools. These highlights showcase several of LACOE's successes.



Community Schools

LACOE's Community Schools Initiative (CSI) is central to our commitment to equity, student wellbeing and whole-child education. By centering the voices of students, families, staff and communities, CSI helps schools strengthen teaching, learning and access to comprehensive supports. With more than 500 community schools across L.A. County, the largest concentration in the nation, LACOE has become a leader in advancing this model to close equity gaps and ensure families are connected to the resources they need.

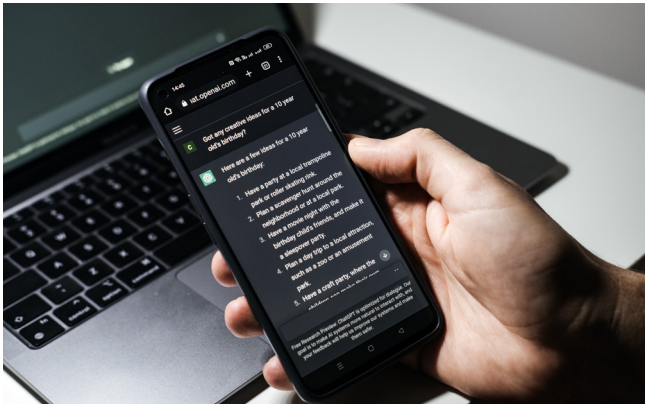
Since 2022, CSI has expanded its impact through the establishment of the Greater Los Angeles Regional Transformational Assistance Center, which has provided over 1,000 direct support sessions and hosted 139 learning opportunities for more than 5,400 participants. CSI's School-Based Implementation team also directly supports 23 schools in 15 districts with LACOE staff serving as on-site practitioners of the community schools model, reaching over 24,000 students through referrals, family workshops, essential supplies and more than 100 active community partnerships. These efforts reflect LACOE's mission to transform schools into inclusive centers of connection, care and opportunity where every student can thrive.



2025 L.A. County Fire Response

In January 2025, the Eaton and Palisades fires disrupted schools, displaced families and created major barriers to learning across Los Angeles County. LACOE mobilized quickly, working with districts and emergency partners to keep education accessible and connect communities to recovery resources. From January through March, more than 45 counselors supported students directly in Pasadena USD classrooms, while the Wellbeing and Support Services team distributed nearly 84,000 English-language children's activity books across Santa Monica-Malibu, Alhambra, Temple City, El Monte City, LAUSD and others. Through the EASE Program, nearly 1,000 services—including 91 counseling sessions and 29 school site visits—were provided to employees across LAUSD, Pasadena USD and several local charters.

Recognizing urgent community needs, LACOE partnered with the Greater Los Angeles Education Foundation to extend EASE services and secure nearly \$2.5 million in technology grants from Google, Hewlett-Packard and others. This support delivered devices and Wi-Fi hotspots to schools, including Glendale USD, San Marino USD and Pasadena USD. Additional relief included 130,000 masks, air purifiers and recovery communications support for districts. Together, these efforts, alongside nearly \$6 million raised through the Los Angeles County Education Wildfire Recovery Fund, have provided critical relief and resources to more than 30 local educational agencies, helping school communities begin to heal and rebuild.



Artificial Intelligence

Launched in 2023, LACOE's Artificial Intelligence Initiative is preparing students and educators for a future shaped by emerging technologies. Designed to ensure all 80 districts have equitable access to resources, training and guidance, the initiative builds AI literacy, supports district strategies and governance, and fosters collaboration across education, business, nonprofits and higher education. Since its inception, more than 1,000 educators have participated in professional development, with over 50 districts adopting or adapting LACOE's AI framework. Early results show strong impact: 90% of educators report increased confidence in using AI tools, and districts like ABC Unified are seeing gains in student engagement and academic performance.

The initiative has been guided by LACOE's cross-sector AI Task Force, whose 40 members shaped priorities that led to the release of the *Generative Artificial Intelligence in TK–12 Education Guidelines* in 2024, the first County-level guidance of its kind in the nation. These guidelines established a framework for professional development, data privacy, transparency and communications, including an AI Literacy Toolkit. Students have also played a direct role in shaping policy through the Task Force, ensuring their voices guide this work. With stable funding, a three-year roadmap and resources designed for replication, LACOE is advancing a student-centered, equity-driven approach that redefines how schools integrate AI responsibly and sustainably.



Championing Staff Wellbeing

Over the past three years, LACOE has made staff wellbeing a priority by fostering connection, support and a sense of community. The “We Are LACOE” message was introduced to reinforce that we are one team united in purpose, both internally and externally. In 2023, LACOE launched the annual Staff Wellbeing Fest, a day of food, music, games and camaraderie that quickly became a tradition. Building on its success, a staff Spirit Week was introduced in 2024, bringing fun, creativity and connection through themed days, prizes and an ice cream social.

In addition, LACOE continued employee access to wellness resources through EASE, a 24/7 counseling and consultation service for employees and their families and offered a series of wellness workshops to promote individual and collective care and mental health awareness. In partnership with EASE, LACOE employees continue to enjoy free access to the Calm app. Opportunities such as wellness walks and walking challenges further encourage staff to take time for their health and balance. Together, these efforts reflect LACOE's commitment to cultivating a positive workplace culture where staff feel supported, valued and connected.



Women's Leadership and Empowerment Conference

The Women's Leadership and Empowerment Conference was created in 2023 to bring women leaders from across Los Angeles County together in one space to share, connect and inspire. The event features powerful keynote speakers alongside breakout sessions that address both professional advancement such as women in technology and personal growth, including family connections and the power of womanhood. Supervisor Holly J. Mitchell served as the inaugural keynote speaker, setting the tone for the conference's focus on leadership and empowerment.

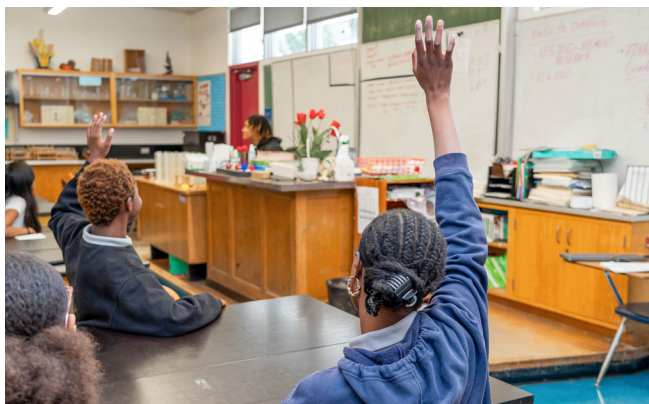
In just three years, attendance has grown by nearly 36%, a reflection of the energy and authenticity that define the event. Participants consistently highlight the conference's rare ability to foster genuine "heart-to-heart" connections not often found at other gatherings. With students contributing as panelists, performers and participants each year, the Women's Leadership and Empowerment Conference bridges generations and continues to celebrate the strength, resilience and vision of women leaders across the County.



Supporting Early Learners and their Families

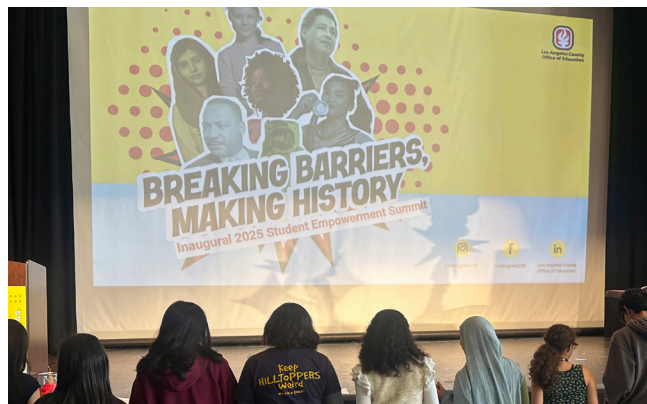
Creating positive education outcomes begins with meeting the needs of our earliest learners and their families. Through a combination of advocacy, capacity building and implementation support, LACOE continues to develop opportunities and pathways for every child to excel. Over the past three years, we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

- Served more than 7,000 children (prenatal to five) and their families each year in the Head Start program, a launchpad for future leaders and strong communities, through partnerships with school districts and nonprofits across the County.
- Launched the Universal PreKindergarten Career Development Initiative (UPK-CDI) to improve the prekindergarten employment pipeline and offer career advancement opportunities through an innovative, fast-track career development pathway approach
- Supported local educational agencies (LEAs) in planning and implementation of Universal PreKindergarten, which reached full implementation, including transitional kindergarten for all four-year-olds, in the 2025-26 school year
- Launched a first-of-its-kind innovative three-day convening of the early education community—ECEvolution: Shaping the Future of Early Education



Inglewood Unified School District's Fiscal Solvency

Inglewood Unified School District continues to make strides toward restoring local governance, with notable gains in leadership stability, policy adherence and facilities upgrades. The district showed progress in five operational areas identified by the Fiscal Crisis and Management Assistance Team (FCMAT): financial management, personnel management, community relations and governance, facilities management and pupil achievement, marking a strong step toward restoring local governance and fiscal solvency.



Student Empowerment: Superintendent's Student Advisory Council

As part of our commitment to keeping students at the center, LACOE launched the Superintendent's Student Advisory Council, bringing together high school leaders from across Los Angeles County to ensure youth perspectives directly inform our work. The council provides a platform for students to share insights on school climates, equity and issues most important to them, turning their voices into action. Last year, members collaborated with Los Angeles artist Lalo Alcaraz to write, produce and star in an animated film on social and equity justice, gaining hands-on experience in storytelling, collaboration and advocacy.

Building on that momentum, the council planned and hosted LACOE's inaugural Student Empowerment Summit, a full-day event designed entirely by students, for students. From shaping the theme and agenda to selecting speakers and panelists, youth leaders guided every detail, creating a space where peers from across the County could connect, learn and inspire one another. These achievements reflect the power of student leadership and underscore LACOE's commitment to elevating authentic student voice.



Greater Los Angeles Education Foundation

As LACOE's philanthropic partner, the Greater Los Angeles Education Foundation (GLAEF) is the only regional education foundation serving all public school communities across the County. Established in 2019, GLAEF advances its mission through fundraising, grantmaking, capacity building and direct initiatives, all guided by strong partnerships with LACOE, community leaders and a dedicated board of directors. Since 2022, GLAEF has raised nearly \$34 million to support schools, educators and students across Los Angeles County.

By driving systems-level innovation and equity-centered solutions, GLAEF has strengthened the region's educational ecosystem. Recent highlights include establishing the Inglewood Youth Education Fund, creating the L.A. County Education Wildfire Recovery Fund, and co-founding the L.A. Teen Tech Collective, which has opened five Teen Tech Centers serving more than 1,300 students. GLAEF has also advanced dual enrollment through a Countywide toolkit, staffed key positions for the Community Schools Initiative and partnered with LACOE to launch the Green Schools and Sustainability Initiative. Together, these efforts ensure students and families have access to innovative programs, emergency relief and long-term opportunities to thrive.



Equity

At LACOE, equity is more than a value—it is purposeful action. We embed equity into every layer of our work, from cultivating asset-based mindsets and culturally responsive practices to breaking down barriers that impact students, families and staff. In partnership with educators and community organizations, we provide professional learning, technical assistance and leadership development to strengthen inclusive environments. Our efforts span literacy and leadership, advancing equity for Black students and English learners, and affirming LGBTQ+ communities, affirming LACOE's role as an equity leader locally, statewide and nationally.

Recent highlights demonstrate our progress. Since 2022, we have delivered 84 equity-centered trainings for more than 5,400 participants and hosted the inaugural Equity and Wellbeing Conference, drawing over 400 educators and partners. Our *Supporting the African American Learner* guide was recognized nationally and statewide as Publication of the Year and adopted as California's framework, with over 500 educators trained. We also launched the Pathways Program, preparing underrepresented staff for leadership, with 12 participants already promoted. In collaboration with CDE, we advanced statewide equity efforts, including the PRISM initiative supporting LGBTQ+ youth and culturally responsive afterschool programming. While progress is evident, we remain committed to sustained action that builds systems of care, safety and belonging for all students and staff.



“

Education is not preparation for
life; education is life itself.

John Dewey

FUTURE DIRECTION: BUILDING AN ECOSYSTEM FOR EMPOWERED STUDENTS AND THRIVING COMMUNITIES

As we look toward the next three years, the Los Angeles County Office of Education stands at a time of great turbulence for our education and larger community. Now more than ever, schools must be the safety net for our young people. To strengthen our approach in these challenging times, LACOE has developed a new strategic framework based on a refreshed vision, mission and core values that together represent a fundamental transformation in how we strengthen student outcomes and foster resilient communities through education, advocacy and strategic partnerships. Our Strategic Plan Framework includes five objectives, each guided by key priorities. Together, they are aligned to more than 100 goals which will be monitored for progress.

A Student-Centered Ecosystem

Our future direction is anchored by a powerful truth: every decision we make must begin with the question, "How does this serve students?" This student-centered approach prepares our young people not just for tests, but for life in a rapidly evolving world where literacy, critical thinking, creativity and technological fluency are essential foundations for success.

Our future lies in building an interconnected ecosystem where wellbeing systems, strategic partnerships, authentic communication and operational excellence work together to amplify our collective impact.

Sustainable educational transformation requires addressing fundamental needs for safety, belonging and care. We will prioritize comprehensive wellbeing systems that position schools as community anchors where students, families and educators thrive together. The community school model serves as our guide,



transforming schools into places where resources are coordinated and service gaps are closed.

The challenges facing our students, from housing instability to digital access, from mental health needs to workforce preparation, are too complex for any single organization to address alone. We embrace the Power of One model, forging strategic alliances across districts, charter schools, nonprofits, higher education and government entities. These partnerships will be grounded in shared data, unified advocacy and coordinated service delivery that creates diverse pathways to post-secondary success.

Effective communication makes all other objectives possible. We will build a culture of “One LACOE”

that presents a unified, responsive presence while fostering internal collaboration. Operational excellence provides the foundation that makes student success possible. We will optimize our use of people, time and technology while building a diverse, skilled workforce that reflects our communities. Every behind-the-scenes operation will function at the highest level through continuous improvement and data-driven evaluation.

Transforming Challenges into Opportunities

We acknowledge significant challenges ahead: declining enrollment, fiscal pressures, staffing shortages and ongoing mental health needs. Rather than obstacles, we see these as catalysts for innovation and deeper collaboration that will fundamentally transform how we work.

This Strategic Plan Framework marks a pivotal shift from our traditional service delivery model to one focused on measurable impact. We will rise as one L.A. County, serving students and families through thriving communities where schools serve as neighborhood anchors, partnerships eliminate barriers, communication builds bridges and operational excellence enables innovation.

This is our promise: creating conditions where every child can succeed and every community can flourish. The future we are building is one where empowered students become the architects of thriving communities, equipped to create a more just and sustainable world for all.

The following pages present our new Strategic Plan Framework. We invite you to join us on this journey.



“

Every student can learn, just not on the same day or in the same way.

George Evans

LACOE'S STRATEGIC FRAMEWORK

Vision: Empowered Students, Thriving Communities

Mission: We strengthen student potential and foster strong resilient communities through education, advocacy and strategic partnerships.

Values: Integrity | Accountability | Service | Equity | Inclusivity

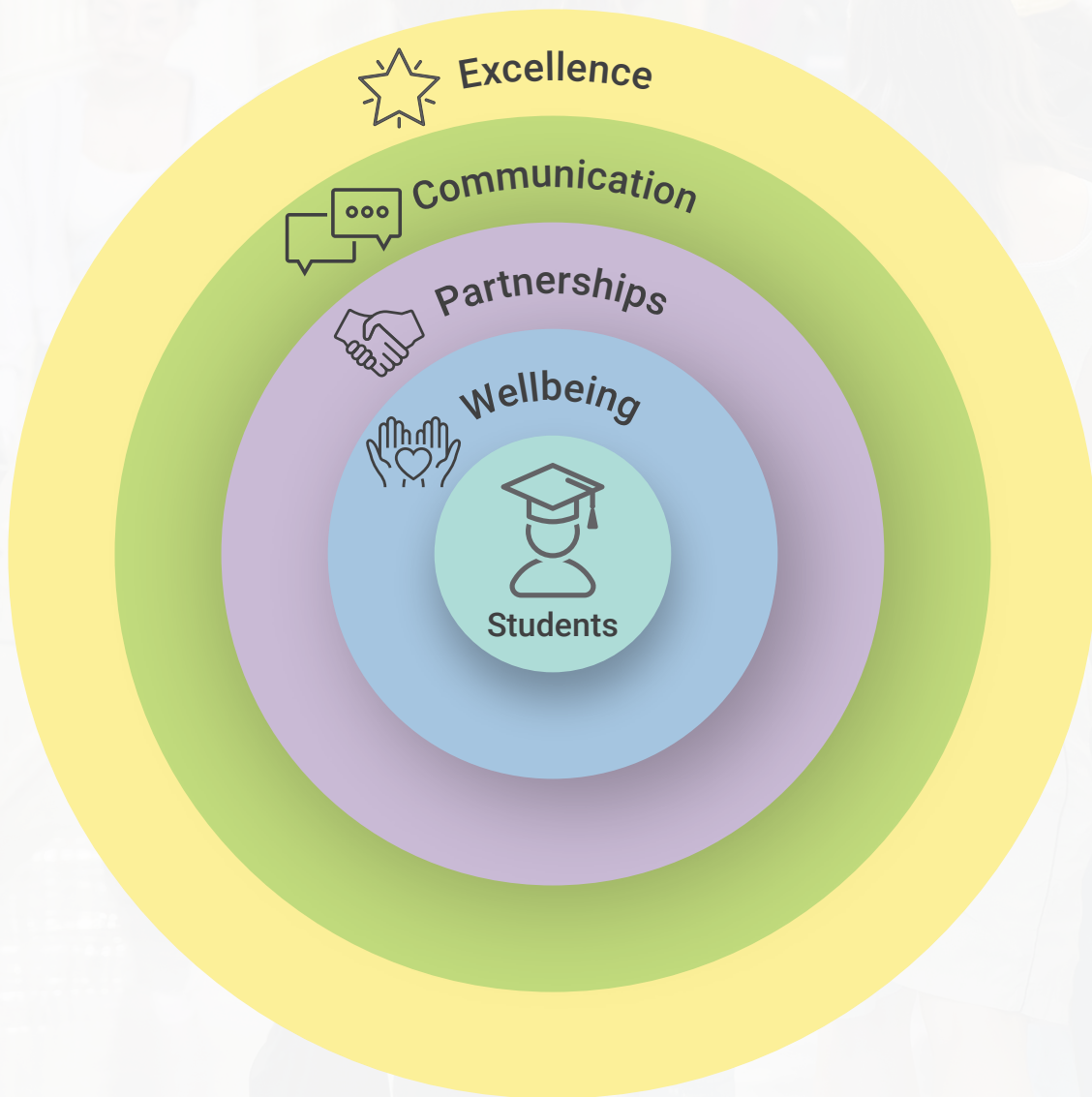
Strategic Framework Overview

LACOE's strategic framework is designed as an integrated ecosystem that places students at the center of every decision. This framework is structured as concentric circles, with Students at the center surrounded by four interconnected objectives that work together to support student success: Wellbeing, Partnerships, Communication and Excellence as the outermost circle. Each circle builds upon and strengthens the others.

Students remain at the core of all decisions, surrounded by comprehensive Wellbeing systems that create safe, supportive environments. Partnerships expand this support network by coordinating resources and eliminating gaps across sectors. Communication provides the essential capability that makes student success, caring environments and community partnerships possible through authentic engagement, strategic advocacy and relationship building. Excellence, as the encompassing outer objective, ensures that all behind-the-scenes operations function seamlessly to create conditions where students can succeed.

Together, this creates a comprehensive ecosystem where students thrive, with each objective reinforcing and amplifying the impact of the others in service of empowered students and thriving communities.

OUR STRATEGIC OBJECTIVES





Students: Foster an ecosystem that places students at the center of every decision

The student objectives means that in every program we design, every partnership we forge and every decision we make, we ask: “How does this serve students?” This encompasses not just academic achievement but preparing students for a future where they need strong literacy, critical thinking, creativity and the ability to navigate a technology-enhanced world. It means creating inclusive learning environments and ensuring our teaching approaches develop the whole child.

Priority 1: Ensure students across L.A. County master fundamental literacy and mathematical thinking as the foundation for analyzing real-world challenges and succeeding in our technology-enhanced world.

Priority 2: Model what is possible for L.A. County students by leveraging our organization’s expertise to support LACOE’s alternative education, juvenile court schools, specialized high schools and Head Start programs.

Priority 3: Provide educators with professional development that creates inclusive, culturally responsive classrooms and develops students’ critical thinking, creativity, collaboration and communication skills.

Priority 4: Support LACOE and district leaders in preparing all students for the future through innovative approaches to sustainability, transferable skills, artificial intelligence and other emerging technologies to ensure success in a rapidly changing world.



Wellbeing: Strengthen systems of care, safety and belonging

The Wellbeing objective recognizes that learning happens best when both students and the adults who serve them feel safe, valued and supported. For students, this means schools that are physically and emotionally safe spaces where mental health is prioritized and the home-to-school connection is strong. For educators and staff, this means workplaces where they feel welcomed and valued. We understand that when adults are thriving, they create conditions for students to thrive. This objective embraces the community school model, recognizing that schools work best as hubs that bring families and communities together.

Priority 1: Strengthen student voice and peer support networks to foster belonging, help students access mental health resources and develop civic engagement skills to create thriving communities.

Priority 2: Support LACOE schools, districts and charters in cultivating school to family partnerships to advance inclusion, equity and wellbeing in support of student success.

Priority 3: Develop and sustain community schools that create positive climates and serve as vibrant neighborhood hubs where students, families and partners collaborate to strengthen communities.

Priority 4: Foster a workplace culture where all staff feel valued, supported and equipped to serve students with excellence and care.



Partnerships: Build an interconnected L.A. County community to strengthen public education as a common good

The Partnership objective focuses on coordinated impact. Rather than government agencies, nonprofits, foundations and higher education institutions each working separately, this partnership's objective creates intentional collaboration that maximizes resources and eliminates gaps. It's about building a shared vision for public education across L.A. County, where diverse partners work together strategically to support the same students and families while advocating for sustainable funding and policy changes.

Priority 1: Build a unified, data-informed compelling vision for an L.A. County student that inspires action across all L.A. County communities.

Priority 2: Forge strategic alliances between district, non-profits, higher education, community, County, state and federal leaders to develop and advance a coordinated regional advocacy strategy to position schools as community anchors that unite diverse people in building a more just, equitable and sustainable future.

Priority 3: Coordinate community data resources and services to address barriers to student success, from housing and food security to healthcare, technology access and family support.

Priority 4: Create diverse pathways to post-secondary success through expanded college dual enrollment, career technical education pathways and industry partnerships that prepare students for both traditional and emerging opportunities.



Communication: Build relationships and understanding that advance education priorities

The Communications objective creates the internal alignment, external relationships and strategic advocacy that amplify LACOE's impact. This objective encompasses building a unified organizational culture, delivering responsive customer service, providing proactive support during critical moments and mobilizing community action for education priorities. Through communication, LACOE becomes both a trusted partner to those we serve and a unified organization that maximizes collective impact.

Priority 1: Build a culture of One LACOE through cross-department collaboration, knowledge sharing and coordinated services that present a unified, responsive organization collectively improving our capacity to impact the community.

Priority 2: Deliver exceptional customer service that builds trust and satisfaction among districts and charters, schools, families and community partners through responsive, accessible and solution-focused support.

Priority 3: Build LACOE's capacity to anticipate emerging education challenges and provide resources, best practices and information to help our staff and County leaders navigate complex issues effectively.

Priority 4: Mobilize community support for education priorities through evidence-based advocacy and strategic communication that resonates with diverse audiences.



Excellence: Strengthen operational systems that enable student success

The Excellence objective recognizes that everything in the educational system must function at the highest level to create conditions where students can succeed. This ensures all behind-the-scenes operations are executed with skill, efficiency and continuous improvement. Organizational Excellence is the operational foundation that makes student success possible.

Priority 1: Continuously improve LACOE programs and services through data-driven evaluation, strategic alignment, operational efficiency and responsible stewardship of funds.

Priority 2: Build and sustain a diverse, skilled workforce that reflects our communities, advances our mission through continuous learning, AI literacy and changing workforce requirements.

Priority 3: Maintain robust crisis preparedness and response systems that protect students, staff and communities from natural, cyber and other threats.

Priority 4: Develop leadership competencies across all levels of the organization that enable effective decision-making, collaboration and adaptive problem-solving in a rapidly changing environment.



“

One book, one pen, one child and one teacher can change the world.

Malala Yousafzai

PROGRESS MONITORING

Achieving the 2025–28 Strategic Framework Plan goals will require ongoing accountability, analysis and reflection. All of our goals will be backed by comprehensive plans, regular progress monitoring and consistent reporting.

Alongside the five strategic objectives and their corresponding priorities, LACOE departments have established over 100 aligned goals. Many of these goals directly advance the organizational objectives, while others address specific local priorities that, together, strengthen LACOE’s overall capacity. By linking organizational objectives and priorities with goals, we ensure coherence, alignment and a unified focus across LACOE.

Our commitment to progress monitoring is centered on three areas:

Data Collection and Monitoring

Each strategic objective will be supported by key process and outcome metrics, tracked through dashboards and internal reporting systems. Real-time data collection and analysis will help us measure progress, identify strengths, replicate best practices and quickly address areas needing additional support.

Continuous Improvement and Accountability

Cross-disciplinary teams will review progress against each strategic objective using a structured continuous improvement cycle. These regular monitoring cycles, shared in Cabinet and with leadership groups, will provide transparent insight into whether objectives are on track, where course corrections are needed and how collective action is influencing outcomes.

Community Engagement and Feedback

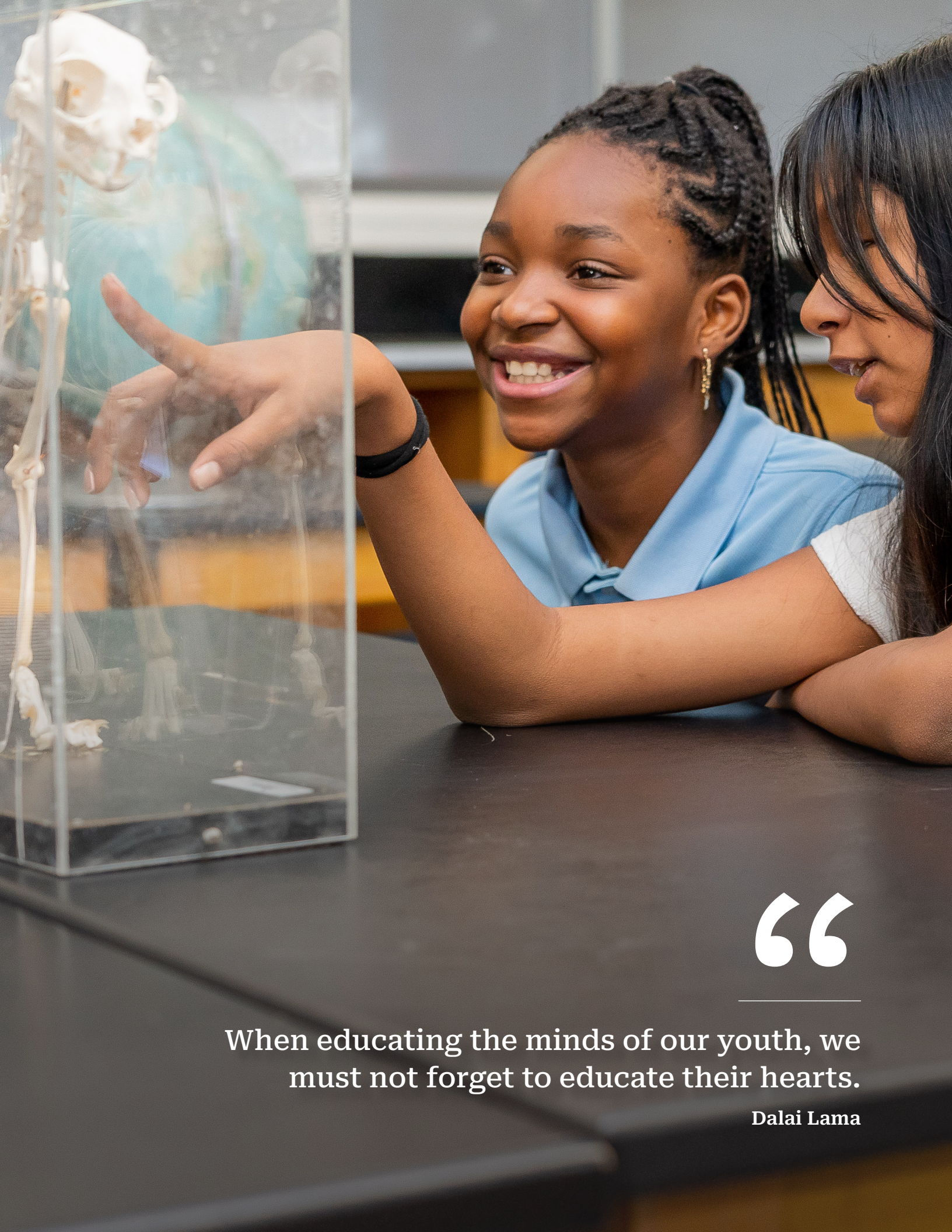
Organizational excellence requires the voices of students, families, educators and community partners from across Los Angeles County. Feedback will be gathered through surveys, committee discussions, site visits, empathy interviews and community meetings. These conversations will help us refine



priorities, guide decisions and ensure our strategies are grounded in the lived experiences of those we serve.

Through these structures—cross-disciplinary planning teams, departmental alignment, real-time dashboards and ongoing cycles of reflection—LACOE will provide stronger central monitoring and organizational support than in previous years, ensuring that the goals of the Strategic Plan Framework drive measurable, equitable and lasting impact.





“

When educating the minds of our youth, we
must not forget to educate their hearts.

Dalai Lama

LOOKING FORWARD

LACOE invites you to move forward with us in building a stronger future for Los Angeles County's students and communities. Guided by our vision of Empowered Students, Thriving Communities, this plan reflects our commitment to placing students at the center of every decision and creating the conditions where both young people and the adults who serve them can succeed.

We know the next three years will bring both opportunities and challenges. From advancing literacy and critical thinking, to strengthening systems of care and belonging to forging partnerships that position education as a unifying force, our focus will remain clear: every student deserves the tools, support and inspiration to thrive in a rapidly changing world.

This framework is more than a plan on paper. It is a shared commitment to equity, excellence and collective action. By working together across schools, families and communities, we can build an ecosystem where students are prepared academically, socially and emotionally for whatever the future holds.

We invite our students, families, staff and partners to stay engaged, share ideas and co-create solutions. Together, through the "Power of One Los Angeles County," we will continue to strengthen public education as a common good, protect the wellbeing of our children and ensure that all students have the opportunity to reach their full potential.

2025 ACKNOWLEDGMENTS:

The development of the 2025–28 LACOE Strategic Plan Framework was made possible through the dedication and collaboration of many contributors. We extend our deepest gratitude to the Los Angeles County Board of Supervisors, the Los Angeles County Board of Education and the entire LACOE family. We are also grateful to our fellow County departments and agencies, our community partners and the administrators, staff, students, families and labor partners across Los Angeles County’s 80 school districts and charters. Their collective insight, commitment and partnership were essential in shaping a plan that reflects our shared vision for empowered students and thriving communities.

For more information on our work, visit www.lacoe.edu



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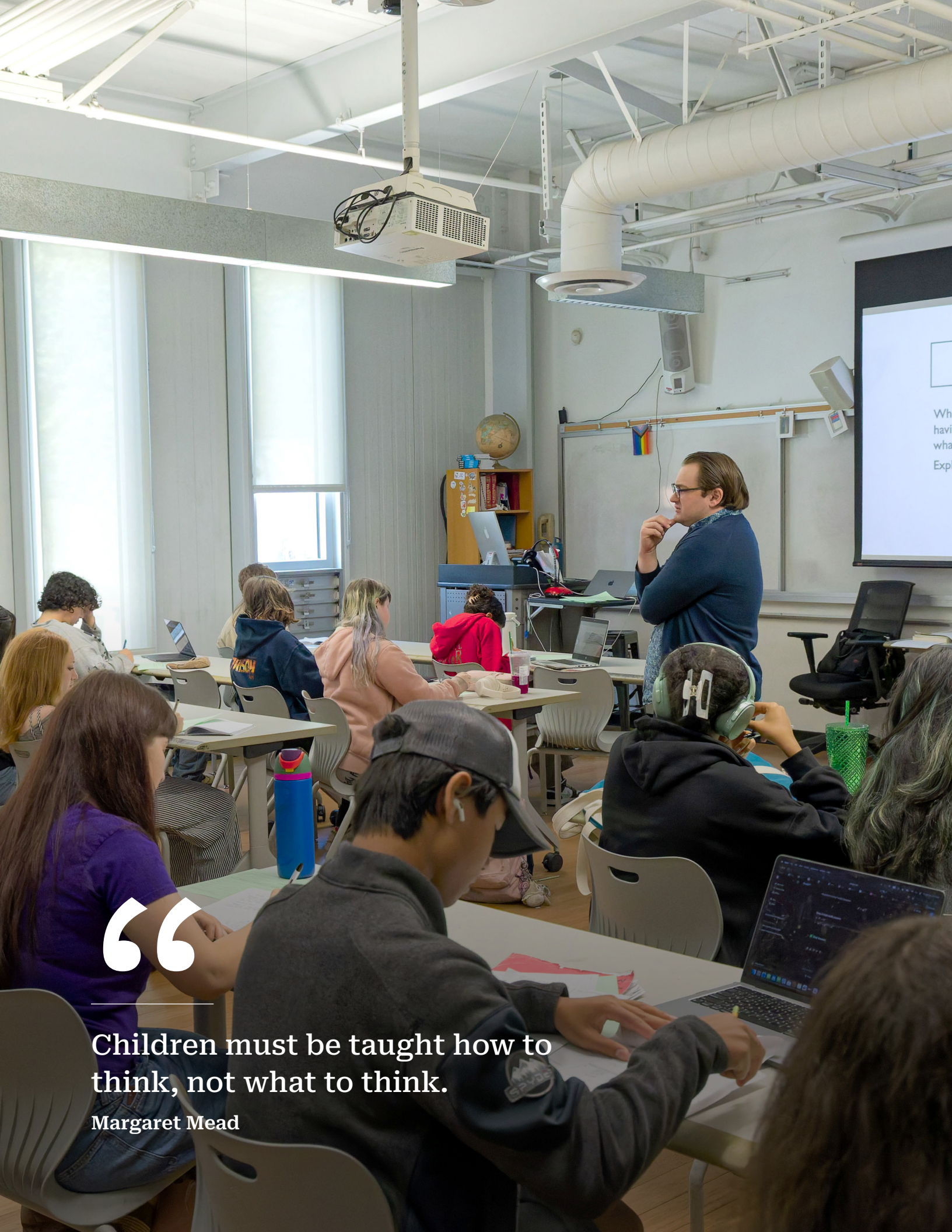
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Children must be taught how to think, not what to think.

Margaret Mead



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