



# Strategic Plan

July 1, 2023

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# Executive Summary

## Organizational Promise

Under the leadership of Superintendent Nicole Glentzer, the Mendocino County Office of Education (MCOE) is committed to creating strong, synergistic partnerships; by working collaboratively with local education agencies (LEAs), city and county governments countywide, the California Department of Education, local community benefit organizations, and learners of all ages (including student families), MCOE seeks to support a thriving education ecosystem that affords all the opportunity to expand their learning horizons.

*“Our work puts students first.”*

*~Nicole H. Glentzer, County Superintendent of Schools*

## What We’re All About

### WHY WE DO WHAT WE DO

Every student deserves a learning experience that allows them to thrive.

### HOW WE DO WHAT WE DO

Mendocino County Office of Education builds capacity to support others to learn and excel through leadership, resources, services, and programs that improve the educational experience and outcomes for all Mendocino County students and schools.

### OUR VALUES

These values are intended to define, unite, and inspire MCOE staff.

<b>Service</b>	At MCOE, we strive to anticipate the needs of our internal and external interest holders and to surpass their expectations as we honor our commitments to them.
<b>Excellence</b>	At MCOE, we expect excellence of ourselves and work collectively towards providing excellent service. We promote individual and collective growth and continuous improvement.
<b>Innovation</b>	At MCOE, we seek new and creative ideas, practices, and processes to meet goals and perform tasks. We encourage flexibility and a willingness to try new approaches and activities.
<b>Teamwork</b>	At MCOE, we work collaboratively and prioritize options that support colleagues in our pursuit of excellence.

## **Education in Mendocino County**

MCOE works with 12 public school districts serving more than 12,000 PK-12 students, as well as 19 charter and private schools serving another 1,900 PK-12 students. Additionally, MCOE programs directly serve infants through adults. Finally, we are deepening our relationships with Mendocino College (and its three campuses) and the various organizations that support youth and education throughout Mendocino County.

MCOE recognizes the important role we play supporting students who have traditionally been underserved in educational settings.

## **Strategic Aims**

The aims that emerged from the strategic planning process support MCOE's alignment with the [California System of Support](#), which seeks to help local educational agencies and their schools meet the needs of each student they serve, with a focus on building local capacity to sustain improvement and to effectively address disparities in both opportunities and outcomes.

- Make values-aligned decisions that support the whole education ecosystem.
- Support to those who support the whole learner.
- Prioritize equity for all.
- Promote voice, choice, and agency among employees, education partners, and all beneficiaries.
- Approach all work with a service-based, growth mindset.
- Be responsible stewards.

# **The Role of the Mendocino County Office of Education**

## **ORGANIZATIONAL PROFILE**

MCOE has two offices with approximately 140 total employees. The inland office is located at 2240 Old River Road in Ukiah, and the coastal office is located at 425 N McPherson St, Unit C in Fort Bragg. The agency is divided into three divisions: Office of the County Superintendent, Business and Administrative Services, and Educational Services.

**OFFICE OF THE COUNTY SUPERINTENDENT** - The Office of the County Superintendent is responsible for agency-wide oversight, County Board of Education coordination, community relations, championing the needs of Mendocino County schools at the State level, and interpreting State and local policy to help local schools understand how it applies to them. Specifically, MCOE reviews, interprets, and communicates education-related laws, Education Code, and other legal issues for district administrators and staff to ensure compliance with the numerous regulations. Through strategic communications, MCOE proactively positions and promotes programs and partnerships and ensures our mission, vision, and values are clearly articulated and central to all decision-making.

**BUSINESS AND ADMINISTRATIVE SERVICES** - The Business and Administrative Services Division includes Internal and External Business, Technology, Risk Management, Maintenance & Operations and Human Resources Departments that serve the agency, LEAs and the Mendocino Special Education Local Plan Area

(SELPA). Many of the fiscal oversight services MCOE provides LEAs are required by law, such as budget and Local Control and Accountability Plan (LCAP) review and approval, emergency preparedness, attendance accounting, financial reporting, public disclosures, ADA compliance, and resolution of audit findings. MCOE provides additional services to LEAs as needed, including training, human resources support, payroll processing, retirement reporting, vendor payments, grant writing and oversight, and IT supports such as cybersecurity, E-rate coordination, and content filtering. Additionally, through facilities support, MCOE provides cost-saving group purchasing programs, inspections, and facilities maintenance and operations assistance. The Business and Administrative Services Division also oversees the development, monitoring, and forecasting of revenue and expenditure budgets of all funds in MCOE district and county programs.

**EDUCATIONAL SERVICES** - The Educational Services Division is the largest of MCOE's three divisions, providing both direct services to individuals and families, and support and training to districts and individual schools. Educational Services helps LEAs assess and comply with state and federal regulatory requirements. Several discrete departments comprise the Educational Services Division. The Special Education department provides direct services to many of Mendocino County's students from birth to age 22 with unique needs, including students with severe and multiple disabilities. The Alternative Education Department provides adjudicated and incarcerated students in MCOE's juvenile hall court school and community school with curriculum, instruction, and assessments. The Early Learning and Care Department provides leadership and support to the child development community, and coordinates 16 preschools in the State Preschool Consortium, ensuring high quality early education programs are provided to all Mendocino County children from birth to age five. The Adult Education Department provides referrals to and opportunities for extended education and career training. Finally, the Continuous Improvement Department works with LEAs and educators, providing leadership and support to assure continuous improvement of curriculum development, instructional delivery, student assessment, teacher preparation, social and emotional learning, mental health services, expanded learning, foster and homeless youth services, and professional development. Continuous Improvement coordinates and hosts a variety of county-wide student opportunities. It also works with the California Department of Education on implementation of curriculum standards, assessment, curriculum frameworks and adoption of instructional materials.

**SPECIAL EDUCATION LOCAL PLAN AREA** - The Mendocino County SELPA serves approximately 1,800 students. There are eleven school districts and the Mendocino County Office of Education in the Mendocino County SELPA. MCOE is the Administrative Unit for Mendocino SELPA.

The Mendocino County SELPA provides support to the districts in the following areas:

- Program Development
- Program Availability to all Students with Disabilities
- Professional Development
- Parent Support and Training
- Alternative Dispute Resolution (ADR)
- Interagency Collaboration
- Management Information System (MIS)
- Fiscal Allocation and Monitoring

# Strategic Aims

The following aims ground MCOE decision making and goal setting.

## **Make values-aligned decisions that support the whole education ecosystem**

- Seek to make all decisions from a mindset that promotes expansive and creative thinking and a paradigm that supports the development of individuals, families, groups, and the whole education system with respect for their ability to become their own sources of creativity and self-determination.

## **Support those who support the whole learner**

- Build the capacity (i.e., enhance the skills, knowledge, and resources) of organizations and individuals to support the academic, physical, social, and emotional growth of Mendocino County students and learners from birth through adulthood.

## **Prioritize equity for all**

- Recognize that equity is the condition that would be achieved if one's identity no longer predicted, in a statistical sense, how one fares. Equity is the outcome, not just access to opportunity.
- Harness the collective strengths and perspectives of the people we work with and serve, both inside and outside the agency, so that each individual is valued and respected, and students benefit from people being able to contribute at their highest level.
- Advance educational equity by prompting and hosting critical conversations using equity as a lens.

## **Promote voice, choice, and agency among employees, education partners, and all beneficiaries**

- Seek and elevate student voice to ensure MCOE is responsive to the changing needs of those we serve.
- Ensure easy access to information and transparency about how and when decisions are made so those we serve can fully participate.
- Empower employees to bring their ideas, expertise, and enthusiasm to work and to engage others inside and outside the agency for the benefit of all.

## **Approach all work with a service-based, growth mindset**

- Prioritize serving our beneficiaries, ultimately students, in everything we do: programs, innovation, and resources.
- Seek opportunities to support students via collaborative relationships with local schools, districts, regional partners and others.

## **Be responsible stewards**

- Use financial and human resources to maximize educational opportunities for students and learners throughout Mendocino County in accordance with regulatory standards.