



NAPA COUNTY OFFICE
OF
EDUCATION



2026 - 2031
Strategic Plan





STRATEGIC PRIORITIES



**Expanding
Trusted
Partnerships**



**Building
Student
Success**



**Advancing
Organizational
Excellence**



INTRODUCTION

The three strategic priorities represent the core areas of focus that will guide NCOE's work over the life of this strategic plan. Together, they reflect our commitment to deepening trusted partnerships, strengthening student success, and advancing organizational excellence. While each priority has a distinct purpose, they are interconnected—building a strong educational ecosystem requires collaborative partnerships, thriving students, and a high-performing organization. The goals, strategies, and actions within each priority provide a clear roadmap for translating this vision into meaningful outcomes and measurable impact across Napa County.

VISION

Building an equitable learning community where students, families, and educators thrive together.

MISSION

Championing student success locally and across the state by fostering trusted partnerships and advancing an organizational culture that supports every family and community we serve.

CORE VALUES



STRATEGIC PRIORITY



Expanding Trusted Partnerships

*Build proactive and **collaborative partnerships** that address evolving district and community needs locally, regionally, and statewide. Create a deeply integrated **system of support** where partnerships with NCOE advance **shared goals**, contribute to partners' success, and result in strengthened capacity and **lasting impact**.*



GOAL 1

Build trust in relationships with partners

STRATEGY 1A.

Create systems of support that build understanding and cultivate trust

ACTIONS	OUTPUTS	OUTCOMES
- Understanding the needs of our community and partners (e.g., by creating pathways for collecting requests) - Creating feedback loops between partners and NCOE teams to ensure that partner input is being utilized and their needs are being met - Cultivating reciprocal relationships with role-alikes at all organizational levels	- Pathways (e.g., listening sessions, quarterly partnership review meetings with shared action plans) for understanding partner needs - NCOE Partner Engagement Framework documenting feedback loops and defining how teams build, maintain, and strengthen relationships - Regular role-alike meetings and trainings with partners	Measured by partner and NCOE staff feedback: - NCOE support and services are tailored and responsive to partners' needs - Partnerships are effective and contribute to our partners' success - Partnerships are based in a growing trust

STRATEGY 1B.

Improve effectiveness of communication with partners

ACTIONS	OUTPUTS	OUTCOMES
- Establishing standards and expectations for effective and efficient communication with partners - Communicating intentionally with partners	- Service standards that define response times and expectations for two-way communication - Regular updates (e.g., newsletters, briefings, or dashboards) that keep partners informed	Measured by partner and NCOE staff feedback, and document review: - NCOE's response time is excellent - NCOE's communication with partners is clear and consistent - Partners are satisfied with the content and quality of two-way communication



GOAL 2

Be a leader and resource to support partner success

STRATEGY 2A.

Develop and align our expertise to better meet partner needs

ACTIONS	OUTPUTS	OUTCOMES
• Cultivating our staff expertise in areas that matter to our partners • Engaging deeply with research and policy developments to provide current, relevant support • Staying informed about community needs and collaborating on mutually identified initiatives	• Recognition and growth of expertise that is in high demand with our partners • Current, relevant knowledge of research and policy • Knowledge of community needs	Measured by partner and NCOE staff feedback, and document review: • NCOE is recognized as an expert in providing a range of support and services across programs at the local, regional, and state levels • NCOE's work as a collaborative partner and leader at the local, regional, and state levels is well received and expands



STRATEGY 2B.

Convene partners to more effectively address community needs

ACTIONS	OUTPUTS	OUTCOMES
- Facilitating cross-district and cross-agency collaboration (e.g., through local and regional networks, communities of practice) around shared priorities and statewide topics - Connecting the educational community with partners, subject matter experts, and successful practitioners - Pursuing joint projects with partners that address mutual needs	- Collaborative planning and problem-solving sessions - Educational community connected with expertise, practitioners, and implementation resources - Executed partnerships and cooperative agreements with a shared scope of work	Measured by partner and NCOE staff feedback, and document review: - NCOE joint convenings empower partners to strengthen practice, solve problems collaboratively, and achieve meaningful outcomes - NCOE and its partners expand service capacity and reduce costs through collaboration



STRATEGY 2C.

Show NCOE's value as a partner

ACTIONS	OUTPUTS	OUTCOMES
- Measuring and communicating NCOE's service, expertise, and impact towards shared goals - Highlighting the collaborative nature of successes - Increasing visibility of our expertise	- Dashboards and reports that communicate the impact of NCOE's services and highlight the collaborative nature of successes - Presentations at conferences and regional meetings	Measured by partner feedback: - Partners are satisfied with NCOE support and services - Partners value NCOE as a collaborative partner



GOAL 3

Enhance partner capacity to improve outcomes

STRATEGY 3A.

Provide high-quality technical assistance and collaborative support tailored to local, regional, and state priorities

ACTIONS	OUTPUTS	OUTCOMES
- Developing protocols, quality standards, and a partner feedback process for technical assistance across NCOE departments - Conducting needs assessments and collecting input from diverse partners - Customizing support based on partner readiness, capacity, and strategic objectives - Creating resources, providing professional learning, sharing promising practices and emerging trends	- Playbook for providing expert TA that includes protocols, quality standards, and a partner feedback process - High-quality, needs-based, differentiated professional learning - Toolkits, guides, templates, resource bulletins, FAQs, and other implementation resources to support ongoing learning	Measured by partner and NCOE staff feedback, and document review: - NCOE TA supports and services are timely, responsive, high-quality, effective; and tailored to partner needs - Partners are satisfied with NCOE TA supports and services - Partners report programs/services are enhanced as a result of our partnership and outcomes have improved



STRATEGIC PRIORITY



Building Student Success

*In **collaboration** with districts and community partners, support a fully integrated educational system where **students and families** are proactively connected to a **clear pathway** from early childhood to career, providing every student the opportunity to graduate with a **plan for their future** and the lived experience of being **valued, heard, and supported**.*



GOAL 4

In partnership with districts, deliver high-quality tailored direct service programs that improve student outcomes, including for specific groups (e.g., students who are multilingual learners, in foster care, experiencing homelessness, socioeconomically disadvantaged, with disabilities)

STRATEGY 4A.

Early childhood (age 0-TK): Expand high-quality Early Learning Services to meet the needs of young students and their families

ACTIONS	OUTPUTS	OUTCOMES
• Providing home visiting and family support services to infants with special needs • Providing increased infant/toddler services and support through full day care • Expanding preschool services in the highest need communities • Expanding health, mental wellness, and nutrition services, including providing dental screenings to preschool/TK/K students • Working with districts to develop a transition system that centers the child's strengths and needs	• High-quality Early Learning Services for infants, toddlers, and preschoolers, including those with special needs • Expanded health, mental wellness, and nutrition services, including dental screenings for preschool/TK/K students • Transition system co-developed with districts	Measured by assessment and observation data, and partner feedback: • Students are on track on learning foundations and developmental milestones • Classroom interactions are high quality • Families are satisfied with the health, wellness, and nutrition services they receive • Districts report they better understand incoming students' needs and that the students benefit from NCOE early learning programs



STRATEGY 4B.

Elementary and middle school (grades TK-8): Administer and support exemplary Expanded Learning programs

ACTIONS	OUTPUTS	OUTCOMES
• Providing Expanded Learning programming including active recess; homework, math and literacy support; social emotional learning (SEL) activities; clubs; guest presenters; and field trips • Ensuring student voice is an integral part of program design, including for student leadership programs	• Homework, math and literacy support • SEL lessons • Active recess • Clubs and guest speakers • Field trips • Student voice and leadership activities for students at each site	Measured by student, family, and partner feedback: • Students feel safe, connected and supported • Families are satisfied with and hold positive views of the program • Student leaders grow in their leadership abilities • Districts report that students benefit from the program

STRATEGY 4C.

Middle and high school (grades 6-12): Strengthen wellness services to meet student health needs

ACTIONS	OUTPUTS	OUTCOMES
• Integrating substance use prevention messaging and education into wellness services • Increasing the amount of services provided by wellness coaches to students during expanded learning time • Ensuring foster/homeless students receive needed supports (e.g., transportation to school of origin, access to educational supplies)	• Wellness services, including substance use prevention • Staff wellness coach certification • School stability supports for foster/homeless students	Measured by student, family, and partner feedback; and document review: • Students have strong awareness of health and wellness services available to them and their families • Students feel a sense of connection to their school community and the NCOE wellness services in which they participate • Foster/homeless students are able to remain in their school of origin • Districts report that students benefit from the services

STRATEGY 4D.

Middle and high school (grades 6-12): Provide wrap-around services to system-impacted students through the Juvenile Court and Community Schools

ACTIONS	OUTPUTS	OUTCOMES
- Supporting students' academic needs - Providing mental health and wellness services - Expanding college and career readiness (CCR) activities - Providing high quality career and technical education (CTE) programs	- Targeted academic supports - Services through the wellness center - Therapeutic wellness groups - On-campus therapy - Student internships and work experience - Attendance in weekly CCR classes - Enrollment in articulated CTE programs	Measured by assessment data, educational outcomes, student surveys, and partner feedback: - Improved reading and math scores - Improved attendance rates - Improved ratings on student wellness measures - Students participate in CTE programs, earn college credit, and secure employment at greater rates - Districts report that students benefit from the program



STRATEGY 4E.

Elementary, middle, and high school (grades TK-12): Support districts in expanding high-quality work-based learning and College and Career Readiness opportunities

ACTIONS	OUTPUTS	OUTCOMES
- Facilitating connections among districts, employers, community organizations, and postsecondary institutions that expand students' access to college and career opportunities - Coordinating and supporting work-based learning opportunities, including career fairs, guest speakers, worksite and college tours, job shadows, and mentorships - Supporting districts in expanding college credit opportunities and strengthening connections between secondary and postsecondary pathways - Expanding access to industry-recognized certifications aligned with CTE pathways and workforce opportunities - Developing apprenticeship and pre-apprenticeship opportunities that prepare students for high-demand careers	- Employer, postsecondary, and community partnerships are established and strengthened - Work-based learning; and career awareness, exploration, and preparation experiences available across the TK-12 continuum, including elementary Career Days and the 8th Grade Career Expo - College credit opportunities and connections to postsecondary pathways are identified, developed, and expanded - Industry-recognized certification opportunities are identified and connected to CTE pathways - Apprenticeship and pre-apprenticeship programs and opportunities	Measured by program participation and completion data, CTE pathway data, and partner feedback: - Districts have increased access to partnerships and resources that expand college and career readiness opportunities for students - Students have increased access to and participation in work-based learning and career exploration experiences - Districts increase or expand college credit opportunities through NCOE support and postsecondary partnerships - Students have increased access to and attainment of industry-recognized certifications aligned with their CTE pathways - Students participate in and complete apprenticeships and pre-apprenticeships at increased rates - Districts report that NCOE support helps students benefit from the programs



GOAL 5

Optimize student and family access to needed services

STRATEGY 5A.

Increase student and family sense of belonging and access to the educational system

ACTIONS	OUTPUTS	OUTCOMES
• Creating feedback loops with families to seek input on their experiences accessing resources, and to identify unmet needs • Providing topical resources and educational opportunities based on family feedback (e.g., on screen time, healthy habits, dental care) • Developing transition plans for students exiting NCOE programs across the developmental span • Working with districts to create and promote use of a tiered navigational tool for families to access countywide resources	• Family input is gathered to inform NCOE resources and services • Family resources, forums, and educational opportunities • Actionable student transition plans for NCOE programs • Navigational tool for accessing countywide resources	Measured by family feedback and document review: • Families report NCOE's programming addresses their needs • Families grow their knowledge in targeted topic areas • Children and families in NCOE programs experience smoother transitions • Families have increased knowledge of available services and eligibility criteria



STRATEGIC PRIORITY



Advancing Organizational Excellence

*Be a values-driven, **high-performing** organization grounded in a **culture of belonging** where people thrive, **innovation** empowers our work, and resilient systems create **measurable impact** across all communities we serve.*



GOAL 6

Cultivate a thriving, inclusive workplace culture

STRATEGY 6A.

Support employee career development and professional growth

ACTIONS	OUTPUTS	OUTCOMES
- Aligning hiring practices with the competencies named in job descriptions (e.g., technological, fiscal) and improving role-based onboarding - Delivering an annual professional learning plan spanning skill domains (e.g., technical, compliance, project management) through varied modes (e.g., online, in-person) accessible to all including classroom and off-site staff - Embedding career planning into regular supervisor check-ins, strengthening performance review practices, and collecting and analyzing exit interview data	- Revised hiring criteria and role-based onboarding processes for staff in new positions - Annual professional learning plan and coordinated learning calendar - Supervisor check-in tools, recommendations for improved performance review practices, and analyzed exit data	Measured by NCOE staff feedback and document review: - Staff experience their jobs positively - Staff have strong job-related skills - Staff participation in career development opportunities is high - Internal promotion and staff retention rates are high - Staff are satisfied with professional learning and career growth opportunities



STRATEGY 6B.

Support employee physical and mental well-being

ACTIONS	OUTPUTS	OUTCOMES
• Offering accessible wellness resources and training supervisors to support staff well-being • Conducting a review of workload capacity and department structure • Conducting a comprehensive employee benefits review • Examining expectations around flexible work practices	• Quarterly wellness offerings and a resource library, supervisors trained in supportive check-ins and referrals • Workload and structure assessment with staffing, workload distribution, and organizational design recommendations • Benefits reviewed with plan for improving affordability • Flexible work expectations examined	Measured by NCOE staff feedback and document review: • Staff view workloads as manageable and burnout is low • Staff awareness and use of wellness resources is high • Staff view support for their overall well-being as high

STRATEGY 6C.

Create conditions for a positive, inclusive workplace culture where belonging is prioritized

ACTIONS	OUTPUTS	OUTCOMES
• Supporting the work of the Community of Belonging, including assessing current equity practices and developing an organization-wide strategy that embeds inclusiveness into daily decision-making • Creating staff feedback loops to ensure open communication about organizational successes and areas for growth • Establishing recognition practices that highlight the organization's core values	• Community of Belonging work plan, including an inclusive practice assessment identifying prioritized opportunities, with implementation support • Staff feedback process that communicates what was heard, what action will be taken, and by whom • Regular staff recognition opportunities	Measured by NCOE staff feedback and document review: • Staff feel valued and connected to NCOE values • Staff feel they can participate fully and their perspectives are considered • Staff report strong relationships and a sense of connection across departments • Staff report they benefit from opportunities for connection and relationship building



GOAL 7

Innovate systems and operations

STRATEGY 7A.

Optimize operational efficiency through organizational innovation

ACTIONS	OUTPUTS	OUTCOMES
• Mapping high-volume workflows and identifying tools to streamline processes • Modernizing forms, approvals, records, and service requests through automation, system integration, and secure mobile access • Identifying innovative tools and using a pilot-test-evaluate-scale process to assess efficacy	• Current-state process maps and proposed redesigns for workflows • Electronic workflows, digital records, a defined service request process, and user guidance • A pilot rubric, risk and accessibility review, and decision-making process for integration of new tools	Measured by NCOE staff feedback and document review: • Processing time and steps are low while service reliability is high • Manual entry, transaction errors, and duplicate work are low • Useful innovations are scaled up • Requests made through ticketing systems are resolved quickly

STRATEGY 7B.

Connect and share expertise across the organization

ACTIONS	OUTPUTS	OUTCOMES
• Taking inventory of internal expertise, technology, facilities, and training resources, and creating a system for accessing and sharing them • Designating subject-matter leaders and convening job-alike groups across departments	• Internal resource and expertise inventory with a documented process for staff to access and contribute • Designated subject-matter leaders and job-alike sessions	Measured by NCOE staff feedback and document review: • Existing resources are identifiable and utilized • Staff receive timely support and organizational knowledge is well distributed

STRATEGY 7C.

Improve effectiveness of internal and external communication across the organization

ACTIONS	OUTPUTS	OUTCOMES
- Defining effective communication, assessing current capabilities, and identifying gaps - Developing and implementing an organization-wide communication plan with a messaging strategy, unified branding, goals, audiences, timelines, and responsibilities	- Communication audit evaluating how effectively NCOE transmits messages to internal and external audiences - Communication plan, including a centralized branding package and communications calendar	Measured by partner and NCOE staff feedback, and document review: - Communication channels are effective - Communications are clear, timely, and responsive





GOAL 8

Strengthen organizational resilience

STRATEGY 8A.

Practice responsible fiscal stewardship

ACTIONS	OUTPUTS	OUTCOMES
• Maintaining a multi-year financial planning process that includes grant forecasting, reserve targets, and risk identification • Providing recurring fiscal and purchasing training accessible to fiscal staff and all levels of supervisory staff • Standardizing fiscal processes across the organization • Conducting recurring internal controls and fiscal risk reviews for high risk and high volume processes	• Annually updated five-year forecast, documented scenarios, reserve analysis, and fiscal stabilization actions when needed • Fiscal and purchasing curriculum made accessible across supervisory levels • Administrative manual of standardized processes • Annual risk assessment and ongoing control testing resulting in updated procedures	Measured by NCOE staff feedback and document review: • Reserve remains at structurally healthy levels • NCOE can sustain priority services through changing conditions • Staff demonstrate stronger fiscal decision-making skills • Fiscal operations remain dependable during staffing changes and emergencies • Audit findings and internal control gaps are low





STRATEGY 8B.

Ensure facilities are safe, welcoming, and adequately equipped for all users

ACTIONS	OUTPUTS	OUTCOMES
• Completing and regularly updating a Facilities Master Plan • Implementing a preventive maintenance and asset management program for vehicles and major equipment • Conducting recurring facility inspections, including job safety assessments, and tracking corrective action • Developing facilities standards that support inclusive environments • Advancing utility efficiency and resilience	• Adopted Facilities Master Plan with a prioritized capital improvement schedule • Asset inventory identifying equipment compliance status and a preventive maintenance schedule • Inspection reports and corrective action logs • Adopted facilities standards with considerations for universal access • Utility baselines, prioritized conservation projects, and back-up power or continuity plan	Measured by NCOE staff feedback and document review: • Capital resources are directed to the highest priority needs • Assets are compliant and accessible • Hazards and compliance gaps are corrected and users experience a safer facility • Facilities are easier to navigate and use • Utility costs and environmental impacts are low and critical facility functions continue during outages and emergencies

STRATEGY 8C.

Preserve the security of business operations

ACTIONS	OUTPUTS	OUTCOMES
• Establishing an organization-wide cybersecurity and information protection framework with department specific procedures • Conducting recurring cybersecurity risk assessments and vulnerability testing • Maintaining and testing business continuity, incident response, and disaster recovery plans • Controlling system access through multi-factor authentication, permission and third-party access reviews, records security protocols, and onboarding/offboarding controls	• Adopted security standards, data classification guidance, department protocols, and assigned security responsibilities • Risk and vulnerability assessment reports reviewed with assigned corrective action plans • Business Continuity Plan documenting recovery priorities, a current Cybersecurity Incident Response Plan, and quarterly recovery exercises • Required multi-factor authentication across central systems, a documented access review cycle, records security protocols, and onboarding/offboarding security controls	Measured by NCOE staff feedback and document review: • Online security practices become more consistent and sensitive information is well-protected • Critical vulnerabilities are quickly identified and corrected • Staff demonstrate strong security awareness • NCOE restores critical services with minimal data loss, downtime, and operational disruptions • Unauthorized access and third-party exposure are minimal



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