

2026 Update

Strategic Plan

2023-2026



ALVINA ELEMENTARY
BIG CREEK ELEMENTARY
BURREL UNION ELEMENTARY
CARUTHERS UNIFIED
CENTRAL UNIFIED
CHARTER SCHOOLS
CLAY JOINT ELEMENTARY
CLOVIS UNIFIED
COALINGA-HURON UNIFIED
FIREBAUGH-LAS DELTAS UNIFIED
FOWLER UNIFIED
FRESNO UNIFIED
GOLDEN PLAINS UNIFIED
KERMAN UNIFIED
KINGS CANYON UNIFIED
KINGSBURG ELEMENTARY
KINGSBURG JOINT UNION HIGH
LATON UNIFIED
MENDOTA UNIFIED
ORANGE CENTER ELEMENTARY
PACIFIC UNION ELEMENTARY
PARLIER UNIFIED
PINE RIDGE ELEMENTARY
RAISIN CITY ELEMENTARY
RIVERDALE UNIFIED
SANGER UNIFIED
SELMA UNIFIED
SIERRA UNIFIED
WASHINGTON COLONY ELEMENTARY
WASHINGTON UNIFIED
WEST PARK ELEMENTARY
WESTSIDE ELEMENTARY



Here in Fresno County, we remain steadfast in our commitment to shaping a future filled with opportunity and success for all students. Education is at the heart of every family's hopes and dreams, and the Office of the Fresno County Superintendent of Schools (FCSS) is proud to help turn those aspirations into reality. Through a collaborative and intentional strategic planning process, we have taken meaningful steps to align our work with the needs of our students, educators, and communities.

This update builds upon the original strategic plan completed in 2023, reflecting the progress we have made and the insights we have gained along the way. Much like a flight plan that guides a pilot to their destination, our strategic plan has served as a framework to inform decisions, strengthen partnerships, and direct actions that support student achievement. Over the past year, we have made significant strides, fostering alignment across departments, expanding support to districts, and enhancing programs that make a measurable difference in student learning and well-being.

Fresno County is a vibrant, resilient community built on hard work, perseverance, and deep-rooted family values. Our schools and districts continue to show unwavering dedication to their students, and FCSS is honored to support this important work. While we celebrate our progress, we also recognize the challenges ahead. The lingering effects of the pandemic have widened opportunity gaps, and disparities in achievement persist among student groups. Acknowledging these realities only strengthens our commitment to ensuring that every child has access to the resources, instruction, and support they need to succeed.

This strategic plan is a testament to our belief in access and excellence for all students. It reflects our collective efforts to provide high-quality support in curriculum and instruction, finance, early learning, leadership, and community engagement. Our work is guided by the voices of our staff, students, districts, and community partners, ensuring that our priorities remain aligned with what matters most.

We are proud of the progress we've made and energized by the work ahead. As we move forward, we remain committed to evolving, adapting, and refining our approach, always guided by data, collaboration, and the shared goal of student success. The Office of the Fresno County Superintendent of Schools has long been recognized for its outstanding service, and together, we will build upon that legacy to create even greater impact.

We invite you to join us on this journey as we continue working toward a future where every student in Fresno County has the opportunity to learn, grow, and thrive.

Dr. Michele Cantwell-Copher
Fresno County Superintendent of Schools

Fresno County Office of Education



MELISSA AARON, FATIMA ABDUL ZAHIR, JOEL ABELS, JUANA ACEVEZ, MARIA ACOSTA, XIOMARA ADCOCK, MANIK ADJEMIAN, LAURA ADKINS, MELISSA AGSAULIO, BRITTANY AGUIAY, REBECCA AGUILA, EMALÉE AGUILAR, MIGUEL AGUILAR, FIDENZIO AILANJIAN, DINA ALcantAR, BEATRIZ ALEJANDRE, JENNIFER ALEMAN, REBECCA ALLEN, TIMOTHY ALLISON, DANIEL ALVA, AMY ALVARADO, KIMBERLY ALVARADO, PATRICIA ALVARADO SALAS, MICHELLE ALVAREZ, REBECCA ALVEY MEDINA, ANGELINA AMARO-MCNAMARA, MARTHA AMEZCUA, YAJAIRA AMEZCUA, YVONNE AMMONDS, CARRIE ANDERSON, SARAH ANDERSON, TAMMY ANDRADE-DE LA ISLA, CATHERINE ANGUS, STACY ANIAG, MICHAEL ANSLEY, JOSE ANTERO JR, JESSICA ANTUNA, MARISA AOKI, GREGG APPLETON, RITA ARAKELIAN, MARIA ARCHULETA, REMEDIOS ARELLANO, GILMA ARELLANO COSSIO, EINETTE AREVALO, SAMANTHA ARGUETA, JERMAINE ARMSTRONG, KATHLEEN ARREDONDO, BLANCA ARREDONDO PEREZ, KEVIN ARREZ, ANAMARIA ARROYO, JAVIER ARROYO, JESSICA ASTORGA, ELVIE ATKINSON, DIANA AUSTIN, ERICA AVINA, ANTHONY AYERZA JR, FRANCISCO BADILLA, SUSAN BAILEY, MARVIN BAKER, LAURY BALAKIAN-WASHINGTON, HEIDI BALDWIN, KERI BALDWIN, LAURA BANUELOS, ZELENE BANUELOS GONZALEZ, MARIA BANUELOS VASQUEZ, TONI BARAJAS, PAUL BARBER, TERRI BARBER, ALBERT BARBOZA MERCADO, MARISSA BARCELOS, ANGELIA BARFIELD, GREGORY BARRAGAN, STEPHANIE BARRAGAN, SHELLIE BARRIOS, KATHRYN BARTELS, ANGELO BAUTISTA, JEFFREY BECKER, DARLA BEESON, LAURA BELL, JACOB BELTRAN, KATIA BELTRE- PHIPPS, LISA BENHAM-LEWIS, JESUS BERDEJO GUZMAN, SHAMIR BERMUDEZ VAZQUEZ, STEFANI BERNARD, TRAVIS BERNARD, JANICE BERNDT, BROOKE BERRIOS, CYNTHIA BERRY, VALENTINA BETANCOURT, WILLIAM BETTS, ANDREW BHATTI, LISA BIRRELL, WARREN BISEL, JENICE BISSONNETTE, THERESA BLANCHARD, GRACIELA BLANCO, JOSHUA BLECHA, STEPHEN BOCK, BRIANA BONWELL, JENNIFER BOPP LITZ, CHRISTINA BORGES, ROSA BOUNKHOUNE, ANGELA BOWLIN, SANDRA BOWMAN, HANNA BOYKIN, ADOLFO BRAGAIS, MARISOL BRAMBILA, MICHAEL BRANDT, JOY BRATTON, LUIS BRAVO TORRES, JENNIFER BRIETIGAM, REBECCA BRISKY, AIMEE BROCKWAY, KELLY BROUGH, JANELL BROWN, MARK BROWN, SALINA BRUNO, ISIDRO BRUNO JR, AARON BRYAN, DEANNA BUCHANAN, SUSAN BUCHNOFF, DANA BUDD, ELISABET BUENROSTRO RAMIREZ, ALLEN BURNETT, JACQUELINE BURTON WATKINS, LINDSAY BUSCH, ELIZABETH BUTLER, MICHAEL BUTTS, ZAIRA BUTTS, TIFFANY CABLE, JAMMILEX CABRERA, KIMBERLY CALDERON, ROSA CALDERON, KIERRA CALHOUN, HALEY CALIGARIS, JENNIFER CALLAHAN, LINDSEY CAMACHO, JENNIFER CAMPBELL, ROBIN CAMPBELL, KARLA CAMPOS, MICHELLE CANNON, ADRIAN CANTU, MONICA CANTU, DAMIEN CAPALARE, ANNA CAPPER, LOUIE CARAVEO, MIRIAN CARDENAS, YVETTE CARDENAS, LIZETTE CARDONA, ALEXSIS CARLON, ANABEL CARRASCO, ELICIA CARRILLO, LEEANNA CARRILLO, MARIA CARRILLO CABELLO, MARIA CASAS, LIZ CASTANEDA, MARYLOUISE CASTANO, ANNE CASTILLO, EDGARDO CASTILLO, ERICA CASTILLO, HILDA CASTILLO, RUBEN CASTILLO, JACOB CAVAZOS, MARITZA CEBALLOS, ANA CENDEJAS-CEJA, MARY CEPEDA, CALVIN CERTAIN, ANDREA CERVANTES, VICKI CERVANTES, ROMY CHACHERE, PHOUVANH CHAIMONTREE, JOHANNA CHAMBERS, LINDA CHAPMAN, CAROL CHAVEZ, EMMA CHAVEZ, MONICA CHAVEZ, ROSA CHAVEZ, VICTORIA CHAVEZ, ONYA CHERNABAEFF, SHARON CHRISTODORA, SUSANNE CHUHLANTSEFF, MARIA CID, MAREK CIMOCHOWICZ, AGUSTIN CISNEROS, JAVIER CISNEROS, CHARLES CLANCY JR, CHARLENE CLARK, FRANCES CLARK, LISA CLARK, YESENIA COBARRUBIA, DEBRA COBBS, LESLIE COFFMAN, GAILENE COLBY, ALLISON COLE, PRESTON COLE, IRMA COLLINS, NICOLE COMSTOCK, HERIBERTO CONTRERAS, MICHELLE CONTRERAS ARIZAGA, CASSANDRA COOK, RICHARD COOMBS, STEPHANIE COLPIN, MARISELA CORDERO, ROBERT CORDS, LINDA CORMACK, BRIAN CORTES, LAURA CORTES DE STATION, VERONICA CORTEZ, ANDREA CORTEZ VALENCIA, JOANA COSTILLA, JENNIFER COULL, JOSE COVARRUBIA, LESLIE COX, ERIC CRANTZ, SHANNON CRASS, RYAN CRISWELL, ADRIANA CRUZ, MISTY CRUZ, RONALD CRUZ, YOLANDA CUADROS, ELENA CUEVAS, SERGIO CUEVAS HUERTA, ALYSS CUIRIZ, PAMELA CUSTER, LINDA DALLOS, ELIZABETH D'AMBROSIO, BARBARA DANIEL, EDWARD DAVIDSON, ANTHONY DAVIS, KRIS DAVIS, MILENA DAVOYAN, MANUELA DE CENTENO, CYNTHIA DEAN, ERIN DEGOUGH, MONICA DELACRUZ, JONATHAN DELANO, JOHN DELAPP, DIANA DELGADILLO, DELORES DELLA MAGGIORE, JANELLE DEMMERS, APRIL DENSMORE, MANRAJ DHALIWAL, DOROTEA DIAZ, MARIA DE LOURDES DIAZ, TARA DIXSON, STEPHANIE DODGE, JOSEPH DOLIN, ANUSH DOLUKHANYAN, LORENA DOMINGUEZ, MARJORIE DOMINGUEZ SARAVIA, RENAE DOMINICI, GABRIELLE DONATO, MATTHEW DORAIS, JAMES DOTY, JONATHAN DUECK, RYAN DULL, JULIA DUNN, GABRIEL EARHEART, MATTHEW ELLIOTT, BRANDON ELLIS, DONNA ELLIS, HILLARY ELLIS, BRIAN EMERSON, BARBARA ENCINAS, JENNIFER ENNS, MANUEL ESCANDON JR, MELISSA ESCARENO, SHARON ESCOBAR, JOSHUA ESPINOZA, JEMAR ESTEBAN, MELINA ESTRADA, RICHARD ESTRADA, JONATHAN ESTRADA GORDILLO, KRISSEY FAGAN, ADAM FAIN, MARIA FALCON, JULIA FANG, KATHERINE FARAGIA, LAURA FARR, IRMA FAVELA, MA ERIKA FERNANDO, MARINA FERRY, JAYLA FIEDOR, AMANDA FIGUEROA, BRANDI FLEMING, BIANCA FLORES, CLAUDIA FLORES, JANETTE FLORES, SONNY FLORES JR, AMBER FONTES, DESIREE FOX-TAMEZ, JACQUELINE FRANZ, TAMMY FRATES, TRINA FRAZIER, MARIONETTE FREA, JOHNNY FREEMAN, ASHLEY FREITAS, PHILLIP FRENCH, YVONNE FRENCH, CARINA FULVIO, LAURIE GABRIEL, ALEXIS GALAN, ANA GALAN, AMY GALLARDO, DANIEL GALLARDO, RACHELLE GALLARDO, GINO GALPIN, MARYELLEN GALVAN, JUDY GALVEZ, MARISA GAMBOA, EUFEMIA GAONA, MELISSA GARABEDIAN, ANGEL GARCIA, ANGELA GARCIA, CORINNE GARCIA, DIANE GARCIA, EMELIA GARCIA, GLORIA GARCIA, JANET GARCIA, JENIFER GARCIA, MARTIN GARCIA, MELISSA GARCIA, NAOMI GARCIA, PATRICIA GARCIA, SANDRA GARCIA, YVETTE GARCIA, ESPERANZA GARCIA LOPEZ, MARIA GARCIA MARTINEZ, JUSTIN GARDNER, GINA GAROFOLI-SORENSEN, DELLA GARRETT, ASHLEY GARTIN, LAURA GARZA, NELLIE GARZA, YVETTE GARZA, EVELYN GARZON, LESLEY GATES, PERLA GAYTAN, SHELLEY GEORGE, DEYENIRA GERARDO-OCHOA, ALMA GIL ORTEGA, KENNETH GLASS, LINDA GLEASON, BRIANNA GOMEZ, CRYSTAL GOMEZ, HEATHER GOMEZ, STEPHANIE GOMEZ, ANDREA GOMEZ-LOPEZ, PAUL GONG, ANGEL GONZALES, BRENDA GONZALES, CHRISTOPHER GONZALES, ERIN GONZALES, MICHAEL GONZALES, ANGELA GONZALEZ, DANIEL GONZALEZ, ERIK GONZALEZ, IRMA GONZALEZ, LINDA GONZALEZ, LISA GONZALEZ, LISA GONZALEZ, LUCY GONZALEZ, MAYRA GONZALEZ, MELIDA GONZALEZ, SANTA CRUZ GONZALEZ, TIFFANY GONZALEZ, VERONICA GONZALEZ, GEORGE GONZALEZ JR, DAISY GONZALEZ SANTOS, LISA GODOELL, CANDICE GOODIE, KALEENA GOODMAN, RACHEL GOZDIFF, LEAH GRACE, MARIAH GRANT, COREY GREENLAW, ANNABEL GUERRA, DENISE GUERRERO, CHANTAL GUILLEN, EFRAIN GUZAR, HEATHER GUMM, SYDNEY GUNLUND, BRENDA GUTIERREZ, ELVIA GUTIERREZ, EZEQUIEL GUTIERREZ, MARIA GUTIERREZ, PATRICIA GUTIERREZ, JESSICA GUTIERREZ GONZALES, SALINA GUZMAN, VERONICA GUZMAN, MELISSA HAGER, HAYLEY HALL, GABRIEL HALLS, VANESSA HAMILTON, JOSEPH HAMMOND, PAMELA HANCOCK, NICHOLE HARRIS, KRISTINE HAUBURSN, MARSHA HAWKINS, KAREN HEINRICH, ASHLEY HENDERSON, KIA HER, PANG HER, PANG HOA HER, VIM HER, GIANNA HEREDIA, JOSHUA HEREDIA, KAREN HERMAN, ALLISON HERNANDEZ, ANGELICA HERNANDEZ, HEATHER HERNANDEZ, KRISTINA HERNANDEZ, LILIANA HERNANDEZ, MADELINE HERNANDEZ, MIRANDA HERNANDEZ, ROSA HERNANDEZ, WENDY HERNANDEZ, GUADALUPE HERNANDEZ MEDINA, TOU HERR, ANTHONY HERRERA, JUANITA HERRERA, ROY HERRERA, JOSEPH HILL, NORMA HINOJOSA, MARISELA HINOJOS-GARCIA, NICOLE HIXSON, AMANDA HODGES, AUBREY HOLT, LUCERO HOLT, SHAWN HOLT, BRYANNA HORNOR, JASON HORSMAN, BRIEEN HOUGHTON, MAXWELL HOWARD, MARISOL HOWLETT, CHRISTOPHER HUDSON, JESSICA HUDSON-BLUE, BRADLEY HUEBERT, JEFFREY HUNT, ANNMARIE IBARRA, IBETH IBARRA CAMPOS, LYUDMILA MANOVA, EYVONNE JAMES, JENNIFER JASSO, KAREN JAUREGUI, BRENNIA JENSEN, CYNTHIA JERILA, MANVIR JHUTTI, ALYSSA JIMENEZ, DOMINIC JOHNSON, ROBERT JOHNSON JR, CRYSTAL JOHNSTON, DOMINICO JOHNSTON, ELIZABETH JOHNSTON, MARGARET JOLLY, BRYAN JONES, MONICA JULIAN, OLIVIA KAHN, LAURA KARLE, TITUS KARVON, KATLIN KAUNDART, KATELYN KELLY, LESLIE KELLY, NIKHOM KHEAV, KIM KILGORE, AMOR MAE KIRKMAN, NANCY KLASSEN, BRETT KNOIT, ADAMSON KOBASHIGAWA, SUSAN KOBZEFF, KATHRYN KOTLER, LYNN KRIKORIAN, LAUREN KUBO, ELLEN KYURINYAN, ALAN LABITAD, VICTORIA LABITAD, DANIEL LALANNE, MARICELLA LANDEROS, TODD LANGLEY, SANDRA LEA, MARIA LEALAIMATAFOV, DORA LEBLANC, LAW LEE, MAI LEE, MY LEE, JANIE LEE-YANG, ERLINDA LEGARE, MARY LEGASPI, CRYSTAL LEMUS, LA LENDER, ALICIA LEON, ALEJANDRO LEYVA, SOFIA LICONA, MIGUEL LICONA GARCIA, NICOLE LIDYOFF, HOLLY LIGHT, CASIE LINDREN, DIANE LIRA, MARIA LOAISICA, RHONDA LODRIDGE, VALERIE LOMBRANO, ALBERT LOMELI, ALICIA LONGCOR, ERIKA LOPEZ, GUADALUPE LOPEZ, ISABEL LOPEZ, JANET LOPEZ, LORENA LOPEZ, MARIA LOPEZ MERCY LOPEZ, NANCY LOPEZ, ROCIO LOPEZ, RUBIANNA LOPEZ, SALLY LOPEZ, SKYLAR LOPEZ, WENDY LOPEZ, YADIRA LOPEZ, CHRISTOPHER LOZANO, MARISOL LUIA, JOSUE LUCATERO, SABRINA LUCERO, NICOLE LUCKIN, AARON LUNA, ANISA LUONG, CHRISTOPHER LYMAN, DELYLAH MCDONALD, LINDSEY MACHADO, JESUS MACIAS, JUDY MADRICAL, JANET MADRICAL CAMPOS, KRISTEN MADSON, RAUL MADUENA, BRENDA MAGANA, LANA MAK-PHANTISIRI, JACQUELINE MALDONADO, JULISA MALDONADO VARGAS, LORRAINE MANCERA, TIFFANY MANHA, SHARON MANNING, REYNOLDS, ARIANNA MANRIQUEZ, GRISEL MANSUR, SHAWNA MARCUS, RAQUEL MARIANO, ROSALBA MARITANO, ANDREW MARQUEZ, HANNAH MARQUEZ, JAMIE MARRASH, NICOLE MARSHALL, MARY MARSHALL, LLOYD MARTIN, REBECCA MARTIN, ARYN MARTINEZ, BARBARA MARTINEZ, CHRISTINA MARTINEZ, CRYSTAL MARTINEZ, DAISY MARTINEZ, ERIC MARTINEZ, JEANETTE MARTINEZ, MARIA MARTINEZ, NIKKI MARTINEZ, RICK MARTINEZ, SIERRA MARTINEZ, ALEJANDRA MARTINEZ GUTIERREZ, ADOLFO MARTINEZ JR, RICHARD MARTINEZ JR, TERESA MARTINEZ TREVINO, BELIA MARTINEZ-LOPEZ, AMY MARTINS, YOLANDA MATA, JOHN MAXWELL III, ASHLEY M C CAFFEY, SANDRA MCABEE, JILL MCCANN, MICHAEL MCCOLLM, VADAL MCDONALD II, DENISE MCFARLAND, SEAN-PAUL MCFARLANE, MEGAN MCGOYER, FARAH MCGOVERN, MARIA MCGRAW, ABBY MCHATTEN, DELORES MCKELROY, ALMA MCKENRY, KATHLEEN MEDINA, MARIA MEDINA, MARIBEL MEDINA, CLAUDIA MEDINA ORNELAS, AMANDA MEEKER, DANIELLE MEHAS, PAULINA MELCHOR, KAY MELELLA, SAMUEL MELKONYAN, MELODY MEMLEY, STEPHANIE MENA, PHILLIP MENCHACA, LEONEL MENDEZ, YVETT MENDEZ, YVETTE MENDEZ, GERARDO MENDEZ BARROSO, MANUEL MENDIOLA, ESHINI MENDIS, BRITTANY MENDOZA, MONICA MENDOZA, RICARDO MENDOZA, SALVADOR MENDOZA II, DANIELLE MENDOZA MADRICAL, ALEXANDER MERRELL, LAUREN MERRELL, BELINDA MEYER, ARCADIA MEZA, ISABEL MILBRUN, RACHEL MILLER, SHEILA MINGMING, SANDRA MINTER, RAQUEL MIRANDA, CATHY MIYAHIRA-CISNEROS, JENNIFER MOLINA, ELIZABETH MONTANO, WENDY MONTEJO, SANDRA MONTELLANO, ADRIAN MONTEON, JENNIFER MOORE, PATRICIA MOORE-CLACK, CAROLINA MORA, CHRISTOPHER MORA, NOEMI MORALES, TAMMY MORAN, ALEIBA MORENO, ANDREW MORENO, BECKY MORENO, NICK MORENO, RACHEL MORENO, VANESSA MORENO, KAREN MORENO BORBOA, AMY MOUA, FRANK MOUA, JUSTINE MOUA, ESTEFANY MUNGUETIA TORRES, MONICA MUÑOZ, YOVANA MUNRO, LILLIAN MURILLO, CASEY NAGLE, LOVEJIT NAGRA, JACKIE NAMAN, PHAIVAN NAMTSAI, MARIBEL NAVA, FELIX NAVARRETTIE, CRYSTAL NAVARRO, MAERY NAVARRO, ROSIE NEAL, BRIGID NELSON, SETHAN NEWMAN, MAGGIE NOEL, ALICIA NUÑEZ, CLAUDIA NUÑEZ, JOAQUIN NUÑEZ, ELVIS NUÑEZ RODRIGUEZ, BRIAN NUNN, CHARLES NUTTER, ERIK NYBERG, MARY OATES, MICHELLE OGAWA, MARIAM OGLE, CLARRISSA OLIVAS, DORA OLMOS, HENRIQUETTA OLMOS, SARAH OLMOS, CLINTON OLTJENBRUNS, LISA OLVERA, JENOVA ORTIZ, JERAN OTT, KEVIN OTTO, KIM OUI, SARAH PACHECO, AARON PADILLA, ROBERTO PADILLA, STELLA PADILLA, ERMELINDA PAEZ, TANNON PAFFORD, LORI PAGE, M MAGDA PALACIOS-REYES, JEANETTE PANKRATZ, NBERCY PAREDES, ERIN PARKER, MARY PARKER, MICHAEL PARKER, JASON PARKIN, LORI PARNAGIAN, MICHELE PASOS, ANGELINA PAYNE, JUAN PEDRAZA JR, YESSENIA PENIA, JACOB PENICE, JASON PENLAND, STACY PERCELL, ANGELICA PEREA-GUTIERREZ, MONIKA PERERA POMOL, ANDRES PEREZ, BRICEIDA PEREZ, DANAY PEREZ, GLORIA PEREZ, LIZBETH PEREZ, MORELIA PEREZ, ROBERTO PEREZ, SOLVEIG PEREZ, BRENDA PERKINS, JAZARAI PERKINS, MARGO PERKINS, JESSICA PETERSON, JONATHAN PETERSON, ABIGAIL PETROPULOS, MARIA PETROPULOS, HELENA PHILLIPS, ROBERT PISCANTE, MARISOL PICASO SANDOVAL, CARMEN PIMENTEL, SAMANTHA PITCHFORD, HUON PITTS, ZARAH PORTILLO, NICOLE POSTLER, JOHNNY POTASI, MARISSA PRIETO, MICHAEL PRONOVOST, ALLYSON PUENTE, ANTHONY PUOPOLO, MELISSA QUEVEDO, ANGELICA QUEZADA, JENNIFER QUINN-YOVINO, NORMA QUINONES, JAVIER QUINTANA, MELADY QUINTEROS, SYLVIA RACINE, MONICA RA GOZA, ALICIA RAM, CYNTHIA RAMIREZ, JULIANA RAMIREZ, KAREN RAMIREZ, LEONARD RAMIREZ, LORENA RAMIREZ, LUANN RAMIREZ, SAUL RAMIREZ, YOLANDA RAMIREZ, VIVIANA RAMIREZ IBARRA, ADRIANA RAMOS LOPEZ, MICHELLE RAMSEY, KAITLYN RANGLES, NORMA RAZO, NAOMI REELEY, HILLARY REID, KRISTEN REITZ, JACOB RENGSTORF, RHODA RENOVATO, MARIBEL RESENDIZ, OTILIA REYES, JULIET REYNOLDS, JOSEPH RICCARDI, SKYA RICHARDSON, LEE RICHTER, ARNOLD RIOS JRS, ANA RIOS, RICHARD RIOS, JOANNA RIOS CRUZ, ANA RIOS-DAMACIO, TERESA RIVERA, HILDA RIVERA VAZQUEZ, ADINA ROBBINS, SEVIA ROBERTSON, KALIA ROBINSON, NIKO ROBINSON, SHERYL ROBY, ALEXANDRA RODGERS, ADEANA RODRIGUEZ, AMANDA RODRIGUEZ, AMANDA RODRIGUEZ, BRENDA LY RODRIGUEZ, EDGAR RODRIGUEZ, ELSY RODRIGUEZ, EMILIO RODRIGUEZ, IZAMAR RODRIGUEZ, J FELIX RODRIGUEZ, JENNA RODRIGUEZ, KARINA RODRIGUEZ, LAURA RODRIGUEZ, MICHELE RODRIGUEZ, ROSA RODRIGUEZ, SOFIA RODRIGUEZ, TRACY RODRIGUEZ, TRINIDAD RODRIGUEZ, VERONICA RODRIGUEZ, ANGELA RODRIGUEZ, ROSA RODRIGUEZ, ANA ROMAN DE ARIAS, HECTOR ROMERO, HOLLY ROOKS, CLAUDIA ROSALES, MARYANN ROSALES-MARIN, BETH ROSAS, JESSICA ROSAS-BUENO, ASHLEY ROSE, MELISSA ROSE, BENJAMIN ROSENBAUM, TRACY ROSS, GIANNA ROSSI - HILL, MICHAEL RUACHO, JOSEPHINE RUACHO DURAN, DANNY RUDD, CLAUDE RUIZ, DENISE RUIZ, MARIA RUVALCABA, JUAN SAAVEDRA, TRACY SAENZ, BRITTANY SAHAKIAN, MANDEEP SAHOTA-SANGHA, CHRISTOPHER SALAMAT, GEORGETTE SALAS, EDITH SALAZAR DE HOFFMAN, JUDITH SALDIVAR, ARTURO SALES, ALONDRRA SALMERON, EGUINESS SALVA, DAVID SAMARCO, RENEE SAMARCO, CORA SANCHEZ, JOSE SANCHEZ, KARINA SANCHEZ, SUSANA SANCHEZ, TERESA SANCHEZ, YARITZA SANCHEZ, CAROLINA SANCHEZ AGUIRRE, ALONDRRA SANCHEZ RAMIREZ, DEBORAH SANDERS, GUNEET SANDHU, HILDA SANDOVAL, VERONICA SANDOVAL, NAVPREET SANGHA, BRANDON SANT AGATA, MELISA SANTACRUZ, ROSA SANTACRUZ NAVARRO, ANGELIQUE SANTANA-GONZALEZ, ALYSSA SANTELLANO, MARIA SANTIAGO, ALICIA SANTOS, ABIGAIL SANTOYO, DEIRA SARKISIAN, MARIA SAUCEDO, JESSICA SCHARFFENBERG, TERESA SCHNEIDER, MERYSY SCHULTZ, LUCAS SCHUMAN, JANESSA SCOTT, JONATHAN SCOTT, RACHAEL SCOTT-ABUDE, LIZETT SEGURA, CHRISTOPHER SENGCHANH, SARA SEPULVEDA, ERIKA SERRANO, DANIEL SERRATO, JADE SESATE, RANDAL SHAFFER, ANNE SHARP, BRYAN SHELDON, ANTONIA SHEPHARD, RYANN SHOAF, NICOLE SHULTZ, EVA SILVA, HELENA SILVA, KRISTEN SILVA, TIFFANIE SIMS, NICOLE SINERCHIO, MANJIT SINGH, PHOUKAM SINPRASEUTH, STEVEN SKIBBIE, JANET SLOAN, AUBREY SLOVER, PATRICIA SMALL, BRACKEN SMITH, CASSANDRA SMITH, NATASHA SMITH, OFELIA SMITH, RYAN SMITH, LUCINDA SMITH GARRISON, BRENT SMITHER, SALEUMDETH SOMTAKOUNE, MENG SONG, MATILDA SORIA, ALYSSA SOSA, MARCUS SOSA, ANDREA SOTO, VICTORIA SOTO, DANIEL SOTO III, KHAMPHAY SOUVANNASANE, KARLA SPAIN, CHRISSIE SPATE, MICHAEL SPRINGER, LIZA STACK, KELLI STATHAM, MATTHEW STEWART, DEBORAH STIFTINGER, ANTHONY STONER, REGINA STONER, TIM STORY, ISAAC SUAREZ, JOSEPH SUTTON, LISA SWERTFAGER, DENAE TAKEMOTO, VERONICA TAVARES DE CERON, HARRIET TAYLOR, MARCIE TAYLOR, JODI TELLO, DAVID TENNEY, REBECCA THAO, JULIA THAOXAOCHAY, LINAWATTI THEDJOISWORO, MEAGAN THOMPSON, LAURA THORNBURG, ISALEE TINOCO, MARINE TORANIAN, ESTEBAN TORRES, JAQUELIN TORRES, NICOLE TORRES, SERGIO TORRES, THIDAVONE TORRES, ELISA TORRES-BARTON, Total, HERLINDA TREJO, ESTHER TRILLO, CATHERINE TROXELL, YESENIA TRUJILLO, NATALIE TSUTSUI, DAVID TSVIRINKO, JOHN TSVIRINKO, JOHN TUCKER JR, TIANA TUNE, ISELA TURNER, KIMBERLEY TURNER, LACIE TURNER, MALIK TURNER, SHELBY TURNER, DONALD TURNMIRE IV, DAVID UNRUH, JESSICA URBANO, MARIZOL URBIETA-CORTEZ, FELICIA URRABAZO, ELAINE VALADEZ, VANESSA VALENCIA, AARON VALENZUELA, SUNSHINE VALENZUELA, JOSEPH VALERO, ERIKA VALLADARES, JAQUELINE VALLE, FRANCISCO VALLEJO VAZQUEZ, RANDY VAN, JULIANNE VAN DAM, KEVIN VAN FOSSEN, BECKY VANG, DAVID VANG, HOU VANG, JENNIE VANG, LEE VANG, LINDA VANG, NOU VANG, PA VANG, REBECCA VANG, SUE VANG, GREGORY VANN, SHAWN VANWAGENEN, JOVANNA VARGAS, JHOSELYN VARGAS CHAVEZ, EDWARD VASQUEZ, JAMI VASQUEZ, MICHELLE VASQUEZ, HUGO VASQUEZ JR, VIANEY VAZQUEZ GUERRERO, JUANA VAZQUEZ MARTINEZ, MARITZA VELASCO GOMEZ, JOSE VELAZQUEZ JUAREZ, FILIBERTO VERA, MARTHA VERDUGO GUZMAN, MARIA VERDUGO LOPEZ, CHERYL VIEIRA, JEAMY VIGIL, BARBARA VILLA, DAMIAN VILLA, VERONICA VILLA, STACE VILLAFAPILA, VALERIE VILLAGOMEZ, JANETTE VILLALOBOS, JOANNA VILLALOBOS, CHRISTINE VILLEGAS, AMBER VON FLANE, LEE VUE, PANG VUE, JAMES WALTON, JASON WARA, BRETT WARREN, LAURA WASCHER, DEBORA WASHINGTON, MYRON WASHINGTON, ANDRIA WATTERSON, VANCE WEAVER, KEVIN WEBB, JENNIFER WEIBERT, CHAD WENTER, KAREN WEST, GAYLE WHITE, STEWART WHITE, LEE WHITTEAKER, RANDI WIEBE, MARLENE WIGGINS, WILLIAM WILKERSON, KELEA WILKINS, ANDREA WILKINSON, PAMELA WILLARD, ARNESIA WILLIAMS, FRENISIA WILLIAMS, MARIA WILLIAMS, MORGAN WILLIS, RODNEY WILLIS, LORI WILLSON, KAYLA WILSON, RACHEL WITORT, GINA WOLF, HEATHER WOLF, VALERIE WOODWARD, CHINDA XAYARATHI, COUA XIONG, SANDY XIONG, JOANNA YANG, JOHN YANG, JOSEPH YANG, LA YANG, NUE YANG, SARA YANG, WESLEY YANG, ERIKA ZAMORA, MARISOL ZAMORA, VIRGINIA ZARAGOZA, JAYCEE ZAZUETA, JENNIFER ZENTENO, GEORGE ZERMENO, MAYRA ZUNIGA



Vision

Every student in Fresno County will thrive in a challenging, supportive, and inclusive environment leading to limitless possibilities.

Mission

The Office of the Fresno County Superintendent of Schools provides educational leadership, fosters partnerships and coordinates services to districts to ensure equitable opportunities for ALL students.

Priorities

- Student safety, engagement, and social-emotional wellness
- Student achievement
- Youth, family, and community voice
- Responsive community leadership
- Internal support and development

Values

Prioritize the Needs of Students

We create learning environments that cater to students' individual strengths, providing access to quality resources and support, and ensuring their well-being and safety are at the forefront of decision-making processes. We provide data-driven leadership support in order to improve equitable student outcomes.

Equity

We ensure fair and just opportunities for all individuals, regardless of their background or circumstances. This involves actively identifying and addressing disparities and barriers that prevent equal access to resources, opportunities, and outcomes, with the goal of creating a more inclusive and equitable community.

Service to Others

We seek to build relationships with students, parents, districts and the community to better provide exemplary service in the educational space. We work to develop expertise to ensure that service is of the highest quality to enable the greatest impact.

Continuous Improvement

We are dedicated to the ongoing process of seeking out ways to enhance performance, outcomes, and processes. We espouse a mindset of constantly evaluating, learning from feedback and experiences, and implementing changes and innovations to drive progress and achieve higher levels of effectiveness and efficiency.



Fresno County at a Glance

Fresno County, located in the heart of California's Central Valley, is a vibrant and diverse region known for its agricultural richness, natural beauty and cultural heritage. With a population of over one million people, Fresno County is the fifth-largest county in California and offers a mix of urban and rural communities. The county is home to the city of Fresno, which serves as the economic, educational and cultural hub of the region. Fresno County boasts a diverse economy, with agriculture, healthcare, education, and manufacturing being major sectors. The county also offers a variety of recreational opportunities, including national parks, hiking trails and cultural events, making it an attractive destination for residents and visitors alike.

Education in Fresno County is a dynamic and comprehensive system that strives to provide quality learning opportunities for students across the region. Fresno County is home to a diverse range of public, private and charter schools that cater to the educational needs of students from pre-kindergarten through high school. The county is also home to several institutions of higher education, including Fresno State, Fresno Pacific University, and community colleges of the State Center Community College District, offering a variety of academic and vocational programs. With a focus on innovation, equity and student success, Fresno County's education system endeavors to prepare students for a successful future and contribute to the growth and development of the community.

Academic achievement in Fresno County is a priority for educators and other educational partners in the region. While there are pockets of excellence, the county faces challenges in achieving consistent academic performance across all schools. Student achievement is measured through various metrics, including standardized test scores, graduation rates and college readiness indicators. Efforts are being made to address achievement gaps and improve educational outcomes for all students, particularly those from disadvantaged backgrounds. Collaborative initiatives, such as targeted interventions, professional development for educators and community partnerships, are being implemented to support student success. Despite the existing challenges, FCSS remains committed to enhancing academic achievement and preparing students for post-secondary education and future career opportunities.

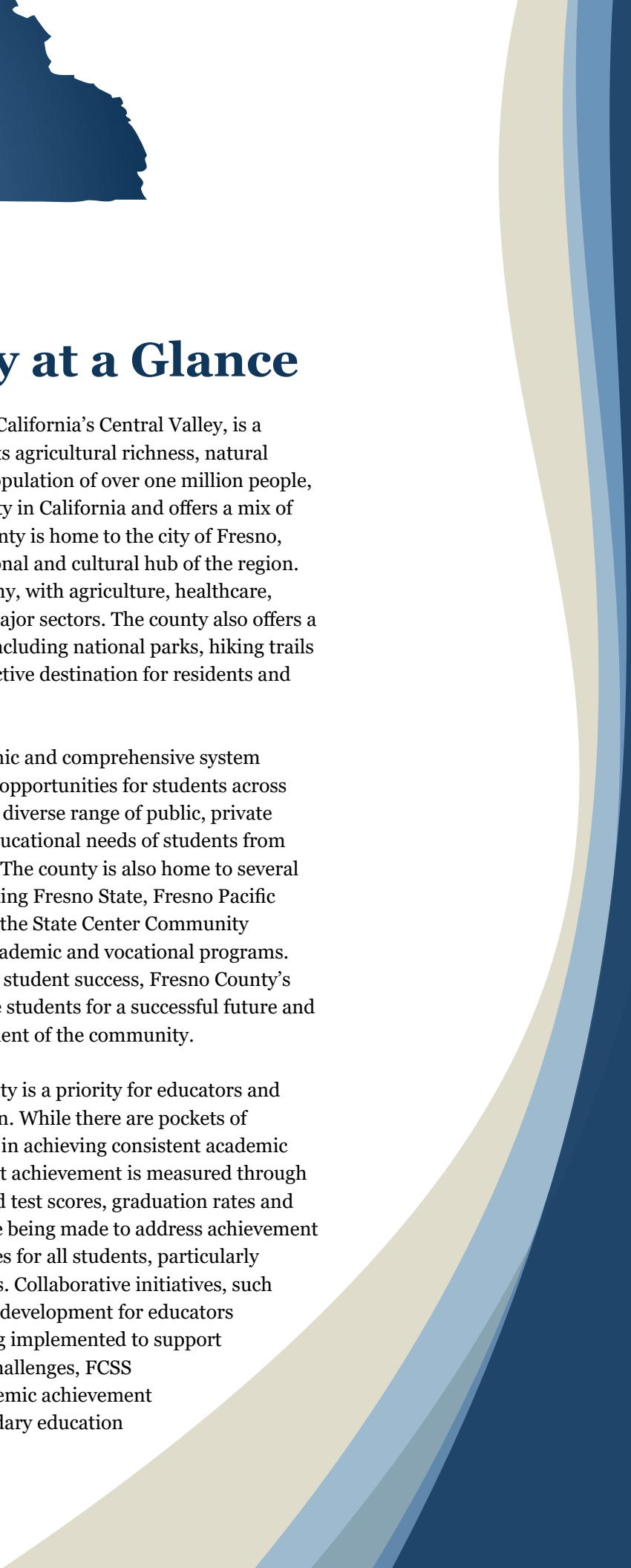




Photo by Montalvo Photography



State Required Roles of a County Office

County offices of education play a crucial role in California's education system. These offices serve as an intermediary between the state Department of Education and local school districts, providing essential support and resources to ensure the success of students and schools. First and foremost, county offices of education offer a wide range of services to school districts, such as professional development for teachers, curriculum development and support and fiscal oversight. They are vital in ensuring that schools have access to the necessary tools and knowledge to deliver high-quality education to students.

County offices of education also ensure compliance from districts with some state and federal regulations. They provide guidance and support to local districts in matters of legal compliance, special education services and student assessment. County offices also oversee the implementation of statewide initiatives and policies within their respective regions, working closely with district administrators to ensure alignment and accountability.

State Required Roles of a County Superintendent

The role of a California County Superintendent of Schools is multifaceted and carries significant responsibilities. As the top education administrator in the county, the superintendent is responsible for overseeing the operations of the county office of education and providing leadership to local school districts. This includes implementing state education policies, ensuring compliance with legal and regulatory requirements and promoting educational excellence. Additionally, the county superintendent plays a crucial role in fostering collaboration and partnerships among various educational partners, including school administrators, teachers, parents, and community organizations. The superintendent has direct oversight responsibilities for approving and assuring school district budgets, calling school district elections, and assisting with school district emergencies by providing necessary services. The superintendent is also tasked with developing a three-year Local Control and Accountability Plan (LCAP) for the schools operated by the county office and reviewing and approving the LCAPs for all school districts in Fresno County.





January

Launch Strategic Planning Process with Cabinet

February/March

Gather and Analyze Data Through Surveys, Interviews, Focus Groups and the CA Dashboard
Involves: District Leadership, FCSS Staff, Community Partners, and Students

Development Process

The development of this Strategic Plan was an intentional five-month process that included the collection of both qualitative and quantitative data. The process began with the FCSS Cabinet in January of 2023 taking an assets-based look at the qualities that already exist within the organization. The FCSS Cabinet also took a deep dive into Fresno County student data to identify where the highest points of need exist. Both the FCSS Cabinet and FCSS Leadership Teams participated in activities over the course of three months that helped guide the data collection and analysis process. These activities focused on gaining clarity around these four questions:

- Who is our customer?
- What problems should FCSS focus on solving?
- What does it mean to pursue equity?
- How do we measure our success?

The activities included structured discussions and deep data dives, along with the use of improvement protocols, such as a Force Field Analysis and Affinity Protocol.

Understanding the importance of a 360-degree approach to this work, the strategic planning team spent the months of February and March collecting data from over 600 employees, 190 students, 12 districts and over 40 board and community members.

The data sources included:

- Listening sessions with Fresno County superintendents
- Key informant interviews with board of education members and community partners
- Staff and student surveys
- Listening sessions with the Superintendent's Community Advisory Council
- Multiple input sessions with FCSS Cabinet and FCSS Leadership Teams

A consultant was also hired to conduct and synthesize all the interviews and focus groups to promote honesty in responses and an unbiased approach to analyzing the data.



April

Draft Strategic Plan Recommendations including Vision, Values, Beliefs, Mission, Goals, and Objectives

Final components determined based on data analysis by FCSS leadership

May/June

Draft Strategic Plan and Gather Draft Feedback

Final Draft Complete

These diverse educational partners shared their perspectives about who we are and what we do. They gave positive feedback on areas where we shine and they gave constructive criticism around areas for improvement. Key themes included:

FCSS' Strengths to Build on:

- A service-centered organization with a clear priority to serve students.
- Knowledgeable and professional and is trusted to help support districts and the community when there is a need.
- Collaborative and supportive. FCSS is seen as an indispensable support, especially for the smaller districts that are served within Fresno County.
- Resourceful. When problems arise, districts confidently turn to FCSS for help solving them using innovative and collaborative means.

- Great people who are a part of the organization. Overwhelmingly, employees of FCSS love the teams they work with and continually refer to their teams as family and friends.

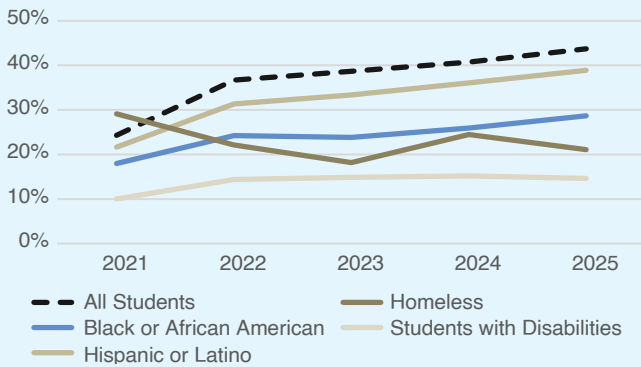
FCSS' Areas of Improvement:

- Lean into the pursuit of equity at all levels across all departments.
- See themselves as a leader in leveraging resources across sectors (e.g. healthcare, business, government, higher education, housing) to provide streamlined services for every student in every district.
- Create more opportunities for feedback from all educational partners (students, families and internal staff).

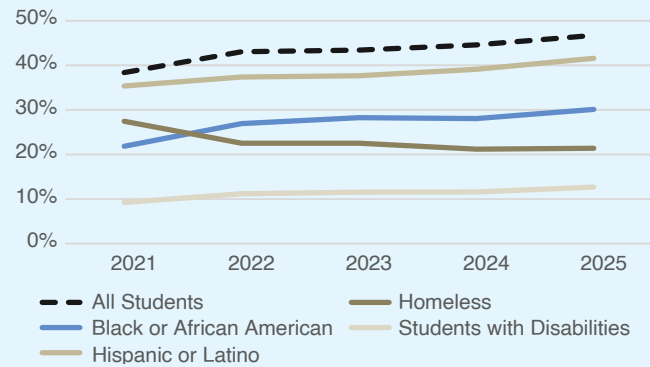
Academic Excellence

Since 2021, ELA scores across the county are improving at a steady rate. In 2025, Fresno County improved at a higher rate than California, demonstrating that the steady work of Fresno County educators is helping students. While gaps remain, the upward trajectory reflects resilience and ongoing support for academic success.

ELA - 3rd Grade

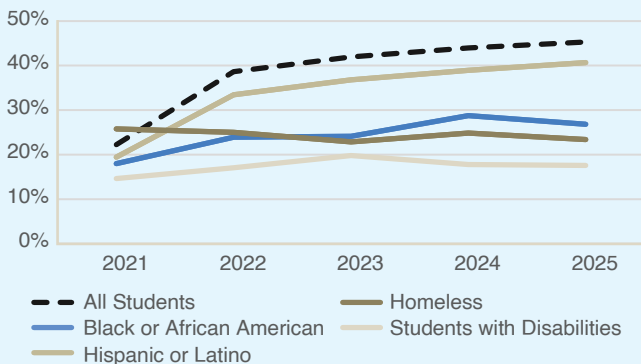


ELA - All Grades

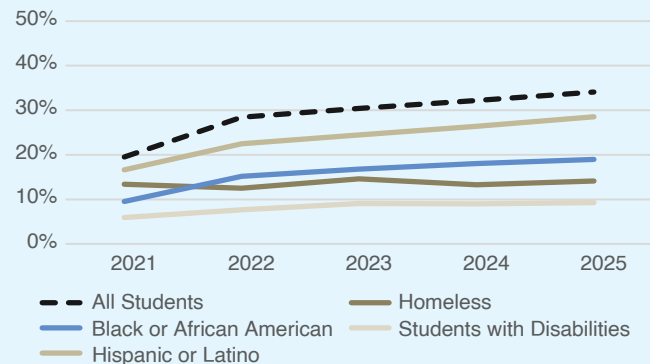


Overall math proficiency has significantly improved since 2021 and also has improved at a rate higher than California in 2025. The trend suggests efforts to support learning are working, with continued focus needed to further close gaps.

Math - 3rd Grade



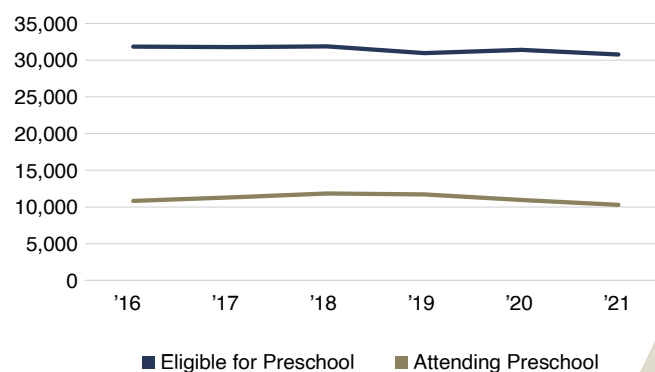
Math - All Grades



Preschool

Approximately one-third of Fresno County students eligible attend some type of preschool program. This number was climbing prior to the pandemic, but has dropped sharply post pandemic. Fresno County is working to provide increased services to families to encourage participation in these programs that develop vital skills in children.

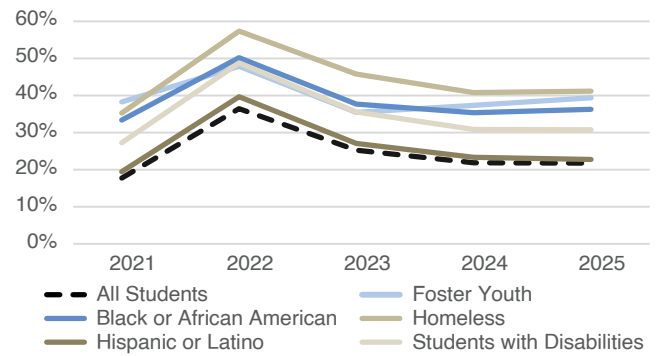
Preschool



Chronic Absenteeism

After peaking in 2022, chronic absenteeism declined steadily for two years before leveling off in 2025. High-risk student groups have also shown improvement; however, continued attention is needed for Foster Youth, whose rates have not improved since 2023. Overall, the downward trend reflects the positive impact of attendance initiatives, strengthened community engagement, and school-based support systems working together to improve student outcomes.

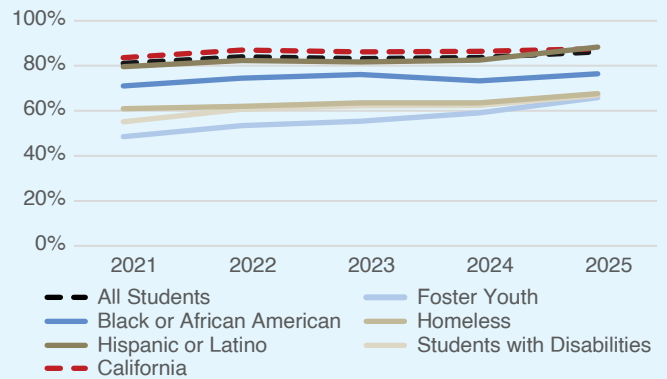
Chronic Absenteeism Rate



Graduation Rate

Graduation rates show both stability and improvement, narrowing the overall gap between California and Fresno County. All student groups demonstrate upward trends, reflecting the impact of targeted interventions and supports. Despite some year-to-year fluctuations, continued efforts toward educational equity are contributing to progress, particularly for Foster Youth.

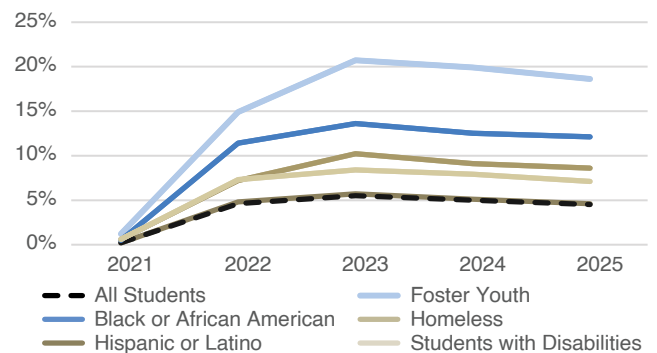
Graduation Rate



Suspensions

Coming out of the pandemic, suspension rates temporarily increased, but settled below the 2019 prepandemic rates in 2024, suggesting a lasting impact of interventions. In 2025, improvements were observed for the overall student population as well as for each high-risk student group. Continued support is crucial to close the gaps that still exist between all students and many of our high risk student groups.

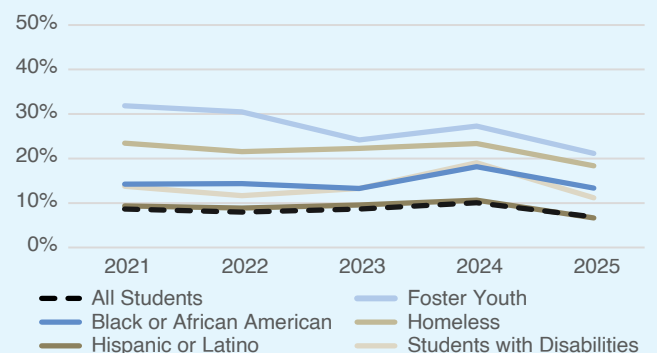
Suspension Rate



Dropout Rate

Dropout rates have decreased across all groups since 2021, with a significant decrease for Foster Youth, indicating efforts are helping create a positive impact on retention.

Dropout Rate





Student Safety, Engagement & Social-Emotional Wellness

There was a theme throughout the data collected that the role of FCSS is to focus on the needs of the “whole child.” High student achievement is often a result of a support system that is purposeful in meeting all the needs of every student. Whether that is helping students to feel safe on campus or providing them with the social and emotional support they need to thrive, it is clear that the role of FCSS is to learn what needs are most prevalent and find ways to meet those needs.

Only 70% of students surveyed felt completely safe on their campus. FCSS is committed to amplifying the voice of our youth and providing the support they need so that 100% feel safe.

Internally, there was an overall sense that FCSS has a variety of services to meet the needs of every child, but those services need to be improved. Internal staff called for more individualized services and suggested working to promote excellence in the services we already provide rather than adding more.

Community partners see FCSS as a hub that has the potential to lead the way in leveraging resources across the community to meet the needs of every child. Whether that is creating a platform to share data across sectors or leveraging their voice as advocates at the state level, FCSS is primed to create partnerships that promote service to the whole child. “FCSS is a big institution. I want them to be vocal, to amplify our message.” – Community Member

We are committed to this by:

- Promoting equity in action by highlighting best-practices in our county schools that promote the mental, physical, and emotional safety of every child.
- Providing more opportunities for student focus groups to problem-solve together and create action plans to support a greater sense of safety across campuses.
- Continuing to pursue relationships across sectors to fill the gaps that the educational sector cannot fill on its own.
- Continue to offer outstanding mental health services to students through All 4 Youth.

We will demonstrate impact through:

- Tracking official FCSS partnerships across sectors.
- Measuring the number of opportunities students across all student groups have to participate in meaningful decision-making around programs to meet their needs.
- Measuring students’ sense of safety and connectedness on a regular basis.
- Tracking the number of referrals for mental health services by district.



Student Achievement

It is not surprising that almost everyone who provided feedback believes that it is the top priority of FCSS to ensure all students have access to a high-quality education in order to improve student achievement. Community members and superintendents agree that our top priority should be to provide academic programs and guide curriculum development across the county. Our data show that currently, our students are not performing as well as we want them to and there are inequitable outcomes across our 32 districts. When asked, “What problems should FCSS be focused on solving?” The majority response was problems

around disproportionate student outcomes. Many specific student groups were called out, including students living with a disability, students from rural communities and black and brown students. Our data also reflected a significant need to focus on the support of students in the foster system and students experiencing homelessness. We understand that a high-quality education does not start in kindergarten, rather it begins at birth, and we are committed to finding ways to measure the success of the entire system – birth through career.

We are committed to this by:

- Developing, piloting, and adopting innovative approaches to instruction and instructional support.
- Creating the infrastructure for data sharing across sectors to better track the success of all children in Fresno County from birth through college.
- Deepening partnerships with community colleges, universities, and industry.
- Regularly disaggregating data to identify students with the greatest gaps in outcomes.
- Continuing to provide programs and resources that are responsive to current needs.

We will demonstrate impact through:

- California Dashboard and assessment data annually reported through an FCSS-developed dashboard.
- Fully executed data sharing agreements with districts and community partners.
- Tracking the number of programs and resources provided annually.



Youth, Family & Community Voice

Through the feedback from multiple partner groups, it was evident that there are not enough opportunities for students and families to have a voice in the educational system. Suggestions from both staff and students made it clear that one way to pursue equity as an organization is to listen to the voices of those who we don't often hear from. One staff member said that it is our responsibility

to “provide an opportunity for those without a platform” to be heard. The data was clear that this is especially important for our students from traditionally underserved communities. “The opportunity to feel seen, heard and thought of would benefit me and others greatly” (CTEC student). FCSS is committed to prioritizing the voices of our youth, their families, and the communities in which they live.

We are committed to this by:

- Increasing the number of student leadership councils.
- Creating regular routines for gathering student, family and community feedback on issues that are most important to them and assuring that they know how to get involved with those opportunities.
- Leveraging community organizations who already have systems in place for listening to community voice.

We will demonstrate impact through:

- Measuring the number of opportunities students from all background have to participate in meaningful decision-making around programs to meet their needs.
- Surveys collected from departments that directly interface with parents and the community. For example, Safe & Healthy Kids, Curriculum & Instruction and Cradle to Career (C2C).



Responsive Community Leadership

Based on many responses from staff, district leaders and community members, it is a priority of FCSS to emulate responsive community leadership, which is characterized by leaders who actively engage with and listen to the needs, concerns and aspirations of the community they serve. We as leaders prioritize open communication and collaboration, fostering an environment where community members feel empowered to contribute their ideas and perspectives.

We must understand the importance of being accessible, approachable and accountable to the community, seeking input and feedback to inform decision-making processes. Our work with Community Schools throughout the region will be a guiding light for our efforts in the community. By forging strong connections and partnerships across the County of Fresno, we can facilitate positive change, promote sustainable development and cultivate a sense of unity and resilience within our community.

We are committed to this by:

- Hosting the Superintendent's Community Advisory Council as a learning space for identifying the cross-sector needs that exist in Fresno County.
- Elevating our work around the establishment of Community Schools across the region, assuring the voices of the community are leading the way in the development of systems put in place to support the Community Schools rollout.

We will demonstrate impact through:

- Annual Community School reporting.
- Surveys collected from departments that directly interface with parents and the community. For example, Safe & Healthy Kids, Curriculum & Instruction and Cradle to Career (C2C).
- Regularly collecting feedback from the Superintendent's Community Advisory Council.



Internal Support & Development

The staff of FCSS are eager to learn and grow. They made it clear that, as an organization, we value personal development and opportunities for furthering our own education so that we can successfully meet the needs of the communities we serve. Staff mentioned a desire for further cross-department support and development around areas such as: teamwork, equity, leadership, management responsibilities (budgeting,

evaluations, etc.), technology and student safety, as well as a need for more job-specific training. FCSS values continuous improvement so we are committed to providing opportunities for our staff to fulfill their own capacities by providing space for learning. Not only will this help to provide a more fulfilling work experience, it will translate to better service for the students and districts in Fresno County.

We are committed to this by:

- Creating opportunities for internal leadership development.
- Supporting the ongoing training of staff through the Educator Effectiveness program.
- Developing opportunities for staff to grow through internal expertise and training.

We will demonstrate impact through:

- The number of staff who participate in Educator Effectiveness training, leadership training and offered internal professional learning opportunities.
- A needs assessment that identifies areas of interest from current staff.
- A calendar of ongoing training opportunities.



Progress Monitoring

Over the next three years we will work to monitor our progress towards the objectives outlined in this Strategic Plan. We will focus on the collection, analysis and interpretation of relevant data and performance metrics to gauge the effectiveness and efficiency of our efforts. By monitoring our progress, we will gain

valuable insights into our overall performance, identify areas for improvement and make informed decisions to optimize productivity and outcomes in our work. This practice enables our teams to ensure alignment with the strategic objectives, fostering a culture of accountability and continuous improvement within FCSS.

	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April
Department Leads and Teams Review department goals and submit annual report on progress	✓	✓	✓									
FCSS Leadership Team Review progress towards department goals and FCSS strategic priorities	✓				✓			✓			✓	
Cabinet Review of progress on priorities				✓				✓	✓			
Superintendent's Office Annual report on progress of strategic plan										✓	✓	

To ensure we are working towards our plan we will do the following:

- An FCSS dashboard will be developed to monitor progress on the county indicators reported at the beginning of this plan.
- Each department will develop annual goals that are aligned to the priorities of this strategic plan. These department goals will be analyzed and reported on annually. A template will be developed to report the goals and their outcomes.
- Cabinet and FCSS leadership will also review this plan on a regular basis and track progress on each priority.
- An annual report will be published internally to report progress on each priority.



Strategic Plan

2023-2026

Annual Strategic Plan Update

The Office of the Fresno County Superintendent of Schools annually measures progress towards the commitments made in the 2023-2026 Strategic Plan. This Annual Update is a high level look at progress made during 2025. It is not intended to highlight all of the programs and services of the FCSS; rather the focus of this report is to provide current updates on the specific commitments made in our prior Annual Update within each of the five Priority Areas of the Plan, which are:

- Student Safety, Engagement and Social-Emotional Wellness
- Academic Achievement
- Youth, Family and Community Voice
- Responsive Community Leadership
- Internal Support and Development

For each priority area, this annual report will provide progress monitoring data, department goal data and highlight progress since our last Annual Update was published.

Priority 1

Student Safety, Engagement and Social-Emotional Wellness

Student Safety, Engagement and Social-Emotional Wellness Results	2025 Annual Update Results	2026 Annual Update Results
FCSS Official Partners	130	220
Number of Student Advisory Groups.....	7	7
Percentage of Students Who Feel Connected on Campus.....	68.4%.....	72.4%.....
Percentage of Students Who Feel Safe on Campus	74.5%.....	77.1%.....
Number of Students Served for Mental Health-related Needs	4,053	4,245

Department Goal Data

FCSS teams set 15 department goals directly related to this priority. 53% of those goals were met.

Progress Made

FCSS has demonstrated a consistent commitment to improving student safety, engagement and social-emotional wellness and it is making an impact. The percentage of students feeling connected and safe on campus grew this year by 4 and 2.6 percentage points respectively.

- All 4 Youth, a partnership with Fresno County Department of Behavioral Health, has grown to over 200 mental health direct service providers assigned to 325 schools and charters across the county. All 4 Youth also provides mental health services in hard-to-reach areas through five Mobile Health Therapy Units.
- FCSS has opened 12 fully operational Wellness Centers located regionally throughout the county. These Wellness Centers processed nearly 1000 referrals in 2025.
- 246 families who have infants living with disabilities received in-home services to help support their needs before enrolling in public education.
- The Fresno County Youth Advisory Board launched in the fall of 2025 to elevate student voice by bringing together 23 high school students from across Fresno County to identify strengths and challenges within their school communities and co-create solutions that enhance student success and experience.
- The CTE/ROP department secured 23 new community partnerships that directly support student success. These partners serve as advisors to our office and direct mentors to students.
- Teacher Development partnered with the Diagnostic Center to provide Trauma Informed Practices Professional Learning to Induction Teachers and residents.

Priority 2

Academic Achievement

Academic Achievement Results	2025 Annual Update Results	2026 Annual Update Results
FCSS Dashboard of Student Outcomes is Updated Annually	Y	Y
Number of District Data Sharing Agreements for Student Data Support	19	24
Number of Programs Directly Supporting Student Achievement.....	10	10

Department Goal Data

FCSS teams set 29 department goals that directly relate to this priority. 79% of those goals were met.

Progress Made

We want all students to grow! Though some of our departments work directly with students, not all do. We celebrate increased student achievement across Fresno County.

- The FCSS Curriculum and Instruction department has 36 content coaches who provided 2900 days of direct support to 31 districts, charter and private school partners in the 2024-2025 school year. This included 842 days of direct support for ELA and 927 days of direct support for STEM.
- FCSS hosted over 28 student events last year that deepened student learning and highlighted the important work of our students.
- 35 unique improvement projects were facilitated directly with districts to support improved student outcomes.
- FCSS has expanded its Network offerings to include networks that are centered around common areas of need in our districts.
 - The Least Restrictive Environment (LRE) Network launched as a place for districts to come together and test new ideas for improving access to general education curriculum and instruction for our students with learning disabilities. This network has seven districts participating and is supported by four FCSS departments.
 - Early Matters Fresno (EMF) is a body that has tightened its focus in the last two years to measure improvement in early literacy. Change ideas are being tested and new protocols are being implemented and students are learning to read as a result! This network has three districts participating and is supported by seven FCSS departments.
- The Special Education department implemented year 1 of a course of study designed for students with extensive support needs.

Priority 3

Youth, Family and Community Voice

Youth Family and Community Voice Results	2025 Annual Update Results	2026 Annual Update Results
Number of Student Advisory Groups.....	7.....	7.....
Surveys to Students, Families and the Community.....	3,500.....	No Longer Measured

Department Goal Data

FCSS teams set six department goals that were directly related to this priority. 100% of those goals were met.

Progress Made

In our own continuous improvement journey here at FCSS, we are learning how to best measure this priority. Last year, we attempted to measure how many surveys FCSS sent to students, families, and the community. We learned that tracking this was nearly impossible due to the vast reach our office has. Once this data was published, we quickly realized it was not accurate. There were thousands more that were not accounted for. Our departments are getting feedback from youth, family and community through many avenues, including surveys on a regular basis. Instead of measuring only the administration of surveys and getting a number that is likely not accurate, we decided to highlight the variety of ways we access the voice of our community.

- FCSS added a student board representative in 2025. Tera Cavasos, our board student representative, started July 2025 and will end June 20, 2026. Her first public appearance was at the August board meeting. She provides a public report at each monthly board meeting.
- In 2025, FCSS named our first Youth Poet Laureate, Evy Singh! Evy is a sophomore at Central High School with numerous academic awards and honors who combines her passion for poetry, storytelling, mental health advocacy, the arts, and community service to positively impact the world around her.
- FCSS launched the LEAD Pathway in Fall 2025. The LEAD Pathway is a student leadership and college-readiness program designed to develop confident, purpose-driven leaders through identity exploration, skill-building, mentorship, and postsecondary preparation. The program serves 50 high school students across Fresno County, with an emphasis on students who demonstrate leadership potential and a commitment to personal growth, academic success, and community impact.
- Our seven student advisory groups provide valuable feedback to our office on a regular basis.
- Four departments across FCSS purchased Reals licenses from Parsec Education to more easily access the voice of our community. Through Reals, we can access user voice through voice, video, or writing all through a quick and simple QR code accessed via cell phone. These licenses are being used across the following departments: Safe and Healthy Kids, Early Childhood Education, Community Schools, and Continuous Improvement.
- Cradle to Career manages a partnership with over 100 organizations representing 10 sectors that are actively engaging youth and community voice.

Priority 4

Responsive Community Leadership

Responsive Community Leadership Results	2025 Annual Update Results	2026 Annual Update Results
Total # of Community Schools in Fresno County.....	117	158
Total # of LEAs in Fresno with at least one Community School	27	26
Surveys to Students, Families, and the Community.....	3,500	No Longer Measured
Number of Superintendent Community Advisory Council Meetings	3	No Longer Measured

Department Goal Data

FCSS teams set two department goals that were directly related to this priority. 100% of those goals were met.

Progress Made

This priority is a highlight for our office due, in part, to our robust partnership with Fresno Cradle to Career (C2C). 18 cross-sector executive leaders representing 10 different sectors meet regularly to work towards a future “where youth can thrive in their communities” (C2C 2025 Annual Report). These C2C Leadership Council Meetings serve as one of many advisory bodies to our office as we make decisions for the students and families that we serve. As FCSS continues to improve its services and use of resources, the Superintendent Community Advisory Council meetings no longer exist in isolation. The C2C Leadership Council meetings, focused on measured improvement, policy and systems change, serve the same purpose and continue to provide robust community feedback for our office.

Our support of the California Community Schools initiative has also demonstrated success with 41 new community schools joining the work in 2025. All 158 Community Schools are now looking to the future, with the support of FCSS, to find ways to sustain the important work of supporting the whole child past the grant-funded implementation period.

- The CTE/ROP department secured 23 new community partnerships in 2025 that directly support student success. These partners also serve as advisors to our office and direct mentors to students.
- The FCSS has partnered with the Fresno County Department of Public Health to launch the Fresno County Information Exchange (FCIE). Stage One of this multi-agency data-sharing platform focuses on two pilots: Youth Suicide Prevention and Home Visitation.
- Our FCSS Pro Child Policy Agenda continues to guide our advocacy at local, state, and federal levels.
- Expanding the Community Schools model continues to be a priority for FCSS. 41 new schools received grants to implement the community school framework.

Priority 5

Internal Support and Development

Internal Support and Development Results	2025 Annual Update Results	2026 Annual Update Results
Number of Staff that Participated in Professional Learning Opportunities	849	No Longer Measured
Annual Needs Assessment for Professional Learning Interest	Y	Y
The Calendar of Internal Training Opportunities is Updated Regularly	N	Y

Department Goal Data

FCSS teams set 38 department goals that were directly related to this priority area. 82% of those goals were met.

Progress Made

Many departments have specific ways that they offer support to their staff. Whether it is through clearly defined onboarding programs or professional development opportunities, the first line of support comes from each individual department. Due to this, it is difficult to track the exact number of training opportunities provided to staff. Last year, we reported 849 staff that participated in training opportunities, but as we were compiling that data for 2025, we realized that everyone defines professional learning differently and truly, all FCSS staff are offered some sort of professional learning opportunities annually. We will continue to seek ways to accurately collect this data and also we will continue to expand our internal support opportunities so each employee feels they have the training they need to execute their job with excellence.

- The Educator Effectiveness Grant provided professional development to 674 employees across seven departments in the 2024-2025 school year. Though the grant that funds this program is ending in June 2026, the FCSS has secured funding for this program to continue through June 2028.
- Teacher Development offered over 14 Professional Learning sessions at no cost to FCSS employees.
- The FCSS continued to bring more training opportunities to its staff in 2025. As a result of our annual Employee Engagement survey, the FCSS launched monthly technology training opportunities open to all FCSS employees. The response to these training sessions has been strong. Each training in the fall semester had a significant wait list. In response to that, each training session is already scheduled to be re-delivered in Spring 2026.
- The FCSS CORE team reflects the foundational values of Communication, Organization, Expectation, and Relationship (CORE) and includes clerical staff, such as administrative assistants and above. In 2025, the team began a leadership development series facilitated by the FCSS Community Schools team.
- Internal training has expanded beyond professional development to include personal development and wellness support, demonstrating a commitment to the well-being of each employee.
- For the first time, The Mentoring Academy was offered to the FCSS Peer Assistance and Coaching (PAC) mentors.
- Numerous training opportunities were provided to staff across FCSS that are department specific. For example, the Curriculum and Instruction department brought in Artificial Intelligence (AI) expert Ken Shelton to work with their content coaches around best practices with AI in schools.
- The FCSS Legal Department trained all staff who interact with contracts in 2025.
- In 2025-2026, professional learning opportunities will be offered to Supervisory staff members on an Overview of Bargaining Unit Agreements and Policies, Evaluations & Performance Improvement Plans, Progressive Discipline and Investigations 101. In addition, training will be provided on Interview, Recruitment and Selection processes and best practices for hiring managers.
- Through new internal communications practices, FCSS began highlighting the number of employees who received promotions and the number of employees who are new to FCSS.



SUPERINTENDENT

Dr. Michele Cantwell-Copher

FRESNO COUNTY BOARD OF EDUCATION

Kimberly Tapscott-Munson – Area 1

Bryan Burton – Area 2

Itzi Robles – Area 3

Dr. Marcy Masumoto – Area 4

Dr. Allen Clyde – Area 5