

# Annual Report To The Community



## THE STATE OF EDUCATION IN SANTA CRUZ COUNTY 2013-2014

### *Creating Pathways for ALL Students*

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*Strategic Plan  
back cover*





*“Our District greatly appreciates the County Office of Education’s ongoing support for critical programs*

*that make a significant difference for our local school districts.”*

—Dorma Baker,  
Superintendent,  
Pajaro Valley Unified  
School District

This annual report  
published in accordance  
with California law.

ON THE COVER:  
*Hands-on projects in Dan Johnston’s Regional Occupational Program class, Biological Connections to Energy and the Environment, at Watsonville High. Students, from left: Daisy Carrasco-Barajas, Cesar Garcia, Karla Hernandez, Kasem Green, Enrique Ornelas.*

—Photo by Greg Pio

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## Santa Cruz County Office of Education and Board

### *County Offices of Education Play an Essential Role*

California operates a three-level system of public education. Regulations, funding and fundamental policies are established at the state level, while the day-to-day schooling of children is the responsibility of more than 1,000 local school districts. At the third level are the 58 county offices of education, which provide an important support infrastructure for local schools and districts, both programatically and financially.

County offices of education also fulfill state mandates to audit school district budgets, register teacher credentials, complete employee background checks, certify school attendance records, and develop countywide programs to serve special student populations.

### *The Santa Cruz County Office of Education*

The Santa Cruz County Office of Education (SCCOE) is a public agency charged with providing educational leadership, resources, and services to schools to ensure quality educational opportunities for all students. This mission is accomplished through partnerships with teachers, school districts, non-profits, parents, businesses and other governmental agencies.

Direct instructional programs are offered through special education, alternative education and Regional Occupational Programs. District services are provided in the areas of professional development and fiscal services. The SCCOE is also responsible for coordination of local services with the California Department of Education.

### *The Role of the County Board of Education*

The primary responsibility of the Board of Trustees is to develop, adopt, and evaluate policies for programs administered by the SCCOE. Additionally, the 7-member board is responsible for:

- Approving the annual County Office budget.
- Acting as the appeals board for student expulsions and inter-district transfers.
- Establishing the County Superintendent’s salary.
- Serving as the County Committee on School District Organization, overseeing the reorganization of school districts and district boundaries through territory transfers or unifications.
- Collaborating with the elected County Superintendent of Schools so that the shared vision, mission, goals and policies of the SCCOE can be implemented.

County Board of Education meetings are normally held on the third Thursday of each month at the Santa Cruz County Office of Education Board Room, 400 Encinal Street, Santa Cruz, CA 95060.

Visit us at [www.santacruz.k12.ca.us](http://www.santacruz.k12.ca.us)

## Letter from the County Superintendent



### *Working Together to Ensure That All Students Are Career and College Ready*

This is shaping up as a watershed year, in which both the instructional and funding structure of public education will undergo a profound and fundamental change. Two factors — a new local funding formula, and nationwide Common Core standards (with new assessments) — are at the heart of this change.

At the Santa Cruz County Office of Education (SCCOE), we are committed to being nimble and responsive, working in concert with local school districts to manage these changes so that it results in the best possible outcome and education for our students.

Across the United States, Common Core Standards for Mathematics and English Language Arts have been formulated, along with English Language Development and Next Generation Science Standards, to provide a consistent, clear understanding of what students are expected to learn.

These standards are designed to be relevant to the real world, reflecting the knowledge and skills that young people need for college and careers. That goes hand in hand with the programs that the SCCOE

has been advancing, and we look forward to providing support in this transition.

A new Local Control Funding Formula (LCFF) created at the state level will dramatically change the funding elements of public education. Funds previously earmarked for specific educational categories will be redistributed to local school districts. The upside is more local control and more flexibility, with most spending decisions made at the local level.

A potential downside is that because these services have typically been provided at a county or regional level, local districts will have to manage a steep learning curve in a short time. That's where the SCCOE, with its extensive expertise in this area can help districts arrive at workable solutions.

The SCCOE will be in constant communication

with local districts and will perhaps continue to provide some services on a fee basis to make the transition work. Our mission remains first and foremost to serve our local school districts, particularly in the areas of student safety; support for low-income students, English learners and foster youth; at-risk students and those with exceptional needs; career and college preparation; and professional training for teachers and administrators.

We will be posting regular updates on these and other issues at our website, [www.santacruz.k12.ca.us](http://www.santacruz.k12.ca.us). We invite the community to follow and participate in these developments and in our children's futures.

*Michael C. Watkins*  
Superintendent,  
Santa Cruz County  
Office of Education

# Exemplary Educators and Current County Trustees

## *Santa Cruz County Office of Education Recognizes Exemplary 2013 Educators*



**Laura Hamby**

*Classified Employee of the Year*  
Site Program Coordinator  
Mission Hill Middle School  
Santa Cruz City Schools



**John Simms**

*Teacher of the Year*  
Math Instructor  
Aptos Junior High School  
Pajaro Valley Unified School District



**Julie Haff**

*Administrator of the Year*  
Superintendent  
San Lorenzo Valley  
Unified School District



**Aaron Hinde** - Trustee Area 1

Represents Bonny Doon, Davenport and North Coast, plus portions of San Lorenzo Valley and Scotts Valley. Appointed in November 2008, he is serving a second term expiring in December 2014.



**George "Bud" Winslow** - Trustee Area 4

Represents portions of Live Oak, Soquel-Capitola and Santa Cruz. Elected in 2008 and re-elected in 2012, his current term expires in December 2016.



**Jack Dilles** - Trustee Area 2

Represents portions of the Scotts Valley, Santa Cruz, Live Oak, Soquel and Happy Valley areas. Appointed in 2006, he is serving a second term expiring in December 2014.



**Jane Barr** - Trustee Area 5

Represents portions of the Pajaro Valley, Scotts Valley, Happy Valley, Soquel and Mountain School Districts. Elected in November 2012, she is serving her first term which expires in December 2016.



**Sandra Nichols** - Trustee Area 3

Represents portions of Santa Cruz, Scotts Valley and San Lorenzo Valley. Elected in November 2012, she is serving her first term which expires in December 2016.



**Dana Sales** - Trustee Area 6

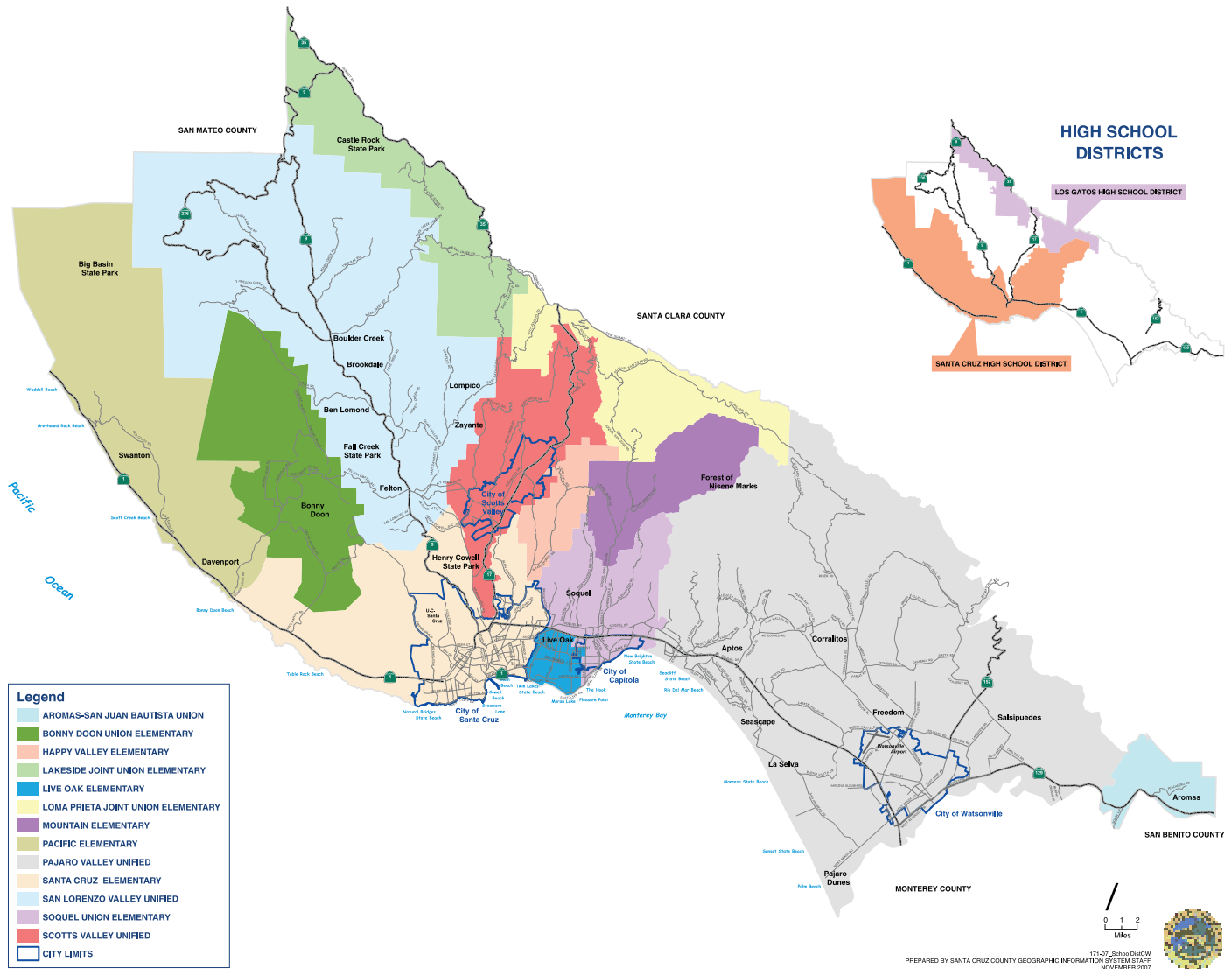
Represents a portion of the Pajaro Valley Unified School District. Appointed in 1992, he is currently serving his sixth term, which expires in December 2016.



**Gina Locatelli** - Trustee Area 7

Represents a portion of the Pajaro Valley Unified School District. Elected in 2010, her current term expires in December 2014.

## SCHOOL DISTRICTS – Santa Cruz County, California



### School Districts and Superintendents – 2013-2014 enrollment numbers are in parentheses

Bonny Doon Union Elementary School District (127)  
Stephanie Siddens 831-427-2300  
<http://www.bonnydoon.santacruz.k12.ca.us>

Happy Valley Elementary School District (129)  
Michelle McKinny 831-429-1456  
<http://www.happyvalley.santacruz.k12.ca.us>

Live Oak School District (2,083)  
Tamra Taylor 831-475-6333  
<http://www.losd-ca.schoolloop.com>

Mountain Elementary School District (130)  
Diane Morgenstern 831-475-6812  
<http://www.mountain.santacruz.k12.ca.us>

Pacific Elementary School District (106)  
Eric Bitter 831-425-7002  
<http://www.pacific.santacruz.k12.ca.us>

Pajaro Valley Unified School District (20,374)  
Dorma Baker 831-786-2100  
<http://www.pvusd.net>

San Lorenzo Valley Unified School District (4,542)  
Julie Haff 831-336-5194  
<http://www.slv.k12.ca.us>

Santa Cruz City School District (7,023)  
Gary Bloom 831-429-3410  
<http://www.sccs.santacruz.k12.ca.us>

Scotts Valley Unified School District (2,485)  
Penny Weaver 831-438-1820  
<http://www.svusd.santacruz.k12.ca.us>

Soquel Union Elementary School District (2,010)  
Henry Castaniada 831-464-5630  
<http://www.soqueldo.santacruz.k12.ca.us>

## *The SCCOE is one of the largest providers of educational services in Santa Cruz County,*

including many vital programs such as job training and green careers, special education, outdoor science school, and much, much more.



## *Alternative Education*

Alternative Education Programs serve students in grades 7-12 at 19 school sites around the county. They offer standards-based instruction in safe, supportive and structured environments for students in need of a small school setting. At the heart of these programs and schools is a belief that all students can succeed, given the right environment and proper support. Working together, staff, parents, and community partners strive to meet the diverse academic, social and career education needs of every student in the county.

## *Special Education*

The SCCOE's Special Education Programs serve the 13% of county students who face significant physical and emotional challenges. Offering these services at a countywide level to children in all school districts is financially efficient and results in the ongoing development and refinement of best educational practices.

In 2013-14, key Special Education activities include expanding a model program for Emotional Disturbance classrooms, setting up the Light House program for severely handicapped students, improving training for substitute teachers and aides, and increasing staff development opportunities, with a focus on Common Core curriculum and student behavior.

## *Special Student Services Programs*

**BASTA**, Broad-Based Apprehension, Suppression, Treatment and Alternatives, is a program that the SCCOE co-chairs with law enforcement as part of the North County Operational Team. Together they facilitate communication between law enforcement, education and social services to help reduce gang and youth violence and crime and increase student safety.

**FOSTER YOUTH SERVICES** The county hosts a Foster Youth Services Local Advisory Board (FYSLAB), which coordinates educational advocacy with all partners involved in the system of foster care and education. Additionally, Santa Cruz County was chosen as a statewide and national pilot site for the FosterEd Initiative, managed by the National Center for Youth Law. Its purpose is to increase the skills, knowledge and capacity of those who hold educational rights for foster youth in the context of academic success.

## *Santa Cruz County Regional Occupational Program*

The Santa Cruz County Regional Occupational Program (ROP) provides high quality Career and Technical Education (CTE). This year ROP will serve 3,000 students in 138 classes in 44 different subjects at 23 different sites. As a department of the SCCOE, ROP provides tuition-free programming to high school students 15 and older. ROP also offers fee-based programs for adults, including Dental and Medical Assisting.

ROP is committed to providing a variety of opportunities for students to become college and career ready. It offers 20 college-prep courses at every comprehensive high school in Santa Cruz County. These courses help students complete minimum requirements for admission to a California State University or the University of California. ROP also offers 14 courses that are articulated with local community colleges. Students in these courses can earn college credit while they are in high school. Many courses offer an industry-recognized certificate upon completion, helping make the student immediately employable.

This year ROP will conduct the Third Annual ROP Expo to connect education and industry partners to Career and Technical Education programs. The event is always well attended by ROP staff, students, industry representatives and local educators and will help provide the highest quality

career and technical education for the community. Some of the outcomes of the ROP Expo are that students and teachers connect with local business leaders to discuss employment and work-based learning opportunities; ROP teachers receive valuable information from industry representatives to ensure the relevance and rigor of programs; and the SCCOE engages in conversation with educational partners about CTE and Core Academic program integration. The ROP Expo will continue to provide CTE support and strengthen relationships among the business community, school districts and SCCOE.

## *Human Resources*

In addition to providing essential Human Resources services internally to the SCCOE, the Human Resources Department provides leadership, guidance, training and technical assistance to all

school districts within the county. To assist districts in complying with legal mandates relating to employment, fingerprinting, background clearances, teacher credentialing, substitute teacher services, and recruitment, the SCCOE regularly provides training and hosts monthly meetings for district Human Resources Directors. Data in two of these services demonstrate a strong need for our services: last year the SCCOE processed a total of 2,500 fingerprints and kept current a database of 995 available substitute teachers. Human Resources also provides credentialing services and licensing expertise to the 10 school districts, as well as to the ROP in Santa Cruz County.



# Academic Performance

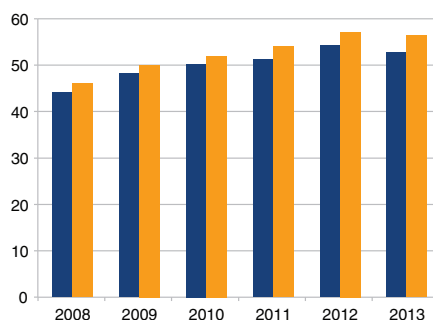


## California Standards Test Results

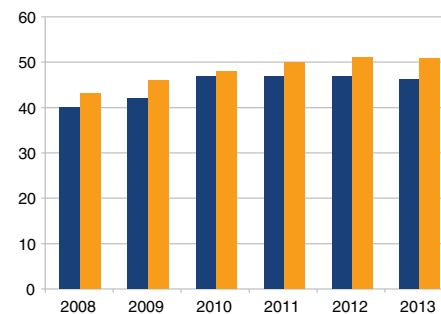
Percentage of students scoring Proficient or Advanced on annual statewide assessments.

■ Santa Cruz County ■ State of California

### ENGLISH LANGUAGE ARTS

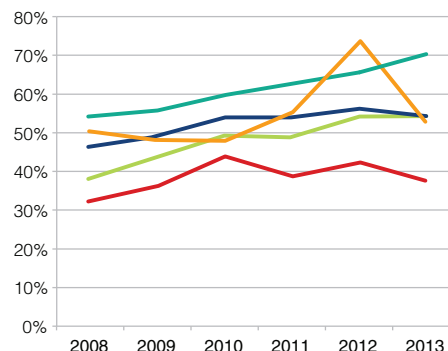


### MATHEMATICS



### SCIENCE

■ Grade 5  
■ Grade 8  
■ Grade 10  
■ HS Biology  
■ HS Chemistry

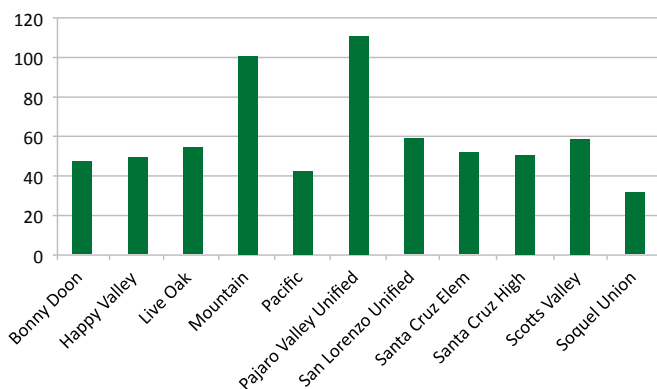


California students are tested for knowledge of life science, based on curriculum, in grades 5, 8, and 10. High school students who have taken biology and chemistry are specifically tested in those subjects. The chart shows Santa Cruz County results as a percentage of students scoring “proficient” or “advanced.”

## Academic Performance Index

As shown in the graphs, the percentage of schools meeting Academic Performance Index standards has been steadily rising, both in Santa Cruz County and statewide. The chart below shows the gain in API points, based on district average, of school districts in Santa Cruz County from 2003-2012.

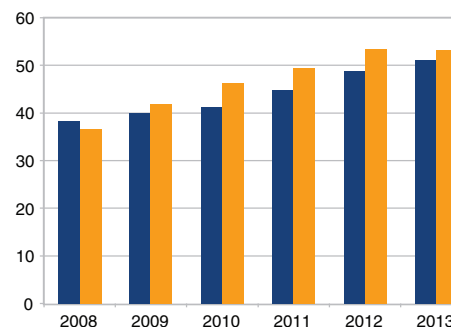
### API GROWTH



Index graph below shows the percentage of schools at or above the Performance Target of 800.

■ Santa Cruz County ■ State of California

### API INDEX



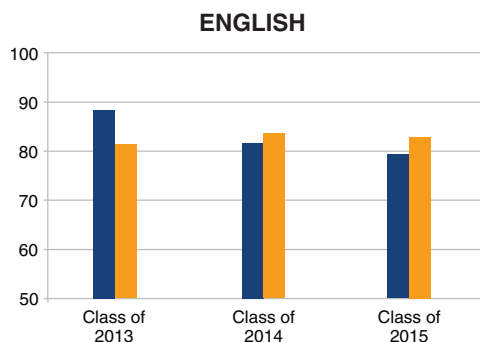
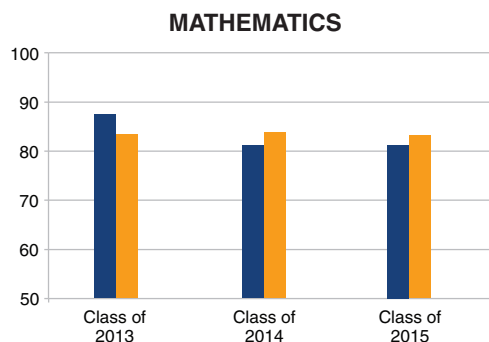
Percentages by school grade levels

	2008	2009	2010	2011	2012	2013
ELEMENTARY	49 41	47 48	46 51	53 55	55 59	43 59
MIDDLE	33 30	31 36	46 40	46 43	46 49	46 49
HIGH	8 17	25 21	21 25	29 28	29 30	36 30

## California High School Exit Exam Results

All California high school students are required to pass the California High School Exit Exam (CAHSEE) to earn a high school diploma. The exam ensures that all students in California public high schools can demonstrate competency in three core subjects: reading, writing, and mathematics.

All high school students take the exit exam sophomore year. Those who do not pass at that time, take it again junior year, and senior year if necessary. The bar graphs indicate the percent of sophomores passing the exam on the first administration.

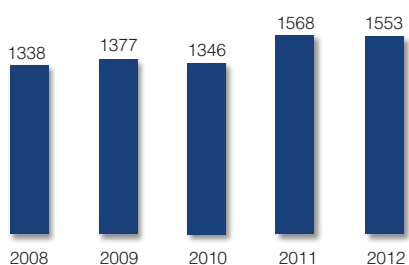


■ Santa Cruz County

■ State of California

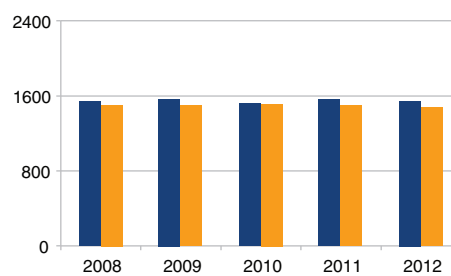
## Advanced Placement Results

Number of high school students receiving a passing score of 3, 4, or 5 on one or more Advanced Placement Exams.



## SAT Scores

The total average SAT Score of Santa Cruz County high school students was 1548 in 2012, as compared to 1492 for the state. Maximum score possible is 2400 points.



Source: Santa Cruz County Community Assessment Project year 19



*The SCCOE is helping local school districts adjust to the new Local Control Funding Formula (LCFF), which gives them more control over expenses.*

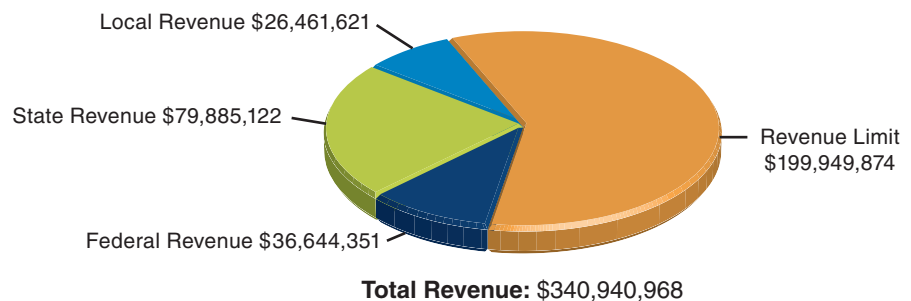
School districts locally and around the state are in the process of adjusting to the new “Local Control Funding Formula” (LCFF), which is meant to give districts more local control over their expenses. In addition, the new “Local Control Accountability Plan” (LCAP) is tied to the new funding formula. Approval of each is dependent on the other.

Displayed below are the unaudited revenues and expenses for the 2012-2013 fiscal year. This was the first year in many that districts were not subjected to additional cuts because of reduced state funding. This was primarily due to an improving economy and the passage of Proposition 30, which increased sales and income taxes temporarily to sustain schools through 2015-2016.

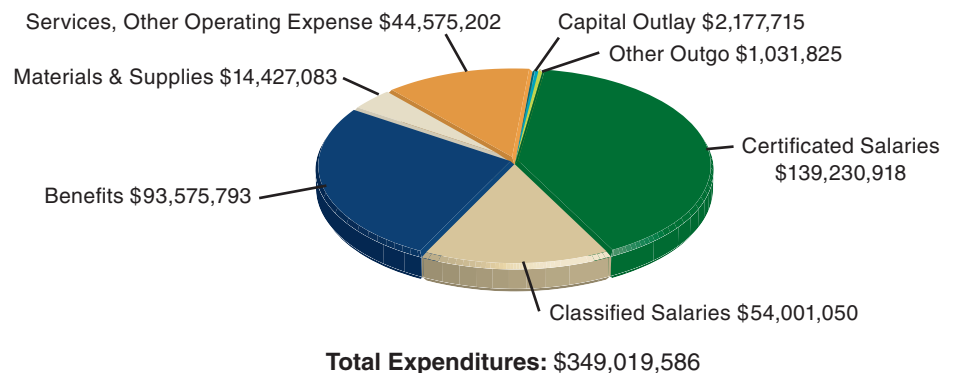
The SCCOE provides both internal and external business services in support of the county’s ten local school districts. These include: budget approval, monitoring, revenue distribution, payroll, retirement, attendance reporting, audit reviews, financial system support, workshops and financial accounting services.

The following charts indicate the total revenues and expenditures of Santa Cruz County School Districts in fiscal year 2012-2013. The revenue chart shows the state is by far the largest contributor with a contribution of \$280 million in general funds and revenue-limit funds. The second chart illustrates expenses, which are primarily in salaries and benefits to support the students in the classrooms. Over the past several years staffing levels (as well as other expenditures) have fallen in concert with the easing of the state budget crisis. The trend is expected to change beginning in 2013-2014.

**2012-13 Countywide Revenue K-12 Public Schools**

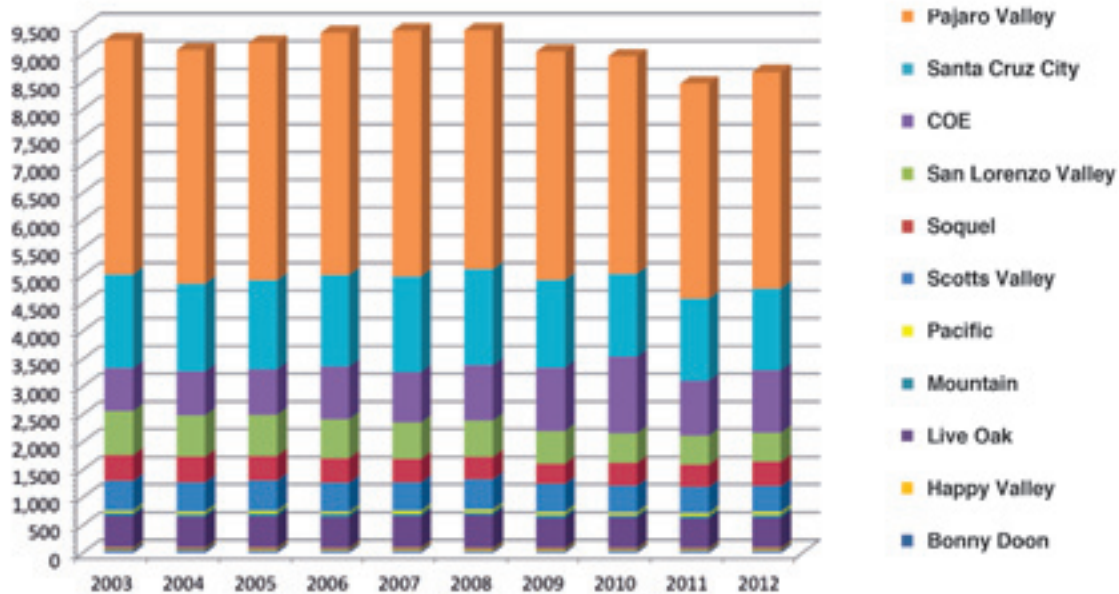


**2012-13 Countywide Expenditures K-12 Public Schools**



The bar graph shows the number of W-2's processed by the SCCOE for all local school districts over the past ten calendar years. (Unlike revenues and expenses, W-2 data is reported on a calendar-year basis.) In prior years there had been a decline in the number of W-2's countywide, but there was an increase of 2.4% between 2011 and 2012: an indication the economy is recovering.

**SANTA CRUZ COUNTY W2 COUNT COMPARISON 2003 - 2012**



## *Integrated Technology Services Countywide*

The SCCOE's Technology Services Department provides network services and support to school districts throughout Santa Cruz County. Districts connect to the SCCOE to access the 10 gigabit K-12 High Speed Network. Recent infrastructure enhancement initiatives have brought broadband, wireless and classroom technology upgrades to small districts including Mountain, Bonny Doon and Pacific Elementary School Districts.

Other services offered to schools include e-mail accounts, spam filtering, virus detection services, technical assistance with hardware and software, hosting of school site web pages and video services.



## Educational Services Division

**Arts in Education** During the 2012-13 year the focus was building teacher capacity, including professional development and collaborations. Activities included: *The Arts Institute* - where K-8 generalists experienced immersion and learning in two arts disciplines; *Artist Teacher Partnership Project* - teaching artists partnered with Institute teachers to teach in different schools; *Kindergarten Art Shows* - used an on-site model of artists mentoring teachers; and *County-wide Specialist Professional Development* - a peer-teaching model for K-12 arts specialists.

**Child Development Programs** The Child Development Department's focus is to support early learning so that children will develop the foundation they need to be ready to succeed in school. That means advocating that good child care be accessible and affordable. The mission: One Childhood – One Chance.

*The Child Development Resource Center* helps families find child care that best meets their needs; recruits and provides professional development to child care providers; and collects data from parents and child care providers. The *Child Care Planning Council* plays a leading role in helping to create awareness about child care issues.

**Environmental Programs** The best way to learn about nature is by being there. This principle has sent nearly 100,000 students through *Outdoor Science School* since the program began in 1973. Students from schools in five counties attend the week-long, residential Outdoor Science School in the Santa Cruz mountains, exploring the interrelationships between plants, animals and humans through scientific inquiry. The *California Regional Environmental Education Community (CREEC)* network enhances environmental literacy through a fully searchable on-line directory of environment-based education, field trips, curriculum, classes, and workshops aligned with state standards.

**Migrant Head Start** *Central California Migrant Head Start* eases the transition of farm worker families into the community and encourages a love of learning. Staff monitors the quality of the family child care homes and centers that care for these children. The focus this year was on school readiness, demonstrating to parents how books, blocks and play dough can introduce math concepts and expand children's vocabulary.

**New Teacher Project** *The Santa Cruz/Silicon Valley New Teacher Project (SC/SVNTP)* is a collaborative effort among the Santa Cruz County Office of Education and approximately 32 school districts and charter schools in Santa Cruz, Santa Clara, North Monterey, and San Benito counties. The focus is to provide new teachers with intensive coaching support and training during their credential-clearing process. Through weekly mentoring, teachers' classroom practice improves to ensure student academic success while being responsive to the diverse, cultural, social, academic, and linguistic backgrounds of all students.

**Student Support Services** The Department provides academic and supportive services to more than 4,000 students annually through: 1) *Safe and Supportive Schools* - staff development in safe school planning, bullying prevention, violence prevention, teen dating violence prevention, emergency response for schools, and the *School Mental Health Partnership* - focused on creating a comprehensive system of mental health services. 2) *Law Related Education Programs* - Teen Peer

Court, DUI Court in Schools, and Mock Trial. 3) *Student and District Support Services* - Students in Transition serving homeless students, School Attendance Review Board serving truant youth, and Healthy Girls Santa Cruz.

4) *Youth Employment Development* - Subsidized jobs for 16 – 24 year old at-risk youth through the *Sueños Program* in south county and *Work4Youth Summer Employment Program* countywide.



## Curriculum and Instruction

The main focus of the Curriculum and Instruction Department of the SCCOE is providing professional training for educators in Santa Cruz County. The Common Core State Standards (CCSS) in English Language Arts/English Language Development and Math (<http://www.cde.ca.gov/re/cc/>) represent perhaps the most significant shift in education in recent memory and are the cornerstone of staff development this year and beyond. Emphasizing what 21st century students need to understand and be able to do for success in college and careers, these new standards challenge teachers to engage students in rigorous course work

that is relevant to their lives in and out of K-12 schools. This means that students will be asked to build on one another's ideas through collaboration around academic content and go deeper into their learning.

Throughout this past year, the Curriculum and Instruction Department has focused on providing professional development to local teachers and school/district administrators as they transition to these new standards and assessments. Countywide informational sessions provided an overview of the standards and the impact they will have on classroom instruction. Educational Network meetings are held

throughout the year to provide administrators with the most up to date information, educational policy and practice, and serve as a forum for sharing successful strategies with county peers. Workshop series emphasized topics such as developing literacy in the content areas, building academic language, collaboration and project-based learning. With new state-wide testing starting in 2014 and new standards for English Language Development, Science and Social Studies anticipated, this year provided a foundation for continued service and support to districts as they prepare students for college and career readiness.

## Education Technology

Teaching and learning take place today in a mobile, connected, and information-rich world. Education Technology plays an increasingly important role in providing students with relevant, authentic, and engaging learning opportunities. Anytime/anywhere learning is essential in preparing students for college and careers in the global economy. The programs below are part of the SCCOE's answer to the question, "What is 21st Century Learning?"

**Leading Edge Certification:** The SCCOE is a statewide and national leader in online learning advocacy, policy, and practice. Leading Edge Certification, a national certification program, is offered to teachers across the county, providing an intensive 40+ hour course on effective strategies for online and blended teaching and learning so students can learn on the go. Since the summer of 2012, the SCCOE provided dozens of educators the opportunity to be Leading Edge Certified in Online and Blended Learning.

**Model Technology Classrooms:** In response to the need for digital-age learning environments, districts were provided funding and ongoing support for creating model classrooms focused on student-centered learning with technology. Equipment included iPads for students of participating teachers, interactive whiteboards, engaging learning software, and more.

**Digital Connections:** The Digital Connections Project, which began in 2010, was created to engage students in deeper learning through video production, media literacy, and project-based learning. By putting digital tools in the hands of teachers and students, the SCCOE has seeded the resources, equipment, and support required for successful digital media programs. Each year the SCCOE selects roughly 40 teachers from schools throughout the county, two teachers per site representing all districts, to receive intensive training.

**Academic Competitions:** Competitions sponsored by the SCCOE are annual events that encourage critical thinking and high achievement among students. They include the Science Fair, Spelling Bee, Math Contest, Mock Trial, and Student Authors' Fair.

## The Numbers Tell The Story

Santa Cruz County has a diverse student body (see chart), the relative makeup of which has changed little over the past few years.

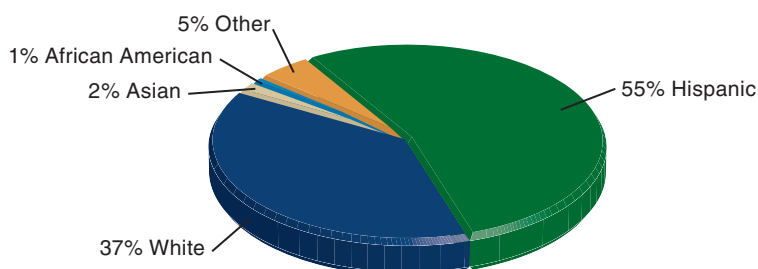
Total K-12 enrollment in public and charter schools for 2012-13 was 39,960, up 1.8% from the year before.

Santa Cruz County has a slightly higher percentage of Hispanic students than the state as a whole (55% vs. 53%); a significantly higher percentage of white students

(37% vs. 26%); and a significantly lower percentage of African American, Asian and other groups (8% vs. 21%).

Other figures compiled by the California Department of Education provide additional insights into the nature of the local student body.

Local Students by Race/Ethnicity



### ENGLISH-LANGUAGE LEARNERS:

In Santa Cruz County, 11,042 students (28%) are still learning the English language. Statewide, 22% are non-proficient in English.

### SPECIAL EDUCATION:

Just under 13% of Santa Cruz County students are enrolled in at least one special education program, reflecting a learning disability of some kind. In California as a whole, 11% are in special education programs.

### FREE/REDUCED PRICE MEALS:

According to the most recent state statistics, more than half of Santa Cruz County students (51.3%) qualify for free or reduced price meals, based on family income. For all California, the percentage is slightly higher, 56.7%.

### POSTSECONDARY ENROLLMENT:

In 2008-09, the most recent year for which figures are available, Santa Cruz County had 73.2% of recent high school graduates enrolled in a postsecondary institution (community college or 4-year school) in the United States. Statewide, 74.4% of students were so enrolled.

### PHYSICAL FITNESS:

The state tests fifth, seventh and ninth graders for physical fitness in several categories and determines whether or not students are in a medically determined "Healthy Fitness Zone." Santa Cruz County results are close to the state average. For example, 59.1% of county ninth graders are in the HFZ for body composition, as against 58.9% statewide. In flexibility, 72.8% of local ninth graders are in the HFZ, compared to 84.7% of students statewide.

Note: In the five categories above, Santa Cruz County numbers are not significantly different from those reported the prior year.

## Business Partners in Education

*We thank the following businesses for their continued support of the youth in Santa Cruz County*

24 Hour Fitness  
A Touch of Elegance  
AAA Insurance  
Ace Hardware  
Administrative Office  
of the Courts  
Annie Glass  
Aptos Coffee Roasting  
Company  
Bank of America  
Bar Association  
Bay Federal  
Credit Union  
Bay Tree Book Store  
Bayview Hotel  
Best Buy  
Bike Trip &  
Project Bike Trip  
Bill Schultz  
Construction  
Bookshop Santa Cruz  
Boys' and Girls' Club  
Brinks Awards & Signs  
Cabrillo College  
Cabrillo College  
Horticulture  
Café Cruz  
Café Ella  
Capitola Book Café  
Capitola Mall  
Capitola Police Dept.  
CASA  
Cece Pinheiro - SPIN\*  
Chaminade Resort  
and Spa  
Chardonnay Sailing  
Charters  
Child Care Ventures  
Children's Mental Health  
Chili's  
Choi's Tae Kwan Do  
Cinelux  
City of Watsonville  
Claire's  
Coleman Company  
Community Bridges  
La Manzanita  
Community Printers, Inc.

Community TV-  
Santa Cruz  
Compass Rose Media  
Costco  
County of Santa Cruz  
County-wide BASTA  
Operations Teams  
1 & 2  
Darco Paper & Printing  
Del Mar/Nickelodeon  
Theatres  
Digital Media Factory  
Driscoll's  
Dominican Hospital  
Easton Bell  
Erik's Deli\*  
Fashion Institute  
of Design and  
Merchandising  
First 5 Santa Cruz  
Five Star Catering\*  
Food, What?!  
Fringe Salon  
FTC Family of  
Companies  
Gayle's Bakery  
George Wilson  
Company  
Graniterock  
Grey Bears  
Habitat for Humanity  
Head Start Santa Cruz  
County  
Hidden Gardens  
Nursery  
Homeless Garden  
Project  
Human Resources  
Agency  
Jia Tella's Cambodian  
Cuisine  
JumpStart Day Care  
Kaleidoscope Parent  
Teacher Store  
Karl Brose, DDS  
Kelly's French Bakery  
Koinonia Conference  
Grounds  
La Manzanita  
Community Center  
Leadership Santa Cruz  
Lifestyle Catering  
Lindsey Wall\*  
Looker  
Makers Factory



Marinovich  
Community Center  
Mark Chandler  
Automotive  
Martinelli's  
Mary Altier Photography  
Mexico Produce  
Michael's on Main  
Migrant Education/  
Watsonville High  
Mission Hill Creamery\*  
Monterey Bay  
Horsemanship  
Therapeutic Center  
Nob Hill Foods\*  
Nolasco's Day Care  
Office Max  
Orion Telescopes  
and Binoculars  
Pacific Cookie Company  
Packard Foundation  
Pajaro Dunes  
Association  
Palace Art & Office  
Supply  
Peet's Coffee\*  
Photoflex  
Pizza My Heart  
Plantronics  
Poetry Santa Cruz  
Polar Bear Ice Cream  
PowerProductions  
Software  
Pro Build Lumber  
Product Ops  
Ray's Upholstery  
Safeway\*  
Salud Para La Gente  
Santa Cruz Agriculture  
Santa Cruz Beach  
Boardwalk  
Santa Cruz Community  
Counseling Center/  
Youth Services

Santa Cruz Community  
Credit Union  
Santa Cruz County Bank  
Santa Cruz County  
District Attorney's  
Office  
Santa Cruz County Fair  
Santa Cruz County  
Family and Children's  
Services  
Santa Cruz County  
Health Services  
Agency  
Santa Cruz County  
Human Services  
Santa Cruz County  
Independent Living  
Program  
Santa Cruz County  
Juvenile Court  
Santa Cruz County  
Juvenile Probation  
Santa Cruz County  
Probation  
Santa Cruz County  
Sheriff's Department  
Santa Cruz Credit Union  
Santa Cruz Fire  
Department  
Santa Cruz Head Start  
Brewing Company  
Santa Cruz Parks and  
Recreation  
Santa Cruz Police  
Department  
Santa Cruz Public  
Defenders  
Santa Cruz Roller  
Palladium  
Santa Cruz Seaside  
Company  
Santa Cruz Sentinel  
Santa Cruz SPCA  
Santa Cruz Warriors\*  
Santa Cruz Weekly\*  
Scotts Valley Police  
Department  
Scotts Valley Senior  
Center  
Seagate Technologies  
Second Harvest  
Food Bank  
Second Street Café  
Second Street Stereo

Simcha Preschool  
Specialized Helicopters  
Sports Design  
St. Michael's Church  
Staff Mark  
Staff of Life  
Starbucks  
Street Light Records  
Superior Court of  
California, Santa Cruz  
Taco Bell  
Tamara's Beauty Salon\*  
Target  
The Abbey  
The Markkula Center  
for Applied Ethics at  
Santa Clara University  
Tony and Alba's  
Trader Joe's  
Trial Lawyers  
Association  
UC Santa Cruz  
UCSC Baskin School  
of Engineering  
UCSC Lifelab  
UCSC-Ed Options and  
STARS Programs  
United Way  
UPS  
Vicky's Produce  
Vista Verde Head Start  
Watsonville Community  
Hospital  
Watsonville Fire  
Department  
Watsonville Police  
Department  
Watsonville/Aptos  
Adult Education  
Wells Fargo Bank  
William James  
Association  
Woodstock's Pizza  
YMCA of Watsonville  
Thrift Store  
Your Future is Our  
Business  
YWCA of Watsonville  
\* **New Partner 2013-2014**

# Santa Cruz County Office of Education

# STRATEGIC PLAN

## 2012 - 2015

### STRATEGIC AREAS OF FOCUS

*Through innovation and entrepreneurship, the Santa Cruz County Office of Education ...*

Supports local districts in their continuous effort to improve and deliver high quality education for all.

1

Increases educational options & opportunities for all students, parents and the community.

2

Expands partnerships with other educational institutions, businesses, and organizations.

3

Models fiscal responsibility by aligning resources to strategic priority areas.

4

Creates a model work environment by identifying, developing, supporting, and maintaining highly competent educational professionals.

5

### MISSION

The Mission of the Santa Cruz County Office of Education is to provide quality educational leadership, programs, services, and support to the children, school districts, and the diverse community that makes up Santa Cruz County.

### VISION

Every student will have equitable access to high quality educational programs and be prepared for college and career success in a global economy. All school districts in Santa Cruz County will view SCCOE as an integral partner in improving public education. SCCOE will research and apply innovative 21<sup>st</sup> century practices; leverage community and business partnerships; inspire transformative leadership; and customize exemplary services to districts, school communities and students from early childhood through adult.

### CORE RESPONSIBILITIES

The Santa Cruz County Office of Education...

- Provides challenging, relevant, and high quality educational programs for students in County Office programs.
- Supports districts to accelerate achievement for all students.
- Collaborates with districts in response to current challenges and future trends in education.
- Increases parent, business, and community participation in schools and build public confidence and trust in public education.
- Maximizes resources to improve the quality, efficiency, and cost-effectiveness of school districts and the County Office.

