



Building Bridges in Education

**SANTA CRUZ COUNTY OFFICE OF EDUCATION
STRATEGIC PLAN 2025 – 2029**



**SANTA CRUZ
COUNTY OFFICE OF
EDUCATION**
DR. FARIS SABBAH - SUPERINTENDENT OF SCHOOLS

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LETTER FROM THE COUNTY SUPERINTENDENT

Dear Santa Cruz County Community,

I am proud to present the Santa Cruz County Office of Education's (COE's) Strategic Plan for 2025-2029. This plan represents our shared vision for the future of education in our community and a commitment to ensuring that all learners, from birth to adulthood, have opportunities to thrive.

During the last five years, the challenges brought on by the COVID-19 pandemic, climate-related crises, the ever-rising cost of living (particularly housing), political polarization, and a crisis of mental health have impacted everyone in our education community, especially our learners, families, and educators. Although these challenges have tested our community's resilience, they also inspired us to continuously collaborate and develop creative, innovative, and effective solutions that strengthen our education system.

At the heart of this strategic plan is our unwavering belief in belonging and equity, where every learner – regardless of their background or circumstances – has access to resources, supportive relationships, opportunities, and an education that prepares them for a future filled with possibility. The Santa Cruz COE shares the responsibility and commitment to work alongside learners, families, educators, agency partners, and local industries to “co-create” an education system that delivers on this promise – an education system that ensures not only equitable access, but equitable outcomes.

Our new strategic plan maintains our focus on our three strategic priorities: 1) Support Safety & Wellness; 2) Empower Equitable Achievement; and 3) Build Sustainable Systems. It is grounded in our commitment to build BRIDGES to educational equity by fostering Belonging, Relationships, Innovation, Data-Informed Decision-Making, Growth, Excellence, and Sustainability. These are more than just aspirational values; they are a call to action to create an equitable educational system that fosters growth and well-being for every learner.

As you read through this plan, I invite you to join us in fulfilling this shared vision. Whether you are a parent or guardian, an educator, a student, a community partner, or an industry leader, your contributions are essential to building the educational community we all aspire to see.

In partnership,

Dr. Faris Sabbah

Santa Cruz County Superintendent of Schools

Board of Education

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Secretary to the Board

OUR STRATEGIC PLAN AT-A-GLANCE

Our Mission

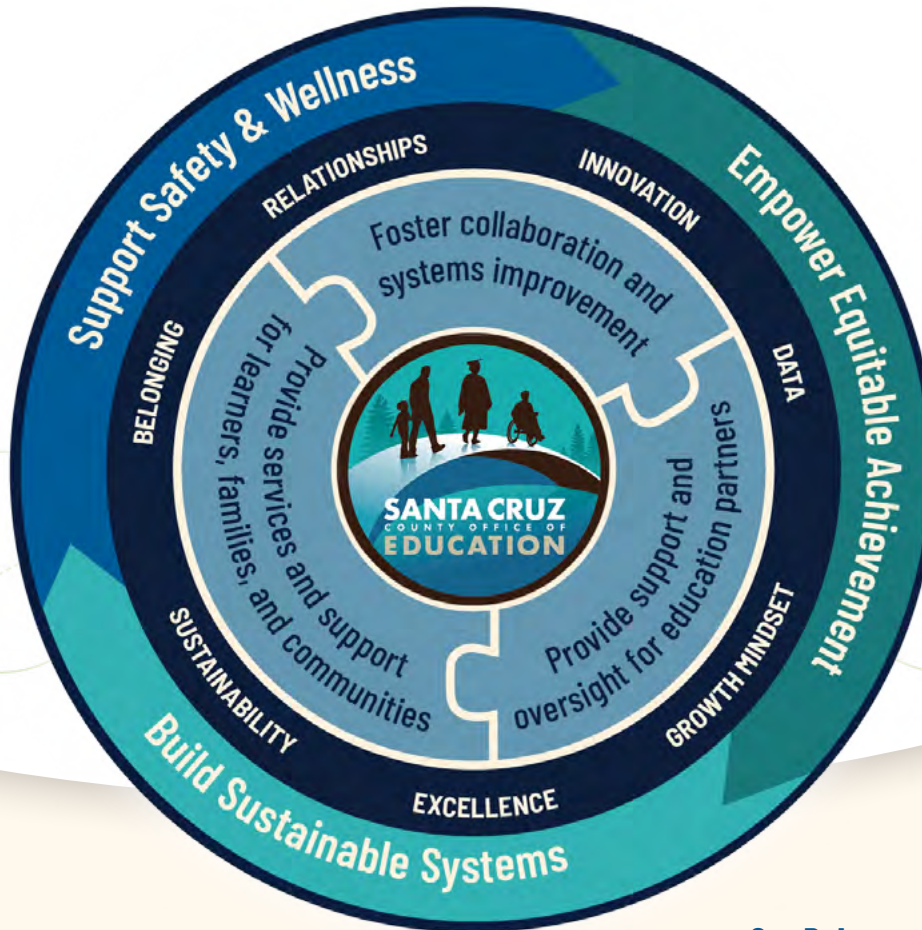
To create an equitable educational system that fosters growth, opportunities, and well-being for all.

Our Vision

An impactful educational community where everyone feels they belong and have the resources, relationships, and skills to thrive.

Our Values

Belonging, Relationships, Innovation, Data, Growth Mindset, Excellence, Sustainability.



Our Priorities

1. Support Safety & Wellness

Goal: Create the conditions that foster safety, inclusion, belonging, joy, and well-being for all learners and the communities that support them.

2. Empower Equitable Achievement

Goal: Ensure all learners have the opportunities, skills, and supports they need to be engaged and successful in their education, careers, and their communities.

3. Build Sustainable Systems

Goal: Co-create and sustain an educational system in Santa Cruz County that is cohesive, effective, and equitable.

Our Role

- Foster collaboration and systems improvement
- Provide support and oversight for education partners
- Provide services and support for learners, families, and communities

BUILDING BRIDGES TO EQUITY

All students, or learners, deserve to have the educational opportunities and experiences that prepare them to thrive in a changing world. This is true no matter their race, ethnicity, gender, sexual orientation, religion, income, immigration status, primary language, physical and cognitive abilities, or other aspects of their identities.

The Santa Cruz County Office of Education (Santa Cruz COE) stands firm in our commitment to work alongside partners in the education community – all learners from birth to adulthood, their families, education partners, industries, and other community partners that support learners and their families – to ensure this aspirational vision is a reality. Our strategic plan for 2025-2029 articulates our unwavering commitment to the education community and a roadmap of our priorities and strategies that will guide our actions over the next five years.

While we are excited to share our updated strategic plan and continue our long-standing collaboration with partners in the education community, we can't ignore the enormity of all that has happened in our community and the world since we adopted our first 5-year

strategic plan in 2019. A global pandemic that disrupted every aspect of our lives – from child care to school to work to family and social connections. Protests against racial injustices. Wildfires, floods, and other extreme weather events that upended whole communities. Political unrest and divisiveness that have fractured many family and community relationships. Wars between other countries that create fear, worry, and anger in local communities. Concerns about attempts to erode civil rights and liberties of communities that have been historically marginalized by discriminatory policies. And the list goes on.

While these are heavy, complex issues, we must simultaneously acknowledge the impacts they have on Santa Cruz County's education community and continue to build on our collective strengths, relationships, and successes to ensure forward momentum. Local data, such as the communitywide indicators highlighted below, help illuminate signs of hope and progress, as well as the downstream effects of systemic challenges that need continuous, collaborative efforts to solve.

Early Childhood Education¹

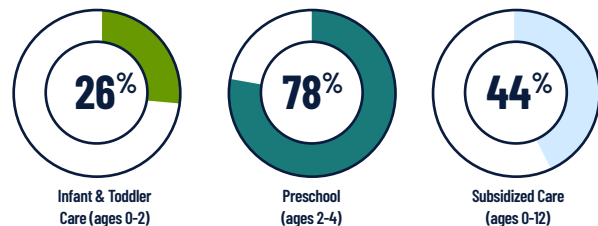
As of 2023, there were only enough child care spaces to meet 26% of the potential demand for care for infants and toddler (ages 0-2).

Among preschool-age children (ages 2-4), 78% of demand is currently met. This is partly due to some 4-year-olds attending Transitional Kindergarten (TK), which is now available through the public education system.

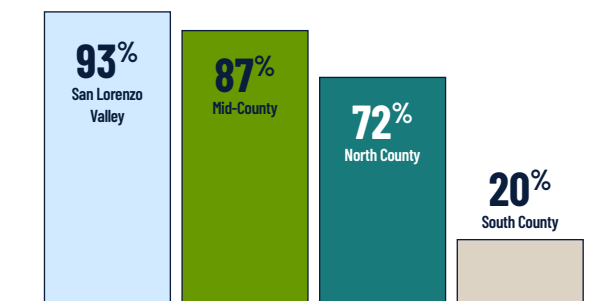
There are only enough subsidized child care spaces to serve 44% of children (ages 0-12) who are eligible for subsidies, leaving a countywide shortfall of 56%.

The percentage of **unmet need** for subsidized child care is highest in the San Lorenzo Valley (93%) and lowest in South County (20%).

Availability of Child Care



Unmet Need for Subsidized Care



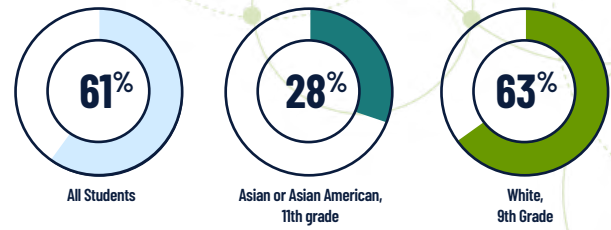
Student Well-being²

On average, approximately 61% of all students in grades 7, 9, and 11 and non-traditional schools who responded to the California Healthy Kids Survey (CHKS) in 2023 said they felt safe or very safe in their schools. When broken out by race or ethnicity, the percentage was lowest among Asian or Asian American students in 11th grade (28%) and highest among white students in 9th grade (63%)

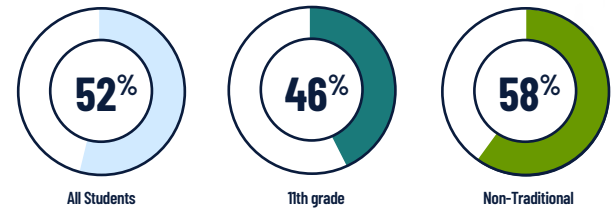
About half (52%) of all students said they felt they were a part of their schools, one indicator of School Connectedness, or a sense of belonging at school. When broken out by grade or school type, the percentage was lowest among students in 11th grade (46%) and highest among students in Non-Traditional schools (58%).

In addition, approximately 61% of all students said there was a teacher or other adult at school who really cared about them. When broken out by grade or school type, the percentage was lowest among students in 7th and 9th grade (57%, both grades) and highest among students in Non-Traditional schools (69%).

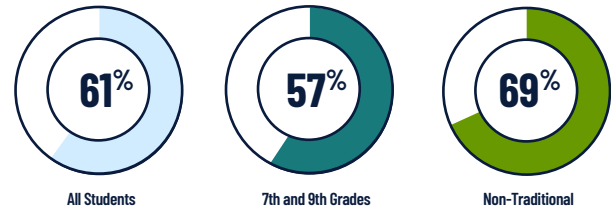
Safety in Schools



School Connectedness



Caring Adults

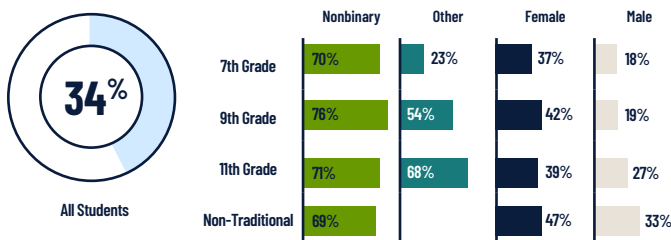


Mental Health

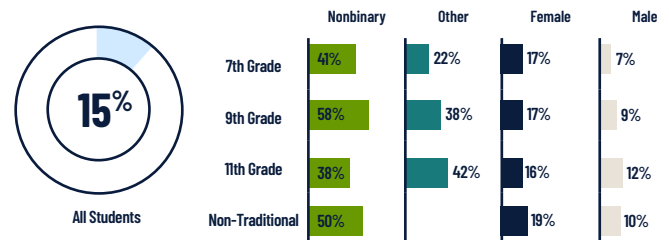
Approximately one-third of students who responded to the CHKS survey said they had felt sad or hopeless almost every day in the past 12 months. Nonbinary and other gender-diverse students generally reported higher levels of chronic sadness and hopelessness, compared to students who identified as female or male.

Approximately 15% of students said they had seriously considered attempting suicide in the past 12 months in 2023. Nonbinary and other gender-diverse students generally reported this was true more often, compared to students who identified as female or male.

Chronic Sadness or Hopelessness



Seriously Considered Suicide



Attendance

Prior to the pandemic, school attendance rates had been improving, primarily measured by a decline in chronic absenteeism rates. However, approximately one-quarter of students were chronically absent in the 2021-22 school year (27%) and 2022-23 school year (26%), meaning that one-quarter of all students had missed at least 10% of the school year for any reason.

In 2022-23, the absenteeism rates were highest among students with disabilities (36%) and foster youth (40%).

Chronic Absenteeism



School Discipline³

Countywide, the suspension rate had been low but had been slowly rising prior to the pandemic. In 2022-23, the countywide suspension rate was 3%, with the highest rate among foster youth (13%). Similarly, the countywide expulsion rate has remained low, at less than one percent (.1%).

Data on suspensions and expulsions should be interpreted with caution, since a small change in numbers can cause a significant variation in the percentage from one year to the next.

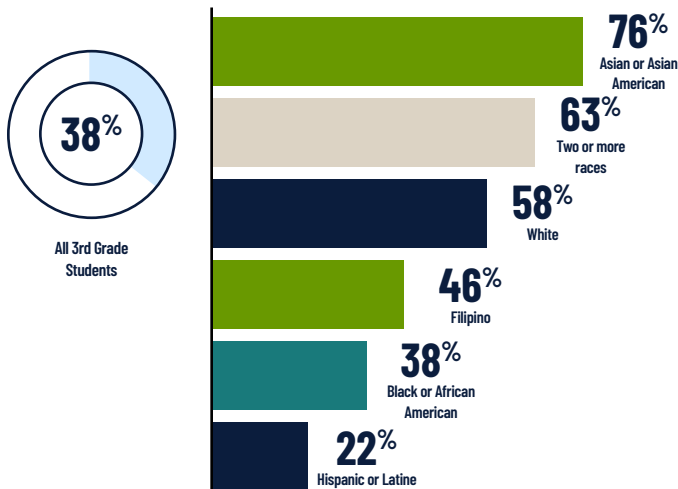
Suspensions and Expulsions



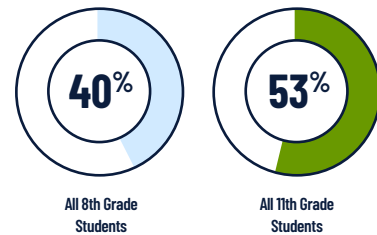
Academic Achievement^{4 5}

In 2024, less than half of all 3rd grade students (38%) met or exceeded the English Language Arts (ELA) standard, a slight decrease since 2018 (40%). The percentage was highest among students who identified as Asian (76%), Two or more races (63%), and White (58%) and lower among students who identified as Filipino (46%), Black or African American (38%), and Hispanic or Latine (22%).⁶

3rd Grade English Language Arts - Meeting or Exceeding Standards



8th and 11th Grade English Language Arts - Meeting or Exceeding Standards



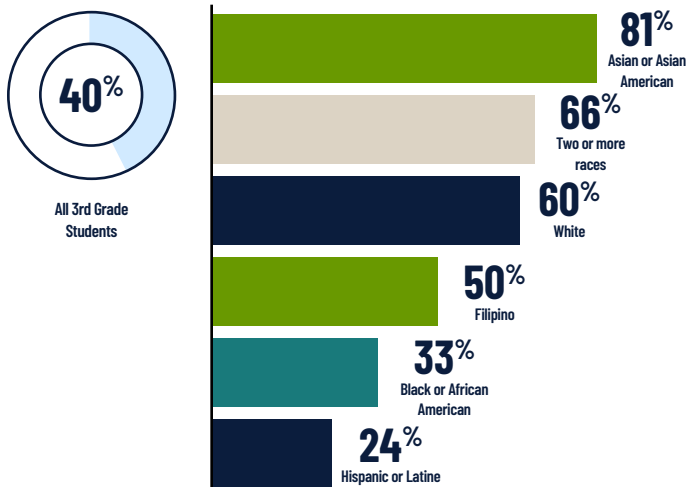
Less than half of all 8th grade students (40%) and slightly more than half of all 11th grade students (53%) met or exceeded grade-level ELA standards.

In 2023, less than half of all 3rd grade students (40%) met or exceeded the Mathematics standard, also a slight decrease since 2018 (43%). The percentage of 3rd grade students who met or exceeded Math standards was highest among students who identified as Asian (81%), Two or more races (66%), White (60%), and Filipino (50%), and lower among students who identified as Black or African American (33%) and Hispanic or Latine (24%).

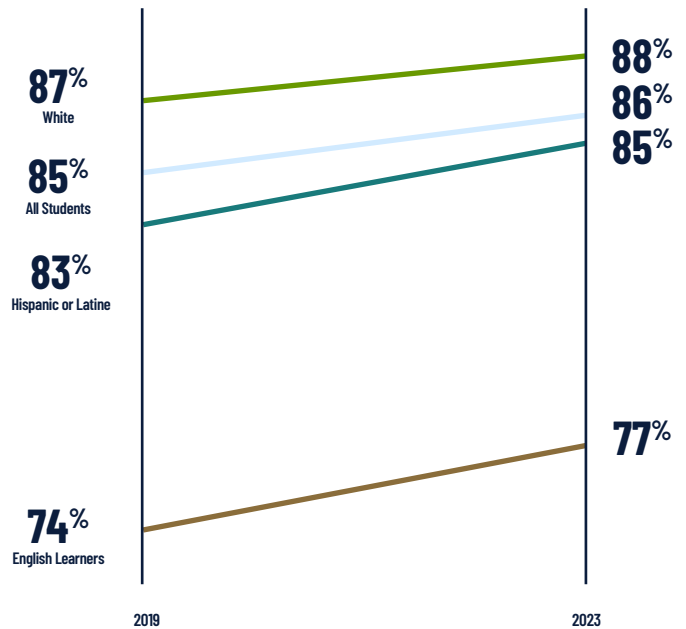
Countywide, the 4-year cohort high school graduation rate has remained relatively stable between 2019 (85%) and 2023 (86%), with increases or decreases in the years in between. This is remarkable, given the extent of disruption, loss, and trauma that students, families, and educators experienced during the pandemic.

In 2023, graduation rates were highest countywide among White students (88%) and Hispanic or Latine students (85%) and lower among English Learners (77%).

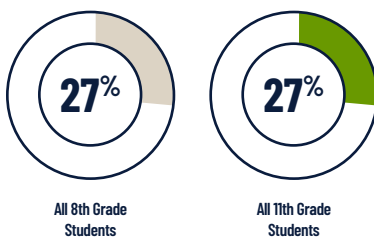
3rd Grade Math – Meeting or Exceeding Standards



High School Graduation



8th and 11th Grade Math – Meeting or Exceeding Standards

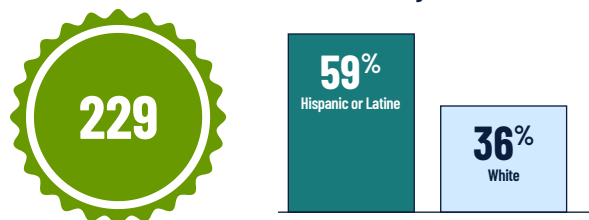


Countywide, the percentage of 8th grade and 11th grade students (27%, both grades) who met or exceeded grade-level Math standards was even lower, compared to 3rd graders. This trend was true among students of all racial and ethnic backgrounds.

Additionally, 229 high school graduates earned a Seal of Biliteracy, demonstrating a high level of proficiency in one or more languages (including American Sign Language), in addition to English.

Of these graduates, 59% identified as Hispanic or Latine, 36% identified as White, and 5% identified as two or more races.

Seal of Biliteracy



Building BRIDGES

While these data only tell a small fraction of the story about education in Santa Cruz County, they serve as important reminders of why the Santa Cruz COE invests our time, resources, and social capital (relationships) in a wide array of programs and initiatives. Our commitment to ensuring our educational system meets the needs of all learners hasn't changed, despite the constant changes

and uncertainty surrounding us over the past five years. And we know that the Santa Cruz COE can't solve these big challenges alone, but we can bring our resources, our expertise, and our passion to bear and work alongside partners to build **BRIDGES to educational equity**, so that:

All learners (from birth to adulthood), and the families, communities, and educators that are part of their lives have a sense of **Belonging** and feel welcomed, respected, included, and supported by others.



Strong, trusting **Relationships** are the foundation for all learning, growth, and achievements.



Innovation in education prepares learners for the future by providing opportunities to develop mindsets and skills that foster creativity, adaptability, and resilience.



Data are used not only to measure academic achievement, but to support a systematic and standardized "whole learner" approach to addressing resource disparities, ensuring quality and rigor in curricula and instruction, engaging students and families as active partners, and promoting equitable outcomes.



All children, youth, and adults in the education community embrace a **Growth** mindset, characterized by curiosity, love of learning, and the understanding that mistakes and "failure" are valuable parts of the learning process.



A shared commitment to **Excellence** leads us to exceed the expectations of our internal and external customers and embody a culture of joy and as we do so.



Sustainability of effective programs, policies, and practices is achieved through collaboration and demonstrating impact.



We invite you to continue reading about our purpose and our priorities and join us in bringing our strategic plan to life over the next five years and beyond.

ABOUT THE SANTA CRUZ COUNTY OFFICE OF EDUCATION

Our Mission: To create an equitable educational system that fosters growth, opportunities, and well-being for all.

Our Vision of Success: An impactful educational community where everyone feels they belong and have the resources, relationships, and skills to thrive.

Our Core Values: We work alongside partners in Santa Cruz County's educational community to build BRIDGES — Belonging, Relationships, Innovation, Data-informed decision-making, Growth mindsets, Excellence, and Sustainability — to equity in education.

Our Roles: The Santa Cruz COE is one of 58 County Offices of Education in California, which play a unique role in the public education system. Situated between the State, which sets educational laws and policies, and Local Education Agencies, or LEAs (school districts, charter schools directly funded by the State), which are responsible for students' education, COEs offer a wide range of services and programs designed to support education partners and expand educational opportunities and outcomes for learners and their families. The Santa Cruz COE does this through our three primary roles:

1. Foster collaboration and systems improvement

We facilitate and participate in initiatives and cross-sector collaboratives with the goal of transforming policies, practices, and systems to increase equity in access to educational opportunities and improve outcomes.

2. Provide support and oversight for education partners

In California, COEs are responsible for approving and monitoring local school districts' budgets and Local Control Accountability Plans (LCAPs). The Santa Cruz COE provides guidance and technical assistance when needed to help ensure local school districts are fiscally accountable and solvent.

In addition to this state-mandated oversight role, the Santa Cruz COE offers an array of programmatic and business services and supports to education partners, including professional learning, curriculum and instructional support,

human resources, payroll, technology, and data reporting and integration. These services complement school districts' and other LEAs' efforts, often providing resources that would not otherwise exist, particularly for the small school districts.

3. Provide services and support for learners, families, and communities

The Santa Cruz COE coordinates and offers a range of arts, environmental education, child development, career and technical education, and instructional programs and services for learners of all ages, from birth to adulthood, and their families. We also offer direct instructional and educational enrichment programs through our Alternative Education, Special Education, Outdoor Science School, Career Technical Education, and Student Services programs.

OUR PLANNING PROCESS

In 2024, the Santa Cruz COE embarked on a six-month process to update our 5-year strategic plan, with facilitation support from Nicole Young of Optimal Solutions Consulting. The planning began with reflection and discussion among Santa Cruz COE's managers about organizational Strengths to build on, internal Challenges (or areas for continuous improvement), strategic Opportunities to advance progress in the COE's strategic priorities, and Big Issues that are beyond the COE's control but have the potential to become barriers, or threats, to progress.



Strengths

- ▶ Depth of leadership and staff expertise
- ▶ Student- and family-centric
- ▶ Strong relationships and partnerships built on mutual trust
- ▶ Commitment to Diversity, Equity, Inclusion and Belonging (DEIB)
- ▶ Collaborative culture
- ▶ Breadth of systems and supports offered to all districts and educators
- ▶ Innovation and nimbleness
- ▶ Organizational stability



Challenges

- ▶ Level of integration across internal teams, departments, and initiatives
- ▶ Sustainability of new programs and initiatives launched with short-term or one-time funding
- ▶ Level of visibility of the COE and understanding of the COE's role
- ▶ Operationalizing Diversity, Equity, Inclusion, and Belonging (DEIB) in COE policies, programs, and initiatives
- ▶ Meeting the diverse needs of partners through differentiation, in the context of limited resources



Opportunities

- ▶ Build and/or enhance collaboration and partnerships with the education community
- ▶ Engage in local, regional, and/or statewide collaboratives or initiatives that align with and advance the COE's strategic goals
- ▶ Support implementation and integration of programs and systems (e.g., Multi-payer Fee Schedule for School-based Behavioral Health Services; Wellness Centers; Community Schools Initiative, Career Tech Education programs; Green careers, etc.)



Big Issues

- ▶ Political landscape creates uncertainty
- ▶ New legislation, regulations
- ▶ Declining enrollment, resulting in reduced State funding
- ▶ One-time money goes away, but the concerns and issues persist
- ▶ Ripple effect of high cost of living and lack of affordable housing on families and teachers (e.g., teacher shortage, declining enrollment)
- ▶ Leadership changes throughout the education community affects relationships and momentum

Subsequently, Santa Cruz COE managers reviewed elements of the existing strategic plan and generated feedback and recommendations that helped ensure the 2025-2029 strategic plan is reflective of the current landscape and the COE's values and relational approach. The resulting 5-year Strategic Roadmap (Priorities, Goals, Strategies, and Indicators of Progress) is intended to serve as a living document, providing broad guidance on how the Santa Cruz COE will prioritize its resources and efforts to co-create an equitable educational system.

OUR STRATEGIC ROADMAP

Over the next five years, the Santa Cruz COE will continue to support Santa Cruz County's education community by focusing our efforts and resources on these three priority areas and goals:



Priority 1: Support Safety & Wellness

Goal: Create the conditions that foster safety, inclusion, belonging, joy, and well-being for all learners and the communities that support them.



Priority 2: Empower Equitable Achievement

Goal: Ensure all learners have the opportunities, skills, and supports they need to be engaged and successful in their education, careers, and their communities.



Priority 3: Build Sustainable Systems

Goal: Co-create and sustain an educational system in Santa Cruz County that is cohesive, effective, and equitable.

The strategic priorities are not hierarchical, but rather, they are complementary and interrelated. We have identified an aspirational Goal, Strategies (broad approaches, organized by the Santa Cruz COE's Role), and Key Indicators of Progress for each strategic priority. Specific activities and initiatives may vary each year, depending on the education community's needs, and will be defined as part of the Santa Cruz COE's annual action planning and report to the community.

Similarly, the Santa Cruz COE is likely to collect and monitor programmatic and systems-level data on a multitude of indicators of progress, beyond those named in this strategic plan. The metrics

highlighted in this strategic plan represent a "dashboard" of indicators that, when viewed together, can provide insights on the opportunities, experiences, and outcomes of learners, families, and education partners. Further exploration of the indicators — i.e., disaggregating data by student demographics, geographic area, or other equity dimensions — is likely to reveal promising or effective approaches to achieving educational equity that should be scaled, or conversely, reveal systemic or structural inequities that need to be addressed in order to eliminate disparities in opportunities and outcomes.



Priority 1: Support Safety & Wellness

Goal: Create the conditions that foster safety, inclusion, belonging, joy, and well-being for all learners and the communities that support them.

Why This is a Priority for the Santa Cruz COE

Ensuring that all learners – from birth to adulthood – feel safe, are well-supported, and have a sense of belonging is foundational to their academic and personal success. Research shows that when students feel they are safe, supported, and belong, they are more likely to participate in class, build positive connections with peers, and navigate academic and social challenges with confidence and

resilience. This sense of inclusion is crucial, especially in a time where the wider world can feel fragmented and uncertain. The Santa Cruz COE is committed to working alongside our partners to eliminate barriers, advance equity and ensure that all students and their families feel a sense of belonging in all spaces – from schools to communities and careers.

Our Role: Foster collaboration and systems integration

Strategies

- ▶ Promote programs, practices, and policies that cultivate strong relationships between learners, families, and their schools.
- ▶ Engage learners, families, and education partners in co-designing integrated systems of supports that promote safety, relationships, belonging, engagement, whole-person health (physical, mental, behavioral), Social-Emotional Learning (SEL), resilience, and social determinants of health.
- ▶ Increase authentic inclusion of student and family voices in program and policy decisions.
- ▶ Build integrated data systems and analytic tools that facilitate data-driven decision-making in support of learners' success.

Our Role: Provide services and support to education partners

Strategies

- ▶ Support consistent, countywide implementation of shared safety protocols.
- ▶ Support districts and other education partners in building their capacity to implement SEL knowledge and practices.
- ▶ Support districts and other education partners to implement strategic intervention systems.
- ▶ Provide ongoing professional learning opportunities for districts and other LEAs, community partners, and Santa Cruz COE staff.

Our Role: Provide services and support to learners, families, and communities

Strategies

- ▶ Collaborate with industries, nonprofits, and public agencies to increase the availability of and enrollment in high-quality, affordable early care and education.
- ▶ Increase student access to ongoing, standards-based programs in the Visual and Performing Arts (VAPA).
- ▶ Increase opportunities and student access to outdoor learning and environmental literacy programs.
- ▶ Enhance student and family engagement and leadership programs.

Key Indicators of Progress

- ▶ Students' perceptions of their sense of belonging, safety, and wellness
- ▶ Student participation in educational programs
- ▶ Family engagement levels
- ▶ Student and family voice and leadership in co-designing systems of support
- ▶ School attendance (e.g., chronic absenteeism rates, suspensions)
- ▶ Level of participation in and impact of professional learning offerings for education partners
- ▶ Use and impact of standardized safety protocols used by schools and first responders (Santa Cruz County Standard Command Response for Schools)





Priority 2: Empower Equitable Achievement

Goal: Ensure all learners have the opportunities, skills, and supports they need to be engaged and successful in their education, careers, and their communities.

Why This Is a Priority for the Santa Cruz COE

There are multiple pathways to achieving college, career, and community success, all of which begin at birth and are part of a lifelong learning process. The Santa Cruz COE remains committed to working alongside learners, families, education partners, industries, and community partners to provide educational opportunities and support so that all learners can achieve and thrive, no matter which

pathway they choose. Modern career opportunities require us to offer innovative and challenging learning experiences, starting in the earliest years of childhood, to ensure that our learners develop the academic, career, technical, and social-emotional skills required to succeed today and in the future.

Our Role: Foster collaboration and systems integration

Strategies

- ▶ Build an integrated data system across districts in order to understand and inform systems improvements, utilization of resources, evaluation, and accountability.
- ▶ Establish or improve processes to ensure equitable distribution of resources, based on the diverse needs of districts/schools, other LEAs, and learners.
- ▶ Strengthen and expand postsecondary education partnerships to connect learners to future possibilities and pathways.
- ▶ Collaborate with industry partners, nonprofits, and public agencies to connect internships, work-based learning, and experiential learning with Career Technical Education (CTE).

Our Role: Provide services and support to education partners

Strategies

- ▶ Provide guidance, technical assistance, and oversight for districts' Local Control Accountability Plans (LCAPs), as required by the state.
- ▶ Provide leadership and guidance to districts and other LEAs on implementing standards, frameworks, curricula, and culturally responsive practices with consistency and rigor, in order to support all learners in meeting or exceeding grade-level standards and other learning outcomes.
- ▶ Establish a professional learning system with multiple and varied opportunities for district/school staff to enhance their skills and build capacity to meet the needs of all learners.
- ▶ Collaborate with education partners to develop relevant opportunities and postsecondary and career pathways that match students' needs and interests and meet industry demands.

Our Role: Provide services and support to learners, families, and communities

Strategies

- ▶ Increase enrollment in high-quality, affordable early care and education.
- ▶ Support ongoing, standards-based Science, Technology, Engineering, Arts & Math (STEAM) programs.
- ▶ Provide quality instruction and learning experiences to students in Santa Cruz COE's Alternative Education, Special Education, and Environmental Literacy programs.
- ▶ Increase Career and Technical Education Partnership (CTEP) in middle and high schools.
- ▶ Offer dual enrollment & articulated courses at community colleges at all schools.

Key Indicators of Progress

- ▶ Enrollment in (and/or unmet need for) early childhood education (birth-5)
- ▶ Academic growth and achievement data
- ▶ Multilingual student data (English Learner Reclassification, State Seal of Biliteracy)
- ▶ Dual enrollment rates
- ▶ Completion of college (A-G) and Career Tech Education (CTE) courses and pathways
- ▶ Graduation rates





Priority 3: Build Sustainable Systems

Goal: Co-create and sustain an educational system in Santa Cruz County that is cohesive, effective, and equitable.

Why This Is a Priority For the Santa Cruz COE

Achieving equity for all learners will require many partners across multiple systems to work together to create an equitable education system. This typically requires institutional changes in policies and practices that do not happen in isolation or on their own. As an educational organization that serves the whole county, the Santa Cruz COE's strategic priorities and actions intersect with health, human services, child welfare, juvenile justice, government, industries, and postsecondary education systems.

In addition, California's historic investments in initiatives such as the Community Schools Initiative, the Children and Youth Behavioral Health Initiative, Universal Preschool (including Transitional

Kindergarten), and other transformational policies increase schools' role as "hubs" of well-being. With multiple statewide policy and programmatic changes occurring simultaneously, the Santa Cruz COE is in a position to offer resources, guidance, and support to facilitate local systems changes and help build the infrastructure needed to implement these changes efficiently and effectively. The Santa Cruz COE's support and oversight for districts also helps enhance their fiscal health, business processes, data-driven decision-making, and technology infrastructure, which are essential to providing equitable education for all learners.

Our Role: Foster collaboration and systems integration

Strategies

- ▶ Integrate data systems and establish data-sharing agreements within and across districts and other LEAs.
- ▶ Foster cross-sector/system collaboration and cultivate and facilitate systems changes that align with the Santa Cruz COE's strategic priorities.
- ▶ Examine, evaluate, and improve internal systems in order to continuously enhance the quality, cohesion, effectiveness, and sustainability of the Santa Cruz COE's programs, services, and initiatives.
- ▶ Provide clear, consistent, and accessible information to all learners, families, education partners, and the wider community in order to foster trust, collaboration, and integration.

Our Role: Provide services and support to education partners

Strategies

- ▶ Provide districts with technical assistance in business, human resources, and technology.
- ▶ Provide guidance, technical assistance, and oversight for districts' Local Control Accountability Plans (LCAPs).
- ▶ Partner with districts and other LEAs to implement strategies to decrease teacher shortages and increase retention of highly effective teachers.
- ▶ Support districts and other education partners in pursuing grants and other funding opportunities for key programs and services.

Our Role: Provide services and support to learners, families, and communities

Strategies

- ▶ Pursue relevant, viable, and impactful grants and other sustainable funding opportunities to maintain and/or expand key Santa Cruz COE programs and services for learners, families, and communities.

Key Indicators of Progress

- ▶ Integrated data platform and data sharing agreements
- ▶ Impact and sustainability of internal systems, services, and initiatives
- ▶ Positive certification of district budgets
- ▶ LCAP approvals
- ▶ Qualified, stable education workforce
- ▶ Grants and other funding acquired



OUR PATH FORWARD

This plan articulates our strategic roadmap for the next five years, which will require ongoing collaboration with partners inside and outside of the Santa Cruz COE to achieve progress. We are committed to taking concrete actions in each of our departments, such as the ones listed below, to implement our strategic plan and measuring and reporting on our progress each year.

The Santa Cruz COE will continue to engage learners, families, education partners, industry, and community partners in

implementing and adapting our strategic plan, in response to community needs. We seek and invite committed, engaged partners to join us on our journey, as systemic inequities cannot be solved by one organization or one system alone. We look forward to deepening our collaboration with our many partners as we work together to fulfill our vision of an impactful educational community where everyone feels they belong and have the resources, relationships, and skills to thrive.



ENDNOTES

- 1 Santa Cruz County Early Care, Education, and After-School Care Strategic Plan, 2023
- 2 Santa Cruz County Office of Education Data Portal, CHKS Indicator Dashboard, 2015-2021. <https://dataportal.santacruzcoe.org/>
- 3 Santa Cruz County Office of Education Data Portal, Absenteeism and Discipline Dashboard, 2012-2021. <https://dataportal.santacruzcoe.org/>
- 4 California Assessment of Student Performance and Progress (CASPP), Smarter Balanced Summative Assessments Test Results. <https://caaspp-elpac.ets.org/caaspp>
- 5 High School Graduates Earning a Seal of Biliteracy. DataShare Santa Cruz County. <https://www.datasharescc.org/indicators/index/view?indicatorId=12599&localeId=281>
- 6 Latine is a gender-neutral term used throughout this document as an alternative to the gender-specific terms, Latino or Latina

