

2019-2024

Strategies for the Future





Krystal Lomanto

San Benito County
Superintendent of Schools



I am pleased to present the San Benito County Office of Education's
Strategies for the Future.

The San Benito County Office of Education (SBCOE) is excited to share our mission, vision, and goals with the community. As we look to the future, SBCOE will continue to partner with districts and community organizations to prepare our county's students for the demands of today's dynamic, comprehensive society and to create PK-12 classrooms and schools that are responsive to the unique needs of our students.

The SBCOE looks forward to our continued work in supporting an equitable education for **all** San Benito County students. The SBCOE is passionate, committed and stands proud to be the educational leader of our community.

It has been an honor to serve as County Superintendent for the past four years and I look forward to the next four.



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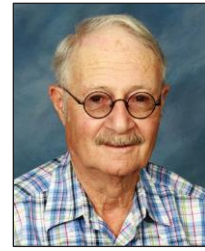
Mary Anne Filice
District 1



Guadalupe V. Candelaria
District 2



Joan Campbell-Garcia
District 3



Reb Monaco
District 4



Patricia Ward
District 5

The San Benito County Board of Education is composed of five members elected to four-year term on a countywide basis, each residing in the Trustee Area he or she represents.

The Board serves as the governing board for SBCOE's instructional programs, adopts policies for SBCOE, reviews and approves SBCOE's annual budget, serves as the appellate body for charter school petitions, and hears interdistrict attendance appeals and expulsions.



San Benito County

11 school districts

18 elementary schools

2 middle schools

2 high schools

22 public schools

1 public charter school

11,000+ students

This is a pivotal moment for public education. From preschool to elementary school, from middle school to high school, and on to post-secondary institutions – education is undergoing a profound transformation. Technology has brought countless learning tools and applications to classrooms, homes and communities. At the same time, the forces of globalization have intensified competition – calling for an ever-expanding portfolio of technical and problem-solving skills.

The San Benito County Office of Education (SBCOE) inhabits a desirable, but complicated, position in this landscape. By virtue of its reach, it has the opportunity to articulate and guide an educational vision for the entire county. While it is responsible for overseeing the financial, educational, credential monitoring, and operational success of 11 independently-governed public school districts in the county – who in turn educate more than 11,000 students in 22 schools – the San Benito County Office does have some limits to oversight. Still, as the educational leader of the county, its visionary and grounded ambitions are at the heart of San Benito County's educational future.

The San Benito County Office of Education supports the diverse educational needs of school districts throughout the county. It provides extensive legally-mandated services and develops and implements numerous non-mandated resources and programs for schools and districts in its jurisdiction.

San Benito County is tucked between the San Francisco Bay Area and Monterey Bay. Businesses and organizations of all sizes reside in San Benito County. The short distance to Silicon Valley has changed the face of Hollister. The city has more than tripled its population within the last quarter century. An intense suburban growth spurt, fourteen thousand new residents over the past decade, is continuing to change San Benito County. San Benito County is astoundingly beautiful. The row crops lace the valley floor, while the hillsides are full of vineyards. San Benito County is a centerfold of prime agricultural land slung between ranches that cling to the Diablo and Gabilan mountain ranges.

From intensive services for vulnerable youth and special education students; to professional development that offers inspiring and practical teaching skills to enhance classroom experiences; to budget monitoring, payroll, and information technology that helps school districts manage their operations, the San Benito County Office of Education embraces multiple roles. However, it is the school districts that have direct responsibility for educating San Benito County youth, outside of the Alternative Education and Early Childhood Special Education programs operated by the SBCOE.

SBCOE is a multi-faceted organization with many parts yet has a singular

vision to *Engage, Encourage, Empower... Educate* throughout the county. In light of its leadership position and its analysis of the changing educational landscape, in 2017 the SBCOE embarked upon a robust, thoughtful, and visionary planning process. This decision led to thinking creatively and long-term about the ways the organization can continue to engage with the community, enhance its role as an advocate, and ensure that education is a compelling engine in the lives of children.

The process includes extensive research, analysis, and collaboration with community, schools and state leaders. With an understanding of the important connections between teaching and learning, family engagement, community support, and educational policy, the process led to *Engaging, Encouraging and Empowering* the future of education. With a concentrated emphasis on explicit agency leadership, intentional advocacy, collaborative partnerships, community engagement, and continuous organizational learning, the SBCOE strategic plan focuses on strategies to promote equitable student outcomes while broadening and invigorating the community's commitment to public education.

Over the next five years, the San Benito County Office of Education will lead a relentless countywide drive to support a sweeping transformation of the direction and outcome of PK-12 education – in support of educational excellence and equity for all children in San Benito County.



Vision: Excellence and equity in education. Every Student Matters.

Mission: Inspiring students. Investing in teachers. Involving communities.

Values that Empower the Work of the County Office of Education

The San Benito County Office of Education recognizes that quality public education requires stable, adequate, sustainable, and equitable funding derived from multiple sources. The San Benito County Office of Education...

Develops programs that support the organization's core mission.

Pursues contracts, grants, and other additional funding to maximize support for public education-related programs for students and families.

Works effectively as a steward of public and private resources.

The San Benito County Office of Education is committed to excellence, equity, innovation, and integrity as it carries out its work of providing programs and services to students and districts throughout San Benito County. Embracing its values, the San Benito County Office of Education...

Promotes and supports high quality educational programs and services that are accessible and encourage success, while also strengthening community access to, and investment in, education.

Emphasizes the importance of equitable student achievement and success that is not predictable by race, ethnicity, or socio-economic status.

Encourages cultural responsiveness and competency.

Increases and improves access to educational and professional development opportunities.

Fosters dialogue, creates a common voice, and builds leadership that understands, articulates, and responds to changing educational needs.

Guides the development of research and evaluation of educational indicators that are useful in assessing and promoting student success.

Distributes important educational information in accessible formats to a broad cross-section of the population and ensures that the material is sensitive to the economic, cultural, and ethnic diversity of the county.

Develops and disseminates research and information about programs and services, as well as trends in policy, legislation, and technology.

The San Benito County Office of Education believes that a strong educational community is an essential component of a healthy and vibrant community that ultimately impacts the health, well-being, and economic outcome of all people. The San Benito County Office of Education...

Values the unique contributions and perspectives brought by its many stakeholders and the broad community.

Recognizes the importance of the inter-relationships of education and educational organizations – including schools and districts – in social and emotional issues, fiscal, collaborative efforts, and the future of San Benito County.

The San Benito County Office of Education works to build and maintain a responsive organization that meets the needs of the broader community. To fulfill its responsibilities, the San Benito County Office of Education...

Provides a vital link for schools and districts to services and resources.

Supports districts and schools to develop and deliver high quality PK-12 public education and related services.

Administers and provides all mandated programs and services, as well as oversight and assistance, as required by state and federal statute at the highest possible levels.

Stays current on, and seeks to influence federal, state, and local educational policies.

Partners with public and community agencies to develop programs that support positive outcomes for youth and families in the county.



Is inclusive of the county's socio-economic, racial, gender, and ethnic diversity as well as those with special needs, foster children, and homeless individuals and families when developing programs.

Recognizes, reflects and supports diversity in programs and recruitment.

Encourages staff to embrace continuous learning; to be accountable in their work; to express opinions constructively; and to incorporate intentional, ethical decision making.

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The San Benito County Office of Education will provide instructional leadership and resources to guide SBCOE programs and districts in developing practices to ensure that every student receives the appropriate support to be successful. The SBCOE encourages equitable academic outcomes across San Benito County school districts through proactive outreach, services, and collaboration by:

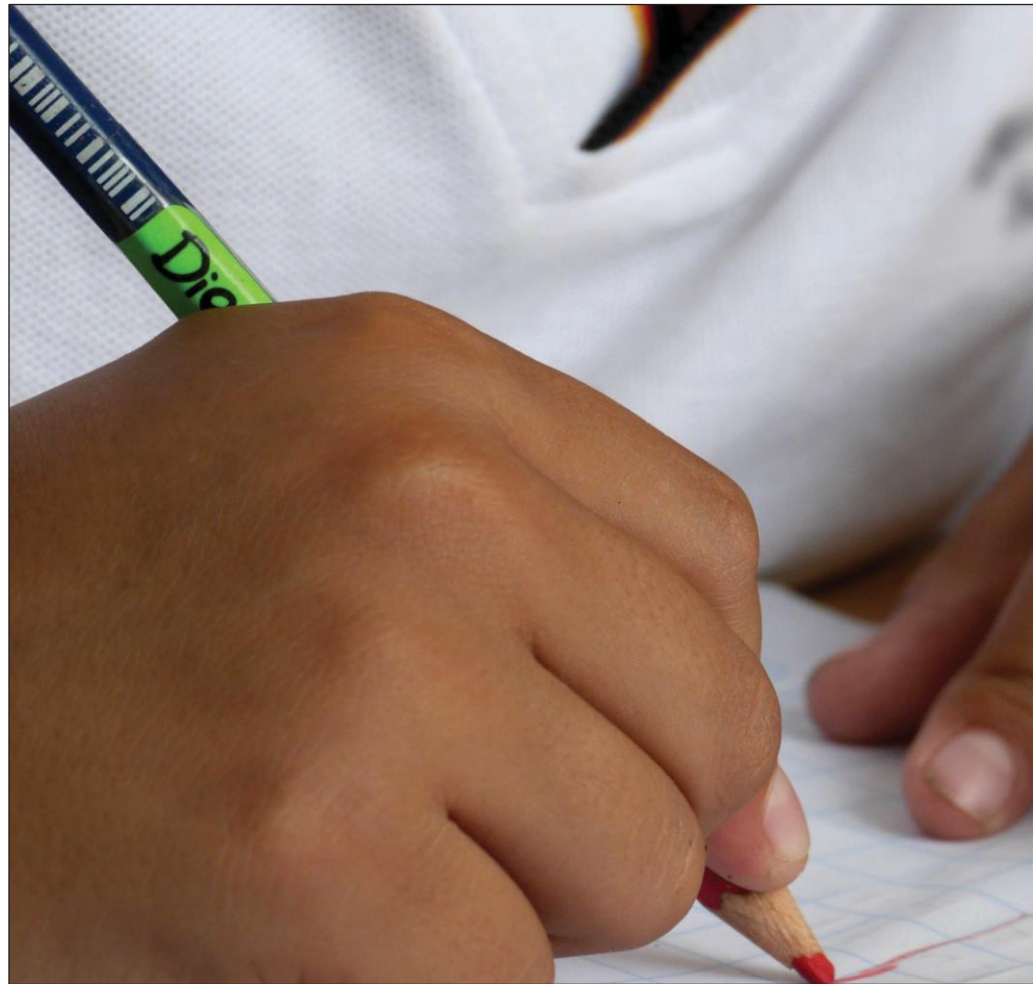
- Developing initiatives that promote the value and impact of instructional staff; promoting the profession as a lifelong career; and expanding relationships with institutions of higher learning to enhance the recruitment pipeline.
- Ensuring ongoing understanding of SBCOE and district needs and priorities, delivering quick access to information, and showcasing best practices.
- Providing professional learning opportunities and technical assistance to ensure equitable learning for all students.
- Supporting districts in working through the Differentiated Assistance process.



The San Benito County Office of Education will collaborate to provide leadership, service and support for all learners by building trusting relationships with families, districts and the community.

- Actively embracing the role of countywide education thorough demonstrating leadership and strategically linking public education to pressing county issues.
- Promoting a safe and welcoming environment for our parents, guardians and families.
- Empowering parents, guardians and families as valued partners in their child's education.
- Expanding understanding and cross-collaboration between and among districts and connecting districts to community resources.
- Fostering district and community dialogue and action to achieve equitable education outcomes.
- Building countywide community support for public education.
- Creating robust relationships and partnerships with community leaders, institutions, and organizations.
- Increasing and improving access to educational and professional development opportunities





To prepare students for the ever-evolving world in which we live, the San Benito County Office of Education will consistently engage in ongoing efforts to improve all facets of teaching and learning by:

- Finding new ways to work with vulnerable populations to support meaningful learning connections and access to increased opportunities.
- Fostering wide-spread community engagement by promoting and supporting broad dissemination of research and information related to education, while encouraging ongoing dialogue between and among students, families, schools and districts, community leaders, elected officials, policy makers, and the general public.
- Engaging SBCOE programs and districts in reflective practices to address areas of need and continue to build upon successes to improve student outcomes.
- Collaborating with districts to identify key metrics and assist with affecting pertinent data sets.



The San Benito County Office of Education will promote clear and consistent policies to guide the work of SBCOE programs and districts across the county, allowing for equitable student access, efficient use of resources, and evidence to make effective decisions

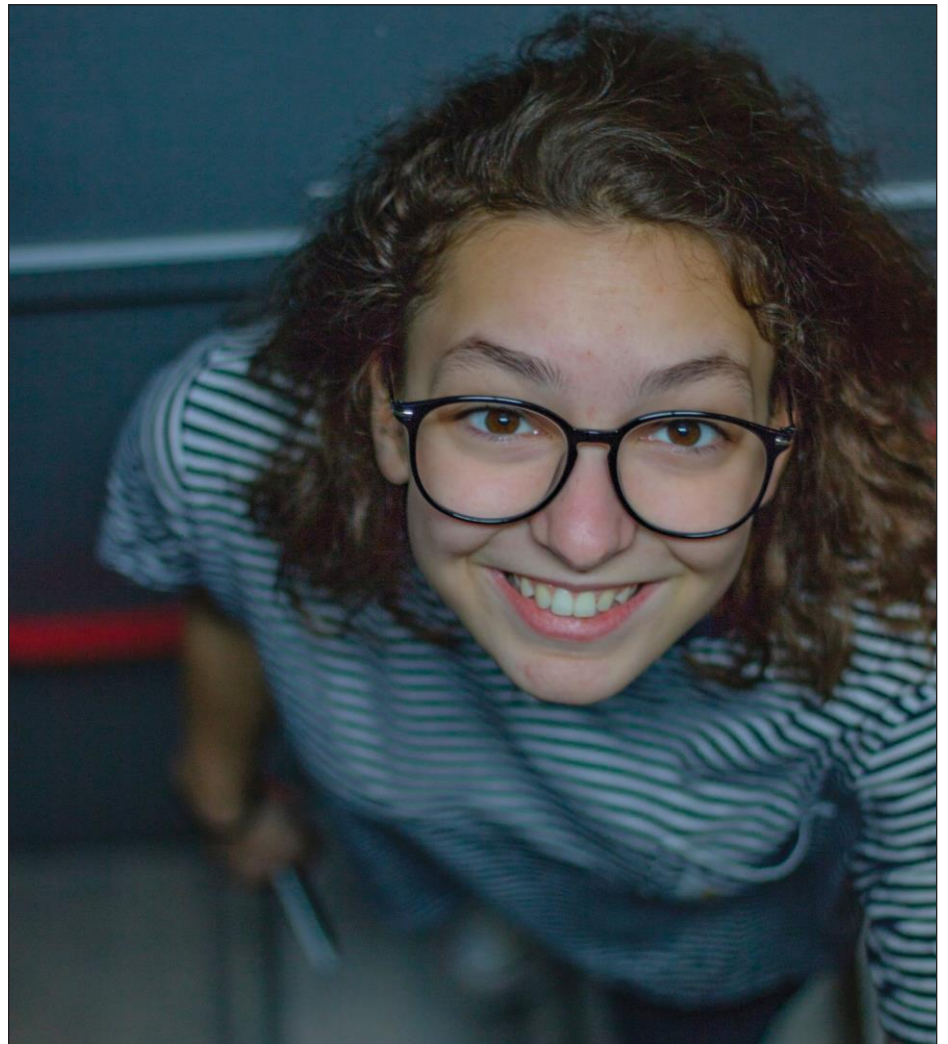
by:

- Taking a lead in framing the educational needs of the county and investing in strategies to support policy and advocacy work.
- Ensuring ongoing understanding of district needs and priorities, delivering quick access to information, and showcasing best practices.
- Actively defining and pursuing a strategic, transformative advocacy and policy role.
- Modeling and promoting an ethical, transparent, and legally-compliant organizational culture.
- Creating system standards across the county to promote effective policies as well as efficient operations and procedures.



The San Benito County Office of Education will build the capacity of leaders in all areas of education to develop the knowledge, skills and character that ensure and sustain student success.

- Providing support and resources to educators to ensure that students and families achieve educational goals and have access to options for higher education and job skills.
- Supporting teachers and administrators to expand knowledge, refine skills, hone their craft, and advance the profession through ongoing professional development.
- Promoting collaboration between administrators and local youth-serving agencies throughout the year to address issues that affect the whole community.
- Coordinating countywide services to support families, students, and districts.



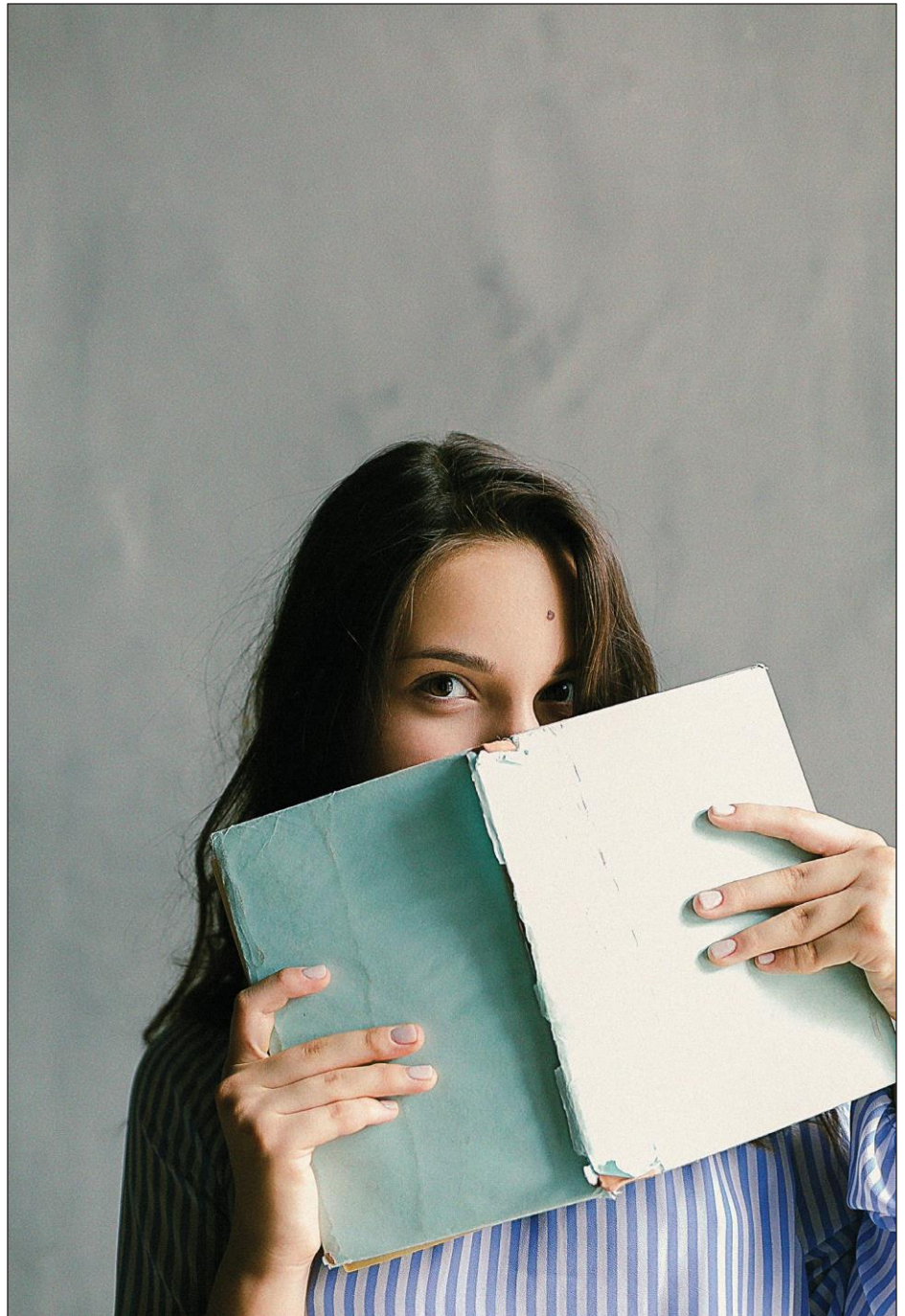


With a countywide jurisdiction, access to resources, longstanding relationships with all school districts, and the potential for high visibility, the San Benito County Office of Education sparks conversations and initiates appropriate educational change. As a liaison and resource, SBCOE is leading the charge for educational excellence and equity for all children, schools, and districts while seeking the visionary goal of encouraging a shift in the field of PK-12 education. The future of San Benito County's children is at stake.

To accomplish its mission over the coming five years, the San Benito County Office of Education will focus its activities on five comprehensive and intentional themes – systems to support learning; building relationships; continuous improvement; operations, policies and procedures; and effective educational leadership.

Using strategies that will move the organization towards its broad goal of transforming educational outcomes in San Benito County, the SBCOE will:

- Generate and sustain the investment of organizational resources to ensure the overall success of students, schools, and districts, as well as the ongoing effectiveness of the County Office itself.
- Seek to encourage, cultivate, and build collaborative partnerships with local, regional, and national organizations to develop and promote programs and policies which will ensure the educational success of students.



- Assume a leadership role as the voice and go-to resource for PK-12 education in the county.
- Take strategic action to develop and promote intentional advocacy positions on pivotal issues at local and regional levels that impact the effectiveness of schools and districts in the county.
- Embrace continuous learning in ways that shift the organization's culture to capture opportunities for the future.
- Foster wide-spread community engagement by promoting and supporting the broad dissemination of research and information related to education, while encouraging ongoing dialogue between and among students,

families, schools and districts, community leaders, elected officials, policy makers, and the general public.

Transforming Education

The urgency in education has never been more important than it is today – in the nation, in the state and in San Benito County. As the world changes ever more rapidly, it is essential that young people are prepared to face a seemingly endless array of promising opportunities and daunting challenges. But in this complex society, some children have easier access to educational opportunities than others.

For the San Benito County Office of Education, equity is at the core of its vision as it works to expand and support opportunities for all students. SBCOE has already made strides in initiating dialogue about the meaning of equity and excellence in education, and how to best support districts to foster positive outcomes for all students. However, SBCOE knows that more needs to be done, and it is well-positioned to lead the way.

Building on a Long History

Throughout almost a century and a half, SBCOE has skillfully complied with state mandates while moving well beyond legal requirements to create programs that support teachers and administrators, and also benefit students, families, and the larger community. It's a small but committed agency whose services reach – and directly or indirectly impact – individuals and communities throughout the county.

At the heart of SBCOE's work there is a profound commitment to address the shortfalls in student achievements – to ensure an exceptional PK-12 education for every child, every day, in every school.

By supporting districts, by providing resources for teachers, by working with students and families, by promoting and advocating for innovative educational policies, and by partnering with community leaders and residents, SBCOE is creating a seismic shift in public education so that all children can seek and achieve excellence in their academic efforts. This is the tradition of the San Benito County Office of Education.

Enhancing the Capacity of School Districts

The school districts in San Benito County are as varied as the landscape. Each district is unique, yet they share much in common. SBCOE works to understand district challenges and priorities in order to provide operational services and program support to all 11 schools district in the county. It is the hub of educational information and data; it offers caring support and tailored educational services to juvenile offenders and special needs students; it provides extensive professional development for teachers and administrators; and it shares regional and national research and best practices. SBCOE advocates for effective policies, provides formative leadership, offers districts

access to the best information available, enhances districts-wide practices, and supports improved operational efficiencies – all of which impact student success. This is the work of the San Benito County Office of Education.

Strengthening Programs and Communities Through Collaboration

The stimulating task of educating students for an unknown future requires dedication and the best thinking from a broad community of champions, including families, teachers, school administrators, community organizations, business and civic leaders, and policy makers. No single entity can ensure educational success; shared thinking and collaboration are essential.

Working in partnership with school districts and communities, SBCOE develops and implements social and educational services for students, families, and schools including programs that focus on early literacy, school and community safety, and student mental health. It actively pursues collaborative opportunities – knowing that effective partnerships are essential to leverage



critical experiences, resources, and know-how, and to build and expand community support.

The assets of SBCOE belong to the community, and the organization is always focused on the success of the **whole** community. SBCOE continually builds on a strong foundation – working to be the best it can be, so that San Benito County can be the best it can be. This is the promise of the San Benito County Office of Education.

Committing to Equity by Pushing for Change

Great efforts have been made in recent years to close the achievement gap between cohorts of students, but differences remain.

A central component of SBCOE’s ambitious vision, set forth in its new strategic plan, calls for equitable student outcomes and academic successes that will no longer be predictable by family income, ethnicity, race, or other differences. Advancing educational equity begins by prompting open-minded conversations throughout the county and by pushing for meaningful and constructive social change – leading to innovative solutions that address the differing resources and expectations which constrain student outcomes. This is the challenge for the San Benito County Office of Education.

Pursuing a New Vision for the Future of San Benito County

Leaving behind “business as usual,” SBCOE is embracing change – positioning itself to aim for a daring vision, encompassing innovative initiatives and new directions. Such a process requires curiosity, creativity, and accountability, as well as a flexible mindset and an attitude of continuous learning.

The goals, strategies, and recommendations in its Strategic Plan lay out a courageous but realistic path. SBCOE is in a strong position to utilize extraordinary resources – including dedicated leadership, talented staff, experience, and data – as it mobilizes to put these strategies into action. In the coming years, SBCOE will take both small and giant steps to adapt its culture, operations, and impact to create a change in educational opportunities and outcomes for all students in the county. There is no end point to these efforts. The process of inspiring students, investing in teachers, invigorating leaders and involving communities is ongoing and ever-evolving. This is the San Benito County Office of Education.



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