Inspiring and leading innovation in education
Dear Partner in Education,

The San Diego County Office of Education (SDCOE) is pleased to share our latest annual report. Read on for a glimpse of how we’re fulfilling our mission of inspiring and leading innovation in education.

SDCOE exists to empower students in the programs we operate as well as those students who attend schools in the districts we support. We help parents become advocates for their children. We build expertise among teachers, principals, and district staff members so they can serve our region’s youth. We help break down the barriers that keep children from the success they deserve. And we engage the community as partners so all students thrive now and in the future.

With a focus on four key areas – career technical education, equity, innovation, and organizational effectiveness – the SDCOE team is helping students fulfill the promise of a future without boundaries. A future where every child is prepared to succeed in the global community. A future that reflects the best of a diverse San Diego County.

To stay up-to-date on our programs, services, and activities, visit www.sdcoe.net or follow @SanDiegoCOE on social media. If you would like to learn more on any subject that’s addressed in the report, please don’t hesitate to contact my office.

Sincerely,

Dr. Paul Gothold
San Diego County Superintendent of Schools
The Role
of County Offices of Education

California has a three-level system of public education, which includes the California Department of Education, county boards of education, and local school districts. Regulations, funding, and policy decisions are generally established at the state level, while the day-to-day delivery of instruction is the responsibility of the more than 1,000 school districts throughout the state. The 58 county offices of education are the intermediate level of the public education system. County offices provide a support infrastructure for local schools and districts. They also fulfill state mandates to register teacher credentials, complete employee background checks, certify school attendance records, and develop countywide programs to serve students with special needs.

The Role
of the Superintendent of Schools

The San Diego County superintendent of schools, appointed by the County Board of Education, is the chief administrative officer, employer, and developer of programs and services as authorized by state statute or determined by needs or requests. The superintendent also provides educational leadership and administers mandated services. The superintendent has direct oversight responsibilities for approving and assuring school district budgets, calling school district elections, and assisting with school district emergencies by providing necessary services. The superintendent is also tasked with developing a three-year Local Control and Accountability Plan (LCAP) for the schools operated by the County Office, and reviewing and approving the LCAPs for all school districts in San Diego County.
San Diego County Schools
Fast Facts

<table>
<thead>
<tr>
<th></th>
<th>K-12 Public School Enrollment</th>
<th>School Districts</th>
<th>Students Who Are Learning English</th>
<th>Students Who Qualify for Free or Reduced-Price Meals</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>508,169</strong></td>
<td></td>
<td><strong>42</strong></td>
<td><strong>20.3%</strong></td>
<td><strong>51.4%</strong></td>
</tr>
</tbody>
</table>

**ENROLLMENT BY ETHNICITY**

- White: 30.3%
- African American: 4.5%
- Asian: 6.1%
- American Indian or Alaska Native: 0.5%
- Pacific Islander: 0.5%
- Filipino: 3.8%
- Latinx: 48.2%
The Role of the San Diego County Board of Education

The County Board of Education operates under the authority of the California Constitution, the state Legislature, California Education Code, and the State Board of Education. Among other duties, the board is responsible for:

- Adopting the annual County Office of Education Local Control and Accountability Plan and budget
- Adopting policies governing the operation of the board
- Acting as the appeals board for student expulsions, interdistrict transfers, and charter school petitions
- Acting as the County Committee on School District Organization to review and approve proposals to change the way school district governing board members are elected
- Hiring and evaluating the county superintendent and establishing the rate of compensation
- Serving as the landlord and owner of property

Through its role of long-range policy development and other critical functions, the board works with the county superintendent of schools to offer the most effective education programs and district support services. The board also encourages the involvement of families and communities, and is a vehicle for citizen access to communication about SDCOE’s programs and services.

BOARD OF EDUCATION

Mark Powell
DISTRICT 1

Guadalupe González
DISTRICT 2

Alicia Muñoz
DISTRICT 3

Paulette Donnellon
DISTRICT 4

Rick Shea
DISTRICT 5
Revenue and Expenditures
2017-18 Unaudited Actuals

**Revenue and Sources**

- **Revenues**
  - Lottery: $288,771
  - Interest: $4,897,885
  - Other: $6,800,698
  - Fees, Contracts with Districts: $47,034,656
  - Federal Revenue: $86,461,626
  - Local Control Funding Formula Sources: $114,190,055
  - Special Funds: $127,761,117
  - State Categorical Revenue: $216,746,593
  - Total Revenue: $604,181,401

- **Expenditures**
  - Books and Supplies: $3,590,072
  - Capital Outlay Equipment: $11,035,452
  - Employee Benefits: $45,347,846
  - Certificated Salaries: $45,811,586
  - Classified Salaries: $51,495,093
  - Contracted Services: $184,550,418
  - Transfer to Districts: $243,165,250
  - Total Expenditures: $584,995,717

**Percentage Breakdown**

- Revenue:
  - Lottery: 1%
  - Interest: 1%
  - Other: 1%
  - Fees, Contracts with Districts: 8%
  - Federal Revenue: 14%
  - Local Control Funding Formula Sources: 19%
  - Special Funds: 21%
  - State Categorical Revenue: 36%

- Expenditures:
  - Books and Supplies: 1%
  - Capital Outlay Equipment: 2%
  - Employee Benefits: 8%
  - Certificated Salaries: 8%
  - Classified Salaries: 9%
  - Contracted Services: 31%
  - Transfer to Districts: 41%
Setting a New Direction for SDCOE

SDCOE took a giant step forward when the San Diego County Board of Education approved a new logo and mission statement for the organization.

The new logo and color palette reflect the idea that SDCOE exists to empower students in the programs it operates as well as those students who attend schools in the districts SDCOE supports. The triangle, which harkens back to previous logos, is a reminder of where the organization has been, while the innovative design and colors convey hope, learning, and growth in a multicultural world.

Upon approving the new logo and mission, the board and superintendent also asked each SDCOE employee to commit to helping the organization embody its new mission. The SDCOE Commitments, which were written by a group of employees who participated in SDCOE’s strategic planning process, are:

Because each person is born with inherent worth and dignity, and because equitable access and opportunity are essential to a just, educated society, I commit to being:

- Respectful of differences and diverse perspectives
- Accountable for my actions and their impact on students
- Proactive in improving ways we support and engage our students, school districts, and community partners
- A responsible steward of our resources
- A lifelong learner who contributes to our collective success so that students thrive now and in the future
In the wake of shootings at high schools in Parkland, Florida, and Santa Fe, Texas, many people had questions about school safety—particularly focused on what education agencies are doing to keep students safe.

Schools remain among the safest places for students. Based on national statistics, the average number of active-shooter attacks in the United States is about 18 to 20 a year, with about 17% (three to four) involving K-12 schools. With more than 55 million students attending more than 125,000 public schools in the United States, this is not a danger that most schools are likely to experience.

SDCOE knows that school safety is foremost on every parent’s mind, and our team is well-prepared to help schools implement best practices in prevention and safety.

Our first priority is always prevention. SDCOE provides templates for nuts-and-bolts items such as comprehensive school safety plans, safety checklists, and drills on emergency procedures, as well as support for building strong relationships with law enforcement, implementing reporting systems for warning signs, and training in threat assessment.

But prevention is more than just securing a school site. It’s also building a culture that is inclusive and invested in the well-being of each member of the community. This is something that must be intentionally taught and reinforced. Schools across the county are engaged in a variety of practices to support school climate, engagement, and mental health and well-being through SDCOE professional learning opportunities.

With the help of law enforcement, mental health partners, and SDCOE, schools have developed and implemented training programs and resources to help students, staff, and parents recognize the warning signs that might precede a violent event and report safety concerns. Schools have also created multidisciplinary, school-based teams to assess threats and safety concerns as they are reported.
Helping All Students Graduate Fully Prepared for Success

SDCOE in partnership with the Kern County Superintendent of Schools was awarded a $1.25 million grant from the California Department of Education (CDE) to implement efforts that will support and accelerate learning for students who are English learners and African American students.

This is an important step for our county’s students and SDCOE’s commitment to ensuring that all of our students graduate fully prepared to be successful in college and career.

The California Equity Performance and Improvement Program grant is designed to help make progress reducing the academic performance gap for under-represented students, according to the CDE.

SDCOE will be working with schools in the Escondido Union High, Grossmont Union High, La Mesa-Spring Valley, and San Diego Unified school districts to build the capacity of teachers and school leaders to increase equity for students by improving the school systems.

Also as part of the grant, SDCOE is disseminating information on effective equity practices; developing and providing trainings, conferences, and workshops; and working with targeted student groups. Information will be shared statewide.

California has been making progress in closing the achievement gap, but some student groups still fall behind state averages. Providing educational opportunities and supports so that all students are successful is one of the San Diego County Board of Education goals, and this grant helps confirm that equity is a priority for our organization.
Providing Pathways to Careers for Vulnerable Students

When SDCOE’s Juvenile Court and Community Schools (JCCS) Career Readiness and Technical Education team first meet their students, the majority of the teens they work with have no idea what their future could look like. It’s part of the career readiness team’s mission to change that.

The team gained a significant boost for these efforts thanks to a $1 million Pathways to Justice Careers for Youth grant it secured from the U.S. Department of Labor.

The program’s three core elements are education; career awareness, exploration, and preparation; and individual growth.

The Pathways to Justice Careers for Youth program is geared toward students ages 16 to 21, giving them access to activities and experiences associated with criminal justice, emergency service, and military careers. Students in the one-year program get to know professionals from a variety of agencies, including the county Probation Department, San Diego Fire-Rescue Department, and FBI, and receive mentoring, participate in job shadows, and complete 80-hour internships. They learn how to network and to build relationships.

The Pathways program is crucial for JCCS students, many of whom are struggling to find their way.

The program gives students an extra reason to stay in school; something that intrigues them specifically and keeps them tied to the school setting. It is more than just your traditional opportunity to go to high school, get a diploma, go to college, get a job. It’s understanding that there are other pathways.
 Thousands of low-income families have received computers and hundreds have received discounted internet access through a partnership between SDCOE, EveryoneOn, Computers 2 Kids San Diego, and Cox Communications. Each year, the four organizations work together to hold 40 to 50 events where families who qualify for free or reduced-price lunch can get a desktop or notebook computer loaded with educational software for about $100. Some families are also able to sign up at these events for discounted internet access through Cox Communications.

Students living in homes without computers or the Internet are increasingly at a disadvantage as coursework and workplace skills are now dependent on technology. That is why SDCOE employees work with schools, districts, parents, and other organizations to help facilitate and promote the services.

Families at the events have said that having a computer in the house will help their students not only excel in school but also help them in the future by making them more confident with technology. Some said they didn’t have computers at home and instead had to rely on those at the library for school work.

Computers aren’t a luxury anymore; they’re a critical educational resource that all students need access to. This great partnership helps SDCOE in its ongoing work to ensure equity for students and eliminate the digital divide.

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**Saving the Planet and Taxpayer Funds**

SDCOE’s main campus is largely being powered by the sun now thanks to the addition of a large solar power system in its parking areas.

The new system, coupled with behavioral changes and other planned energy efficiency measures, is expected to transform the Linda Vista campus into a zero-net energy site—meaning that it generates as much as it utilizes. That will save money and natural resources for future generations of students.

The system:

- Cost SDCOE $3.7 million
- Saves SDCOE at least $282,000 a year
- Produces enough electricity to cover about 60% of the current demand
- Produces 1,864,000 kilowatt hours of electricity each year, enough to power 172 average homes
- Will offset about 1,300 metric tons of carbon dioxide annually, the same amount as removing nearly 280 cars from the road.

This project is part of a larger sustainability push led by SDCOE’s Green Team that includes separate and smaller solar projects at the South County Regional Education Center and Cuyamaca Outdoor School.
10 school districts received Differentiated Assistance from SDCOE and were able to dive into their data, learn collectively, and implement action plans to improve student outcomes.

4,340 students from low-income families were able to attend Cuyamaca Outdoor School through an SDCOE equity credit.

Nearly 300 participants from throughout California attended SDCOE’s three-day Dual Language and English Learner Conference.

19 San Diego County and one Riverside County school districts, plus six charter schools, participated in SDCOE’s Excellence in Equity Leadership program, learning to lead for equity across systems and foster an inclusive and supportive learning environment for each and every student.

59 students participated in three separate pilots for the iTV Learning Lab, including in-classroom and in-studio learning opportunities that deliver authentic industry experiences for students.
SDCOE recruited 75 classified employees from local school districts to participate in the **Classified Employee Teacher Recruitment Grant**. These employees receive tuition reimbursement for coursework toward earning a bachelor’s degree and a teaching credential.

16 districts and three charter schools across the state are participating in the **SDCOE Educator Effectiveness and Evaluation (E3) project**. E3 – an effort to create more collaborative and growth-oriented evaluation systems for teachers – indirectly impacts more than 297,000 students in 473 schools.

3 more school districts created strategic arts education plans through SDCOE’s efforts, bringing quality, standards-based arts education to an additional 56,284 students. **62% of San Diego County’s students** now attend a school district with a strategic arts education plan.

**SDCOE’s Teacher Induction Program** supported 439 new teachers from 85% of the school districts in San Diego County, plus teachers from 30 charter and private schools.

**SDCOE’s Educational Facility Solutions Group** assisted 14 school districts with implementing of cost-saving energy efficiency projects.
One of the ways that SDCOE supports students is by ensuring new teachers get the help they need during their first few years in the classroom while attaining a clear credential.

Last year approximately 450 teachers from across the county participated in the two-year SDCOE Teacher Induction program, with another nearly 300 teachers supporting and mentoring them.

Through this model, teachers build long-lasting relationships with mentors, receive support in areas of growth, and are given the time and space to reflect on their teaching practice as they continuously improve instruction and address student learning through action research.

All teachers trained in California who graduate from a teacher-preparation program must clear their preliminary credential through an induction program within five years. Teachers who were trained in other states and come to California and receive a preliminary credential may also need to clear through an induction program.

The SDCOE Teacher Induction program serves numerous smaller school districts, private schools, and charter schools across the county. The program’s purpose is to provide a safe environment, that supports teachers as they grow in their professional practice and transform into lifelong, reflective practitioners.
Celebrating Juvenile Court and Community School Graduates

One graduate said he used to think he wasn’t smart enough to finish high school. Another said that “getting locked up” was a blessing in disguise because he was convinced that he would be a dropout.

But these Juvenile Court and Community Schools (JCCS) students proved themselves and others wrong in the best way by earning their high school diplomas.

The JCCS commencement ceremonies – complete with cap and gown, Pomp and Circumstance, and proud family members – recognized the struggles the students have overcome to earn their high school diplomas.

SDCOE’s court and community schools provide a fully accredited educational program for school-age youth who are either wards of the court or have been referred by social services, probation, or one of the 42 school districts in San Diego County. Services are provided to students who are incarcerated, pregnant or parenting, in foster care, expelled, chronically truant, in drug treatment centers and group homes for neglected or abused children, and experiencing homelessness.

"The fact that these graduates are sitting up here tells you something about their character," said one JCCS teacher. "They didn't give up on themselves."

The celebrations often brought tears to students and family members, and they shared words of thanks and encouragement. Some of the graduates said they were motivated to finish high school to set a good example for their own young children.

JCCS serves nearly 5,000 students per year at more than 20 sites across the county.
What does LCAP stand for? How can I tell if my kid's school is a good one? What are districts doing to prepare students for jobs that don't yet exist?

A video series produced by SDCOE helps answer those questions and others in a simple, straightforward way that is specific to San Diego County.

Teachable Moment videos are short explainers featuring subject matter experts from across SDCOE tackling hot topics in education. The segments are released every other Tuesday on the SDCOE website as well as across SDCOE’s social media feeds.

To view the full Teachable Moment video library, visit www.sdcoe.net/teachablemoment.
SDCOE helped local educators learn new ways to incorporate computer coding in the classroom through the Coding in the Classroom series.

In response to requests from local school districts, the series was organized for K-12 teachers, administrators, and after-school educators to learn about and get hands-on experience with a variety of coding programs.

This is important because 93% of parents want their child's school to teach computer science, but only 40 percent of schools do, according to Code.org.

Educators who began with little to no coding experience left the workshop able to teach coding fundamentals to their students. Lessons involving coding promote logical thinking, problem solving, persistence, collaboration, and communication, research shows.
Connecting Families to the Power of 24/7 Learning

Thousands of low-income families have received computers and hundreds have received discounted internet access through a partnership between SDCOE, EveryoneOn, Computers 2 Kids San Diego, and Cox Communications.

Each year, the four organizations work together to hold 40 to 50 events where families who qualify for free or reduced-price lunch can get a desktop or notebook computer loaded with educational software for about $100. Some families are also able to sign up at these events for discounted internet access through Cox Communications.

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Families at the events have said that having a computer in the house will help their students not only excel in school but also help them in the future by making them more confident with technology. Some said they didn't have computers at home and instead had to rely on those at the library for school work.

Computers aren’t a luxury anymore; they’re a critical educational resource that all students need access to. This great partnership helps SDCOE in its ongoing work to ensure equity for students and eliminate the digital divide.
1,200 American Indian students in 10 school districts and one charter school have increased supports to improve literacy and educational outcomes through SDCOE’s receipt of the Native American Grant.

$14 million in annual child-care subsidies to meet needs for affordable childcare stayed in San Diego County through leadership and advocacy from SDCOE.

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JCCS expanded concurrent enrollment in college through a partnership with local community colleges, offering students access to college-level coursework and credits in a variety of subject areas.

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SDCOE’s programs authorized to issue teaching credentials were accredited for a new seven-year term by the California Commission on Teacher Credentialing.

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7 charter school petitions were analyzed by SDCOE’s charter review team.
## Enrollment By District

<table>
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<th>District</th>
<th>Enrollment</th>
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<td>Alpine Union Elementary</td>
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<td>Bonsall Unified</td>
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<td>Borrego Springs Unified</td>
<td>2,443</td>
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<tr>
<td>Cajon Valley Union</td>
<td>17,369</td>
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<tr>
<td>Cardiff</td>
<td>703</td>
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<tr>
<td>Carlsbad Unified</td>
<td>11,326</td>
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<tr>
<td>Chula Vista Elementary</td>
<td>30,120</td>
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<tr>
<td>Coronado Unified</td>
<td>2,946</td>
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<tr>
<td>Dehesa</td>
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<td>Del Mar Union</td>
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<td>Julian Union High</td>
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<td>La Mesa-Spring Valley</td>
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<td>Statewide benefit charter schools</td>
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*District totals include district-authorized charter school enrollment.*