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Philosophy - Goals - General ObjectivesQuality Concept, Roles, and Responsibilities

The philosophy, goals, and general objectives of an agency provide a foundation for the development of sound and responsible policy. The County Office of Education's philosophy, goals, and general objectives are rooted in the concept of Quality.

The County Board of Education believes that the effectiveness of the educational programs of the County Office of Education depends upon a common vision held by the Board, the Superintendent and staff. This vision of the agency constitutes the driving force of the agency. The Board believes that the vision is best achieved through a systematic process of continuous improvement. The process recognizes the past, strives to continuously improve the present, and holds a vision of the future.

It is recognized that the Board of Education, the Superintendent, and the Leadership Team have separate and distinct roles and responsibilities. The Board is responsible for making policy and the Superintendent, with the Leadership Team, is responsible for translating such policies into a plan of action that will demonstrate performance and achieve results.

The Board and Superintendent are ultimately responsible and accountable for all decisions made.

The plan of action for continuous quality improvement to achieve the vision will be specified in regulations, setting forth definitions, the vision and mission statements, operational guidelines, and methods of measurement. Departmental strategies will be reviewed on an ongoing basis and modified when appropriate in order to achieve the County Office's vision. A presentation of progress toward vision achievement will be delivered annually to the County Board.

Legal Reference: Education Code
1040 et seq. Duties and Responsibilities
1080 Duties that may be Transferred
51004 Education Goals
51019 Definition: Philosophy
51020 Definition: Goal
51021 Definition: Objective
51053 Course of Study Prescribed by City or County
Board; Development of Courses

Policy
adopted: September 8, 1993

Philosophy - Goals - General Objectives

Definitions

The purpose of all agency activities is to achieve the vision. Each department will develop a mission statement to support the vision.

The County Office of Education will systematically identify, coordinate, and carry out the activities needed to achieve the vision. First, objectives explicitly supporting the vision will be identified. These objectives will be designated as the "critical success factors" in attaining the vision. Next, strategies to achieve the critical success factors will be determined. These strategies will be deployed throughout the organization. Employee involvement in the development of statements of vision, mission, critical success factors, and strategies is integral to the successful attainment of the vision.

To guide the efforts of those participating under the leadership of the County Superintendent of Schools, the following definitions apply:

Vision: The desired future state of the agency.

Mission: A statement of purpose which describes the primary functions of an agency.

Critical Success Factors: Strategic, high level objectives explicitly supporting the vision.

Strategies: The means to achieve the critical success factors. They indicate actions to be taken and are measurable.

Legal Reference: Education Code
 1040 et seq. Duties and Responsibilities
 1080 Duties that may be Transferred
 51004 Education Goals
 51019 Definition: Philosophy
 51020 Definition: Goal
 51021 Definition: Objective
 51053 Course of Study Prescribed by City or County Board; Development of Courses

Regulation
 adopted: September 1, 1982

Regulation
 amended: November 8, 1989
 September 8, 1993

Philosophy - Goals - General Objectives

Vision and Mission Statements

VISION STATEMENT OF THE CONTRA COSTA COUNTY OFFICE OF EDUCATION

The service provider of choice.

MISSION STATEMENT OF THE COUNTY BOARD OF EDUCATION

The mission of the Contra Costa County Board of Education is to work with the County Superintendent of Schools to provide leadership, service, and support to the districts and all students of Contra Costa County through teamwork, communication, integrity, creativity, expertise, and advocacy for all learners.

MISSION STATEMENT OF THE COUNTY SUPERINTENDENT OF SCHOOLS

The mission of the County Superintendent of Schools is to create a vision of the future, develop a change strategy, and deploy the vision and the strategy throughout the agency.

MISSION STATEMENT OF THE SUPERINTENDENT'S CABINET

The mission of the Superintendent's Cabinet is to lead the County Office of Education in providing quality, cost effective services which meet or exceed customer expectations.

Philosophy - Goals - General Objectives

Vision and Mission Statements (continued)

MISSION STATEMENT OF THE PUBLIC AFFAIRS OFFICE

To motivate internal and external customers to use COE services by providing quality information resources and public relations services.

MISSION STATEMENT OF THE PERSONNEL SERVICES DEPARTMENT

The Personnel Department will provide responsive quality service to its customers and is committed to continuous improvement.

MISSION STATEMENT OF CURRICULUM AND INSTRUCTION

The Curriculum and Instruction Department, as part of an organization dedicated to quality, will seek out and deliver the resources, training and networks to school districts (our principal clients), school sites and individuals to assist them in providing their students with a quality education.

MISSION STATEMENT OF INTERNAL BUSINESS SERVICES

To provide customers with the best business resources for quality education.

MISSION STATEMENT OF DISTRICT BUSINESS SERVICES

The District Business Services Department of the County Office of Education will provide quality financial and payroll services that meet or exceed all legal requirements and expectations of School Districts in Contra Costa County.

Philosophy - Goals - General Objectives

Vision and Mission Statements (continued)

MISSION STATEMENT OF THE DATA PROCESSING DEPARTMENT

The Data Processing Department will assist the County Office of Education in providing quality, cost-effective service by the following means:

- supporting existing computer applications with appropriate technical expertise and staff training.
- lowering costs and reducing risks by migrating computerized tasks to hardware and software that is in widespread, current business use.
- assisting staff at all levels to translate new technological developments into means of working more effectively.

MISSION STATEMENT OF THE ALTERNATIVE EDUCATION DEPARTMENT

To focus on at-risk and high-risk juvenile and adult students.

To provide quality educational services through direct instruction and training in a supportive and safe environment.

To empower students to create a positive vision of themselves and to seek greater options in life.

MISSION STATEMENT OF BYRON BOYS' RANCH SCHOOL

To provide a safe, positively structured educational program, within a residential treatment facility, which emphasizes the assessment and development of basic skills, self-esteem, and pro-social behavior.

Philosophy - Goals - General Objectives

Vision and Mission Statements (continued)

MISSION STATEMENT OF THE COMMUNITY SCHOOLS PROGRAM

- To continue the student's education in a self contained classroom.
- To meet individual student needs by collaborating with other county agencies.
- To enhance basic skills while earning academic credits.
- To develop a positive self image and acquire the appropriate social skills.
- To return the student to the home school district.

MISSION STATEMENT OF JAIL ADULT EDUCATION

- To provide students opportunities for lifestyle changes.
- To model a positive learning environment which values cultural diversity and accommodates a variety of learning styles.
- To reduce recidivism and increase learning by providing students a heightened sense of self, increased cognitive, affective and employability skills and linkage to the community.
- To gain local, county and state support of jail education programs.

MISSION STATEMENT OF JUVENILE HALL/LION'S GATE SCHOOLS

- To motivate at-risk and high-risk students by providing quality instruction in a supportive and safe environment.

Philosophy - Goals - General Objectives

Vision and Mission Statements (continued)

MISSION STATEMENT OF REGIONAL OCCUPATIONAL PROGRAM

The Contra Costa Regional Occupational Program will be the service provider of choice for Contra Costa school districts and other customers because of the ROP's ability to provide cost-effective programs and services which meet or exceed customer expectations.

MISSION STATEMENT OF THE SPECIAL EDUCATION AND SERVICES DEPARTMENT

To educate students with special needs in the least restrictive learning environment which will enable them to have a productive, integrated future.

MISSION STATEMENT OF THE SPECIAL EDUCATION TRANSPORTATION DEPARTMENT

The County Office of Education Transportation Department's mission is to administer and provide safe and efficient transportation for all students, to access the full range of educational and co-curricular activities offered by this agency.

MISSION STATEMENT OF SCHOOLS SELF-INSURANCE OF CONTRA COSTA COUNTY

To support the delivery of public educational services by providing health insurance programs for employees of member school districts. To provide these programs to assure fiscal soundness, superior service, quality programs, and efficient and effective utilization of services.

MISSION STATEMENT OF CONTRA COSTA COUNTY SCHOOLS INSURANCE GROUP

To provide cost-effective and quality service to the Contra Costa County Schools Insurance Group's members and their employees in all areas dealing with workers' compensation benefits.

Philosophy - Goals - General Objectives

Vision and Mission Statements (continued)

Regulation
approved: September 8, 1993

Regulation
amended: January 12, 1994
September 27, 1995
April 21, 1999

Philosophy - Goals - General ObjectivesContinuous Quality in Education

The County Board of Education and County Superintendent believe that the process of Continuous Quality in Education (CQE) will best achieve the agency's vision and the overall governance needs of the County Office of Education. CQE is grounded in the five core concepts of total involvement, process thinking, customer focus, statistical thinking, and continuous improvement.

Regulation
approved: November 8, 1989

Regulation
amended: September 8, 1993

Philosophy - Goals - General ObjectivesMeasurement

An effective process of measurement is vital to ensure that the County Office of Education's strategies and goals are being met. This process should bring accountability into the working relationship of the Board, Superintendent and management staff.

The agency's mission statements, critical success factors and strategies will be reviewed on an ongoing basis and modified when appropriate. Specific goals and measurements will be developed for each fiscal year and will be published in a document available to the Board of Education, all staff, and the public.

Regulation

approved: November 8, 1989

Regulation

amended: September 8, 1993

Philosophy-Goals-Objectives & Comprehensive Plans**CHARTER SCHOOLS**

The Contra Costa County Board of Education believes that charter schools provide one opportunity to implement school-level reform and to support innovations which improve student learning. These schools shall operate under the provisions of their charters, applicable state and federal laws, and the general oversight of the County Board.

1. Under California law, it is the local school district governing board that serves as the primary chartering authority. A petitioner may seek approval of a charter from a county board of education, if the pupils to be served are pupils that would normally be provided direct education and related services by the county office of education, or a county-wide charter school if the pupils to be served are not generally provided direct education and related services by the county office of education. Petitioners may request the county board of education or the State Board of Education (SBE) to review a charter petition, if the petition has been previously denied by the local school district governing board.

A. Charter School Petitions Submitted Directly to the County Board

Charter school petitions may be submitted directly to the County Board for those charter schools that will serve pupils for whom the county office of education would otherwise be responsible for providing direct education and related services, or for those county-wide charter schools that will provide instructional services that are not generally provided by a county office of education. The Board of Education will only approve such petitions if it finds, in addition to other requirements of law, that the educational services to be provided by the charter school will offer services to a pupil population that will benefit from those services and that cannot be served as well by a charter school that operates in only one school district in the county. Submitted petitions must contain the required number and type of signatures.

B. Charter School Petitions Submitted to the County Board for Review After Denial by a School District Governing Board

Charter School petitions previously denied by the governing board of a school district within the jurisdiction of the County Office of Education may be submitted to the County Board for approval within 180 calendar days of the denial.

Philosophy-Goals-Objectives & Comprehensive Plans**CHARTER SCHOOLS (continued)**

The charter school petitions shall be reviewed by the County Board as denied by the school district, along with a description of any changes to the petition necessary to reflect the County Office of Education as the chartering entity. Any such changes shall not be material to the provisions of the charter petition as denied by the school district.

C. Review of Charter School Petitions, Public Hearing and Decision

No later than sixty (60) calendar days after receiving a properly submitted petition, the County Board shall hold a public hearing on the provisions of the charter. At the public hearing, the County Board shall consider the level of support for the petition by teachers and other employees of the County Office of Education, parents, and other interested parties.

No later than ninety (90) calendar days after receiving a properly submitted petition, the County Board shall either grant or deny the charter. The date of decision may be extended an additional thirty (30) calendar days if both parties agree to the extension.

The County Board shall grant a charter if the Board is satisfied that granting the charter is consistent with sound educational practice. Granted charter schools shall begin student instruction in early July or early September and may operate only within Contra Costa County.

The term of an approved charter school is subject to the discretion of the County Board. The initial term may be granted for up to three years and, based on staff review and recommendation, may be limited to two years.

The County Board may not deny a petition unless written factual findings are made, specific to the petition, setting forth facts to support one, or more, of the following findings:

- (1) The charter school presents an unsound educational program for the pupils to be enrolled in the charter school.
- (2) The petitioners are demonstrably unlikely to successfully implement the program set forth in the petition.

Philosophy-Goals-Objectives & Comprehensive Plans

CHARTER SCHOOLS (continued)

- (3) The petition does not contain the required number and type of signatures.
- (4) The petition does not contain an affirmation that the charter school shall be nonsectarian, shall not charge tuition, shall not discriminate on the basis of ethnicity, national origin, gender, or disability, and except as specified by law, admission to the school shall not be determined according to the place of residence of the pupil or his or her parent or guardian within this State.
- (5) The petition does not contain reasonably comprehensive descriptions of required programmatic and operational components, as specified by law.

If the County Board denies the petition, the petitioner may submit the petition to the State Board of Education.

D. Performance Accountability

Charter schools granted by the County Board shall be held accountable for meeting measurable pupil outcomes set forth in their charter school petitions. The charter schools shall meet all statewide standards required by law and shall conduct all pupil assessments required by law or applicable to pupils in noncharter public schools.

E. Fiscal Accountability

Charter schools granted by the County Board which are contemplating incurring debt, including loans from the State Treasury, are required to submit financial records and repayment plans as requested by the County Office of Education and obtain County Board approval prior to applying for such loans.

Legal Reference: EDUCATION CODE
 47600-47616.5 *Charter Schools Act of 1992, as amended*
 CODE OF REGULATIONS, TITLE 5
 11967 *Charter schools*

Policy
adopted: June 7, 2000

Policy
amended: August 27, 2003

Philosophy-Goals-Objectives & Comprehensive Plans**CHARTER SCHOOLS****A. Receipt of Petition or Application**

Upon receipt of a petition for approval of a charter school or application for renewal of a previously approved charter school, the Superintendent or designee will do all of the following in preparation for the public hearing that is required within 60 days of such receipt.

1. The Deputy Superintendent will notify members of the Board of Education of receipt of the petition or application.
2. The Deputy Superintendent will complete an initial analysis of the petition or application to determine whether all of the elements required by Board of Education Policy and the Education Code have been included in the submission. If any of the required elements or information has not been included, or if clarification is required, the Superintendent or designee will communicate this to the charter school applicants. The initial analysis, along with any communication sent to the charter school applicant, will also be submitted to the Board of Education prior to the public hearing.
3. The Deputy Superintendent, in the course of completing the initial analysis, will also assess the petition or application based upon the possible reasons for charter denial as detailed in Board of Education Policy and the Education Code. These finds will be submitted to the Board of Education as part of the initial review prior to the public hearing.
4. The Superintendent or designee will contact the charter school applicant no later than seven days prior to the scheduled public hearing advising the applicant of the location and approximate time. The charter school applicant will be given the opportunity to make a presentation to the Board of Education and to respond to the initial analysis at the time of the public hearing.

B. Following the Public Hearing

Prior to the formal Board of Education review and decision concerning the charter petition or application (which will normally be held within 60 days of initial receipt):

1. The charter school applicant will be asked to respond within 14 days following the public hearing to any questions or concerns raised by the Board of Education. The Superintendent or designee will conduct an analysis, if directed by the Board of Education, of the responses submitted by the charter school applicant. The analysis will be submitted to the Board of Education prior to the formal review and decision regarding the charter application.

Philosophy-Goals-Objectives & Comprehensive Plans**CHARTER SCHOOLS (continued)**

2. The Superintendent or designee will contact the charter school applicant no later than seven days prior to the formal review and decision meeting advising the applicant of the location and approximate time. The Superintendent or designee will also communicate with the charter school applicant, prior to the formal review, any additional analysis submitted to the Board of Education.
3. Following the formal review of and decision on the charter petition or application, the Superintendent or designee will communicate in writing with the charter school applicant the decision of the Board of Education. If the Board has denied the charter application, this communication will include the factual findings, specific to the information and materials which were submitted, which support the justification for denial as set out in Board of Education Policy and the Education Code. If the Board has given approval while noting certain conditions related to increasing the likelihood of success for the charter school and/or compliance with law, the Superintendent or designee will include that information in the written communication to the charter school applicant.
4. Upon approval of the petition or application by the Board of Education, the Superintendent or designee will notify the Charter Schools Section of the State Department of Education, as well as other agencies as required by law. The notification shall include copies of Board of Education meeting minutes reporting both the public hearing and the meeting in which the Board approved the charter proposal. The notification shall also include a copy of the charter proposal for State Department of Education review.
5. During the approval process, or following the decision of the Board of Education to approve the petition or application, the Superintendent or designee will meet with the charter school applicant to develop a Memorandum of Understanding or Operating Agreement which will describe the legal relationship between the county office of education and the charter school. The agreement will include, but not be limited to the following:
 - a. Recitals
 - b. Term and MOU Amendment Process
 - c. General Business Service Arrangements and Enrollment Reporting
 - d. Financial Audit Provisions
 - e. Employment Audit Provisions
 - f. Fiscal Oversight, Insurance and Risk Management
 - g. Service to Special Education Students Including Funding Issues
 - h. Hold Harmless/Indemnification Provisions for the County Office of Education

Philosophy-Goals-Objectives & Comprehensive Plans**CHARTER SCHOOLS (continued)**

- i. Compensation to the County Office of Education
 - j. Evaluation of the Educational Program
 - k. Legal Relationship
 - l. Employment Standards
6. The agreement may also address services for which the charter school wishes to contract with the county office of education, as well as any conditions noted by the Board of Education as part of approving of the charter school proposal. In the event that an agreement is not completed and signed by the Superintendent and the charter school applicant 120 days prior to the planned opening of the charter school, the Superintendent or designee will be guided by Section 1(C) of Board of Education Policy 0420.4.

C. Monitoring and Supervision of Approved Charters

1. Not less than annually, the Superintendent or designee will inspect documents on file which verify that teachers at the school hold the appropriate certification as required by Board of Education Policy and the Education Code.
2. Not less than annually, the Superintendent or designee will review the audit report of the charter school and will ensure that audit exceptions and deficiencies are satisfactorily addressed and corrected.
3. Not less than annually, the Superintendent or designee will monitor the operation of the charter school.
4. The process of monitoring and supervision will be guided by Board of Education Policy and the Education Code including the criteria for charter revocation. The Superintendent or designee will immediately report to the Board of Education any condition or circumstance which could result in consideration of charter revocation. The Superintendent will also refer such findings to legal counsel. As directed by legal counsel, the Superintendent or designee will communicate these findings to the charter school.
5. Not less than annually, the Superintendent or designee will bill the charter school for the actual cost of monitoring and supervision not to exceed 1 percent of the revenue of the charter school except as otherwise provided by Board of Education Policy and the Education Code.
6. The Superintendent or designee will maintain records of all costs for each stage of charter school consideration, monitoring and supervision in order to provide a basis for mandated cost reimbursement.

Philosophy-Goals-Objectives & Comprehensive Plans

CHARTER SCHOOLS (continued)

Legal Reference: EDUCATION CODE
 47600 et. seq. *Charter Schools*

Regulation
approved: August 27, 2003