1. OPENING ITEMS

   a. Call to Order

   Board President Susan Alvaro called the meeting to order at 7:00 p.m.

   b. Approval of Agenda

   After a motion by Ms. Gerard and a second by Mr. Lempert, the Board unanimously (Alvaro, Camacho, Cannon, Gerard, Hsiao, Lempert and Ross) approved the April 18, 2018, agenda as presented.

   Employees of the Month Mary McArdle, Carla Silva and Catherine Stoddard, Teachers, Special Education Services K-12, Student Services Division

   Board President Alvaro recognized the April 2018 Employees of the Month, Mary McArdle, Carla Silva, and Catherine Stoddard, Teachers in the K-12 Special Education Services Program, Student Services Division. Ms. Alvaro congratulated Ms. McArdle, Ms. Silva and Ms. Stoddard on behalf of the Board and presented each of them with a clock and a check.
2. VOLUNTEER RECOGNITION

a. **Adopt Joint Resolution No. 18-14 In Recognition of School Volunteers and April as National Volunteer Month**

Superintendent Campbell said during the month of April, the United States celebrates National Volunteer Month – an opportunity to recognize those who devote their time and resources to improving the world around them. She said the United States has a long history of service, and the Corporation for National and Community Service reports that 62.6 million volunteers across the country contributed 7.2 billion hours of service in 2015. Ms. Campbell said the San Mateo County Office of Education (SMCOE) has an opportunity to honor the volunteers in our community who have dedicated themselves to improving the lives of local students. Superintendent Campbell asked the Board to consider a resolution to recognize those individuals and designate April as National Volunteer Month.

After a motion by Mr. Hsiao and a second by Ms. Gerard, the Board unanimously (Alvaro, Camacho, Cannon, Gerard, Hsiao, Lempert and Ross) approved Resolution No. 18-14 In Recognition of School Volunteers and April as National Volunteer Month.

b. **Honor 2018 Volunteers**

Superintendent Campbell thanked all of the volunteers for their service and commented it makes a difference in the lives of the students and the teachers. She said volunteerism is one of the building blocks of a strong community, and the time volunteers donate to our students continues to make San Mateo County a wonderful place to learn and live.

Board President Alvaro expressed her gratitude to the outstanding individuals assembled, as well as to those who were unable to make the event. She reiterated their contributions are truly invaluable and enrich the lives of students every day.

Board President Alvaro recognized the number of organizations and individuals who have supported the annual STEM Fair, which was held in March, and included an Arts Expo for the first time. Ms. Alvaro thanked the San Mateo County Event Center for hosting this year’s STEM Fair and Arts Expo, and the Hiller Aviation Museum for hosting the awards ceremony to honor the winners. She acknowledged and thanked Oracle, Gilead Sciences, Inc., and the Broadcom Foundation for their sponsorship of this wonderful event. Ms. Alvaro acknowledged the members of the STEM Fair Committee, who provided guidance and assistance during the STEM Fair planning process. Board President Alvaro then thanked Ron Susek who represented the Committee, along with those members who were unable to attend: Brennan Brockbank, Melonie Cotter, Nicole Shimshock, Jayne Hastedt, Pam Louie, Alex Harrell, and Susan Dubrow.

Board President Alvaro acknowledged the contributions of Kris Cannon, who volunteers at the Moomaugh Library at Hillcrest School every Wednesday. She said Mrs. Cannon also runs a weekly book club that provides valuable experiences to the students at Camp Glenwood. Her colleague, Patricia Cretan, is a key asset in this work but was unable to attend.
VOLUNTEER RECOGNITION (continued)

Ms. Alvaro recognized Leslie Stafford for her continued support and leadership on the Resource Parent Council/Community Advisory Committee on behalf of Special Education Local Plan Area (SELPA). She said Ms. Stafford attends the SELPA Governing Board monthly meetings and provides updates for the Resource Parent Council/Community Advisory Committee (RPC/CAC) website. Ms. Stafford recently coordinated the First Annual South County RPC/CAC meeting as well as coordinating a parent presentation on the State’s dyslexia guidelines.

Board President Alvaro recognized volunteers from the Safe Routes to School Program, including Jennifer Wolosin, an active parent who became a tireless advocate for Safe Routes to School in Menlo Park. Ms. Wolosin created an advocacy group called Parents for Safe Routes and successfully lobbied the Menlo Park City Council to make Safe Routes to School a city-wide priority. Ms. Alvaro said the Safe Routes to School program is also supported by Belle Haven Action members Cecilia Taylor, Julie Shanson, and Annielka Perez.

Board President Alvaro thanked Nichole Medrano, who has volunteered with students as a cabin leader through the SMCOE Outdoor Education program over the past three years. She said the Outdoor Education Program is lucky to have several volunteer cabin leaders, including Owen Mylod Yee and Jaron Woon.

Board President Alvaro acknowledged two Oxford Day Academy students, Fernando Chavez and Melanie Jaipa, who are completing an arts internship with our office. She said they serve on SMCOE’s arts advisory committee through the STEAM Center. Ms. Alvaro reported these two students presented at the Arts Now Community Launch breakfast in March.

Ms. Alvaro acknowledged the volunteer efforts of Julie Mabel and her therapy dog Molly. Julie and Molly visit SMCOE’s Early Childhood Education (ECE) program each week to support students in that program.

Board President Alvaro acknowledged a few individuals who were unable to make it to this meeting but contributed immensely to San Mateo County schools and communities. Christine Culine participated in the Animals for Students program. Ms. Alvaro said a number of Woodside Priory students volunteered at this year’s Special Olympics Spring Field Day.

Board President Alvaro thanked everyone who has volunteered their time to support students and wanted them to know that their contributions make a profound difference in the lives of San Mateo County’s young people.

c. Recess to Honor Special Guests

At 7:19 p.m. Ms. Alvaro declared a short recess to honor the special guests.

The meeting resumed at 7:37 p.m.
3. PUBLIC HEARING

a. Public Hearing on Initial Proposal from the California School Employees Association (CSEA), Chapter 158, to the San Mateo County Superintendent of Schools for 2018-2019 Collective Bargaining Agreement

Board President Alvaro announced the Board would hold a Public Hearing on the Initial Proposal from the California School Employees Association (CSEA), Chapter 158, to the San Mateo County Superintendent of Schools for 2018-2019 Collective Bargaining Agreement and opened the hearing. Receiving no public comment, Ms. Alvaro declared the Public Hearing closed.

b. Public Hearing on Initial Proposal from the San Mateo County Educators Association (SMCEA), to the San Mateo County Superintendent of Schools for 2018-2019 Collective Bargaining Agreement

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4. PERSONS WISHING TO ADDRESS THE BOARD, DELEGATIONS AND PETITIONS

There were no persons wishing to address the Board.
5. **APPROVAL OF MINUTES**
   
a. **April 4, 2018, Regular Board Meeting**

After a motion by Mr. Ross and a second by Mr. Lempert, the Board unanimously (Alvaro, Camacho, Cannon, Gerard, Hsiao, Lempert and Ross) approved the Minutes of the April 4, 2018, Regular Meeting as presented.

6. **CONSENT AGENDA**
   
b. **Receive Staffing Reports**
c. **Adopt Joint Resolution No. 18-15 Honoring the Puente de la Costa Sur’s Twenty Years of Service to the South Coast**
d. **Approve Authorization of Duties and Responsibilities for One (1) New Classified Position**
e. **Receive Quarterly Report on Complaints, as Required by the Williams Settlement**

After a motion by Ms. Gerard and a second by Mr. Ross, the Board unanimously (Alvaro, Camacho, Cannon, Gerard, Hsiao, Lempert and Ross) approved the Consent Agenda.

7. **LOCAL CONTROL ACCOUNTABILITY PLAN (LACP)**
   
a. **Receive Update on the Local Control Accountability Plan (LCAP)**

Associate Superintendent Nancy Magee said she would report on the progress the Court and Community Programs are making on Stakeholder Engagement in their Local Control Accountability Plan (LCAP). She reported Court and Community staff as well as SMCOE Coordinators from the Curriculum and Instructional Services (CIS) Division recently participated in a stakeholder engagement meeting after working on this for the past eight months. At this meeting the CIS coordinators, staff from student programs and school partners learned about all of the different parts in a “getting to know you” session to begin building relationships. They visited and toured Court and Community sites giving CIS staff a better understanding of the programs.

Ms. Magee said the group began setting shared goals:

- Develop curriculum within context of modular units – smaller units over 2-4 weeks
- Explore Project Based Learning as a form of personalized learning
- Collaborate with Project Change
- Pursue mathematics adoption for 2018-2019
- Research successful instructional models in other Court and Community environments:
  - Roots of Success – Environmental Literacy and folding Career Technical Education (CTE) into Court School environments
  - Project Pathways – CTE pathways
- Arts and Social Justice in Court and Community schools
LOCAL CONTROL ACCOUNTABILITY PLAN (LACP) (continued)

Associate Superintendent Magee said with the LAB School in mind Reciprocal Learning took
place between Court and Community School teachers and CIS staff working on Restorative
Practices. Ms. Magee said Court and Community School staff is excited to bring CIS
Coordinators to the classrooms to watch Restorative Practices in action, which can help guide
them as they work with other districts.

Associate Superintendent Magee reported since the LCAP process has started the Court and
Community Program has gained strength with:

- An Academic Counselor
- An Assistant Principal
- A Restorative Practices Coach working in classrooms every day
- Now fully staffed at Glenwood, Margaret J. Kemp Camp, Canyon Oaks, and Gateway
  School
- A Hillcrest Orientation Class
- CARE (Court, Alternative, Restorative, Education) Class – formerly called directive
  studies
- Project Change
- Summit Charter Partnership – now beginning year three

Ms. Magee said availability of data has improved:

- Alternative Accountability California Dashboard information will be available in 2018-2019
- Measures of Academic Progress (MAP) Testing – more data is available now
- Completion and Transition Data – exit data follow up after the student leaves and goes
  back to their districts

Associate Superintendent Magee then answered questions from the Board.

8. INSTRUCTIONAL SERVICES

a. Receive Report on Differentiated Assistance

Deputy Superintendent Dr. Gary Waddell said he was pleased to bring the Board a report on
Differentiated Assistance, the latest component in California’s new funding and accountability
system. He said the first phase was the Local Control Accountability Plans (LCAPs), the second
phase was the rubrics, which became the California Dashboard, and the third component of this
model is Differentiated Assistance for those districts identified under the California Dashboard as
having not met the criteria for student academic growth. He said County Offices of Education are
asked with providing assistance to those districts. Dr. Waddell said he had the pleasure of
serving on the Curriculum and Instruction Steering Committee (CISC) Accountability
Subcommittee that developed and worked on this model since its inception. He said from the
beginning there was a lot of conversation regarding what it should look like, noting the process
INSTRUCTIONAL SERVICES (continued)

is grounded in the improvement science model from the Carnegie Center for the Advancement of Teaching that imagines the county office working alongside the district team to look more deeply at the work. Dr. Waddell acknowledged the Networks for Success team and Director David Brashear, for the Program Improvement work that has been accomplished and for repurposing the team to work on Differentiated Assistance. Deputy Superintendent Waddell said the identified districts have appreciated the support of Mr. Brashear and his team and asked Mr. Brashear to share the current work as well as the work that will take place in Year Two.

Mr. Brasher reiterated LCFF funding changes how the State provides resources and how it holds the Local Education Agencies (LEAs) accountable for improving student outcomes under the new accountability system. He said Education Code provides the basis for Differentiated Assistance and SMCOE chose to help districts identify strengths and weaknesses relative to the LCFF priorities, including a review of effective, evidence-based programs or practices relating to the school district’s goals. Mr. Brashear quoted State Superintendent of Public Instruction Tom Torlakson in a communication which said “California is taking a new approach – rather than top-down transactional exchanges between districts and support providers, the new system expects support providers to work collaboratively with districts to identify key challenges and opportunities.”

Mr. Brashear reviewed the LCFF process, which is part of the new California Accountability System designed to improve outcomes for all students:

- The Dashboard is used to identify areas in need of more focused evaluation based on the eight state priorities
- Those results are compared to local data and then both are used to review annual progress as outlined in the LCAP
- Annual progress and data are then used in crafting next steps in the LCAP to address areas of identified need

Mr. Brashear said Differentiated Assistance begins after Dashboard data is released, when the team then begins to review this data and the local data to determine why the system is getting the current results and to assist in developing recommendations for action to include in the LCAP.

California’s Statewide System of Support includes three levels of supports to LEAs as a means to promote continuous improvement:

- Level one: Support for All LEAs and schools (e.g. support adoption of new instructional materials)
- Level two: Differentiated Assistance – determined by those LEAs based on performance level of any one student group in two or more LCFF priority areas (showing up as red or orange on the California Dashboard)
- Level three: Intensive Intervention – when three or more student groups are red across two or more priorities
Mr. Brashear reported San Mateo County had five districts that are eligible for Differentiated Assistance: Bayshore Elementary; Ravenswood City; San Mateo Union, and Sequoia Union High School Districts; South San Francisco Unified School District. He reported African-American, English learners, students with disabilities, homeless and Pacific Islander students were the students in the representative districts that indicated the district needed Differentiated Assistance.

Mr. Brashear said while examining district data, the team recognized that in each case it was not just the identified group or groups of students who were not demonstrating improvement or achievement as expected, but in many instances, there were identifiable performance disparities between student groups. He said this helped the team inform the theory of action. Mr. Brashear then read a quote by W. Edwards Deming that was also shared with all of the districts. “If we determine the root cause of the issue(s) for one student group in a given state priority area, then we can determine where the ‘system’ or ‘process’ is failing to meet the needs of any student.”

Mr. Brashear explained SMCOE’s process as:

- December - Introduction to the new accountability system and the work. Initial notification was made by telephone to the five districts. Superintendent Campbell, Learning Analytics and Continuous Improvement Services (LACIS) Director Liz Wolfe, Center for Learning Analytics Manager Deann Walsh, and Mr. Brashear met with each of the five superintendents and the teams they determined would work with the SMCOE Differentiated Assistance team
- January - Examination of strengths and weaknesses (based on Dashboard results); Self-assessment helped teams look at the district as a system; and closer examination of data
- February/March — digging deeper into the data; and determining root causes and/or next steps

Mr. Brashear said the new system is very personalized and the Dashboard Data, LCAP Actions and Services must be analyzed and customized for each school, using student data and implementation.

Mr. Brashear explained there is a need to:

- Clearly define base expectations applicable to all students – what should be available for each student as curriculum and what are the stated expectations about how to create and ensure access for students
- Develop systems to monitor implementation and fidelity
- Look at multiple sources of data and information to measure effectiveness rather than a single source

Mr. Brashear said recommendations developed by the team:

- Address each of the general overall areas of weakness identified from the Dashboard
- Would be broad in scope to further encourage the examination of district systems and processes to meet the needs of all students as well as being in line with state priorities

Mr. Brashear then answered questions from the Board.
9. **STUDENT SERVICES**

   a. **Ratify Submission of Project: Multi-Tiered System of Support (MTSS) Cohort Three Grant, K-12 Special Education**

Associate Superintendent Nancy Magee reported the California Scale Up Multi-Tiered System of Support (MTSS) Statewide (SUMS) initiative is designed to support districts and to align and support their system so all the various pieces work well together. She said SMCOE is approaching the third and final grant cycle of the MTSS SUMS Initiative. Ms. Magee said the grant was written as a consortium application between SMCOE’s Student Services and Instructional Services Divisions, which is another example of working cross divisionally to support each other and learn about each other’s work. Associate Superintendent Magee said the ultimate goal of the grant is to provide intentional, high quality, evidence-based instruction and intervention to students served by SMCOE’s K-12 program.

Ms. Magee then answered questions from the Board.

After a motion by Mr. Ross and a second by Mr. Hsiao, the Board unanimously (Alvaro, Camacho, Cannon, Gerard, Hsiao, Lempert and Ross) approved Submission of the Project: Multi-Tiered System of Support (MTSS) Cohort Three Grant. K-12 Special Education.

10. **OFFICE OF THE SUPERINTENDENT**

   a. **Superintendent’s Comments**

Superintendent Campbell acknowledged and thanked Mr. Brasher for the presentation he made on Differentiated Assistance.

Superintendent Campbell thanked the Board for their engagement in the Differentiated Assistance presentation and discussion, and thanked Mr. Lempert for his question about whether this will make a difference. She said time will tell, acknowledging this is a different process to improve results for students.

Superintendent Campbell acknowledged and thanked Board Member Hsiao for coordinating an outstanding evening for the San Mateo County School Boards Association (SMCSBA). She said the theme was on innovative teaching models and commented Robert Pronovost, Innovative Learning and Technology Integration Coordinator, and Kim Bambao, Mathematics Coordinator, from STEM Center @ SMCOE, along with Theresa Fox, Education Technology and Innovation Coach, and Linda Creighton, Principal Laurel Elementary School, from the Menlo Park City School District, all participated on a panel facilitated by Board Member Hsiao. Superintendent Campbell reported Ms. Bambao talked about the work she is doing in Mathematics with the San Francisco Unified School District and said she would be providing the Board with a report on her work at an upcoming meeting. Ms. Campbell said Mr. Pronovost talked about the work he is doing in Maker Spaces and Project Based Learning with districts throughout San Mateo County.
She said Mr. Pronovost helps districts switch over to a hands-on curriculum for students and the outcomes that come from that. Ms. Campbell said she enjoyed the event.

Superintendent Campbell reminded the Board of upcoming events:

- May 9, 2018 – Certificated Employee Recognition Event
- May 16, 2018 – Classified Employee Recognition Event
- May 18, 2018 – the SMCSBA Membership Meeting and Kent Awards and asked those who have not signed up and wish to attend to let Ms. Serpa-Garcia know. Ms. Campbell reported SMCOE will receive two Kent Awards: Project Change – joint entry between SMCOE and the San Mateo County Community College District; and San Mateo Environmental Learning Collaborative
- May 31, 2018 – K-12 Graduation and asked those who would like to attend let Ms. Serpa-Garcia know

Superintendent Campbell wished Associate Superintendent Nancy Magee a happy birthday that she will celebrate on April 29th.

11. BOARD MEMBERS

a. Discuss/Act on Legislation

Board Member Ross said he had an interesting conversation with Assemblymember Kevin Mullin at the recent Progress Seminar after a panel discussion on housing. Mr. Ross said Assemblymember Mullin seemed interested in renewing the effort in capturing excess property taxes but tailoring it towards a solution to housing for teachers and other civic employees.

Board Vice President Camacho said he wanted to address Assembly Bill (AB) 2808 (Muratsuchi) regarding Education Finance: Local Control Funding Formula; Funding Increase and trying to get California closer to the national average in per pupil funding. He said he and Mr. Hsiao participated in Legislative Action Day and said he has been calling local legislators when he sees CSBA Action Alerts and believes it helps keep these issues in the forefront. Mr. Camacho suggested a letter of support or a resolution of support for AB 2808 could be supported by his colleagues.

Superintendent Campbell suggested a resolution could be added to the next Board Agenda. Consensus of the Board was to add a resolution in support of AB 2808 to the next agenda.
Ms. Gerard

Ms. Gerard thanked Board Member Hsiao for the excellent presentation he made at the SMCSBA dinner meeting and said she learned a lot.

Ms. Gerard reported she attended the Board Budget Subcommittee meeting with Cabinet earlier in the day along with Board President Alvaro and Mr. Cannon and was very impressed by the hard work that is being done to make the budget more concise and understandable. Ms. Gerard commended Deputy Superintendent Porterfield and her staff for the new format that is being used.

Ms. Gerard said the California County Boards of Education (CCBE) Annual Conference planning is taking place and said on Friday, April 20, 2018, the committee will be reviewing presentation submissions and making selections on which programs will be featured at the conference.

Board President Alvaro asked if an agenda could be sent out prior to the conference so attendees can see the sessions in advance and plan accordingly.

Mr. Lempert

Mr. Lempert said the presentations given during the meeting were amazing and inspiring.

Mr. Hsiao

Mr. Hsiao thanked his colleagues who were able to attend and participate in the SMCSBA Dinner Meeting. Mr. Hsiao extended his appreciation to Ms. Serpa-Garcia, Ms. Karen Williams, Executive Assistant to the Superintendent, Ed Kalife, Information Technology Services, and Rich Maldonado, Facilities Services, for making the arrangements and having everything ready for him.

Mr. Hsiao said when you are organizing a panel you learn a great deal by researching and trying to find appropriate speakers. He thanked Superintendent Campbell for her suggestions of Kim Bambao, SMCOE Mathematics Coordinator, Robert Pronovost, SMCOE Innovative Learning and Technology Integration Coordinator, Linda Creighton, Principal, Laurel Elementary, and Theresa Fox, Education Technology and Innovation Coach, from the Menlo Park City School District.

Mr. Hsiao said he came away with a greater understanding and respect for how challenging leadership is at both the school and district levels. He said he learned it takes a while to determine whether a new initiative is working and that you need to give it time and watch results emerge slowly. Mr. Hsiao said he learned that district leadership and support may change, but the most successful initiatives are the ones that are sustained over a long period of time. He said he looks forward to seeing how successful initiatives that were started five years ago can continue getting attention and support in the future.
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**BOARD MEMBERS** (continued)

**Mr. Ross**

Mr. Ross reported he attended an Ad Hoc Subcommittee meeting on the Interdistrict Attendance Appeals process.

Mr. Ross reported he attended the Progress Seminar in Monterey April 13-15, 2018, and said it touched on education more than usual. He reemphasized the Differentiated Assistance work that Mr. Brashear is doing is amazing. Mr. Ross said he heard about the continuous improvement cycle, higher education and school improvement at the conference and is impressed with the Differentiated Assistance process of measuring, analyzing data, hypothesizing what to do, moving into design and implementation and then repeating it again, which is the work. He is proud of SMCOE for doing this work and is excited to see what happens in the future.

**Mr. Cannon**

Mr. Cannon reported he attend the SMCSBA Dinner Meeting and commended Board Member Hsiao’s facilitation of that meeting and agrees with his colleagues’ comments about the event.

Mr. Cannon acknowledged Deputy Superintendent Porterfield for making the budget meeting much easier to understand.

Mr. Cannon acknowledged and thanked Associate Superintendent Magee and Mr. Brashear for their outstanding presentations.

Mr. Cannon said he hasn’t heard much about Change Theory that was used in the 1980s over the past several years and wondered if SMCOE still uses that to help leaders understand everyone goes through change, not only in educational leadership but also in personal responsibility?

Associate Superintendent Lori Musso said Change Theory is used in the credential programs.

**Mr. Camacho**

Board Vice President Camacho reported he attended the SMCSBA Dinner Meeting and echoed his colleagues’ comments about the event. Mr. Camacho thanked Mr. Hsiao for organizing and facilitating the event.

Mr. Camacho reported the SMCSBA Legislative Committee met and reported 18 school districts in San Mateo County have adopted the Full and Fair Funding Resolution. He hopes to have a resolution passed by all 24 districts in San Mateo County by May 15, 2018.

Mr. Camacho thanked Board President Alvaro and Mr. Ross for joining him along with Superintendent Campbell, Mefula Fairley, Administrator Educational Support Services, and Lead Deputy Counsel Claire Cunningham, at the Interdistrict Attendance Appeal Subcommittee meeting. He said the committee discussed various small issues with the Board Policy so when
BOARD MEMBERS (continued)

Interdistrict Attendance Appeals come before the Board everything is clearer. Mr. Camacho said the committee will meet again before bringing changes to the full Board for a study session.

Ms. Alvaro

Board President Alvaro reported earlier in the day she and Superintendent Campbell met with Olga Hoja for lunch and to present her with the Joint Resolution thanking Mrs. Hoja for her service on the Personnel Commission. Ms. Alvaro said Mrs. Hoja was touched by this gesture and asked Ms. Alvaro to express her appreciation. Mrs. Hoja said she loved serving on the Personnel Commission and is now looking forward to traveling.

Ms. Alvaro reported she recently attended the La Honda-Pescadero Education Committee that meets jointly with the Half Moon Bay Rotary and Chamber of Commerce. She reported the Cabrillo Unified School District will also receive two Kent Awards:

- Big Coyote/Little Coyote is a program at Pilarcitos High School
- Farallone View’s Extended Academic Center

Board President Alvaro reported she sat on the Half Moon Bay Chamber of Commerce Scholarship Committee and reported one recipient from Half Moon Bay High School and one recipient from Pescadero High School will each receive a $2,000 scholarship.

Ms. Alvaro reported on Tuesday, April 17, 2018 she visited Puente de la Costa Sur. She said they mentioned the help Jean-Marie Houston, Administrator, Early Learning Support Services, has given them.

Ms. Alvaro reported Deputy Superintendent Gary Waddell went with her to Puente de la Costa Sur and asked him what he thought about the organization.

Dr. Waddell said he was struck about the experience and how diverse San Mateo County is. He said he was impressed with the power of Puente de la Costa Sur’s child care program along with health care, immigration assistance and other programs to help the working families. Dr. Waddell said this visit was a moving experience and reminded him of how everyone needs to be aware of the context as we think about the work SMCOE does because what works in one place may not work everywhere.

Board Member Alvaro said she believes everyone needs to visit all corners of San Mateo County to understand the various services needed throughout the county and appreciates when someone takes the time to see and understand. Ms. Alvaro said during the visit to Puente de la Costa Sur they also toured the pre-preschool program for children 18-36 months and thinks this age group of children would benefit from child-development programs.
12. ADJOURNMENT

There being no further business to come before the Board, the meeting was adjourned at 9:33 p.m.

Anne E. Campbell, Secretary
msg