2012 DISTRICT CUSTOMER SERVICE SURVEY + INTERVIEW RESULTS

Santa Clara County | Office of Education

2012 District Customer Service Survey + Interview Results

Submitted to:

Charles Weis, Ph. D.
Cary Dritz, Ed. D.

Submitted by:

The Office of Superintendent Staff

Gina Liebig, M.A.
Manager, Evaluation & Research

Suzanne Carrig, M. P. S.
Administrator, Special Projects

Hazel De Ausen, Ph.D.
Research Analyst

Irina Shargo, M.S.
Research Analyst

Santa Clara County
Office of Education

NOTE: The word cloud on the front cover is a graphical representation of the district customer service interview text. The cloud gives greater prominence to words that appear more frequently in the source text (www.wordle.net).

Table of Contents

Executive Summary

As a way to measure the goals of the Santa Clara County Office of Education (SCCOE), district customer service feedback was obtained from all 32 school districts in Santa Clara County (including Metropolitan Education District) in April 2012. Surveys (n = 30) were administered and interviews with new Superintendents from three districts were conducted by SCCOE staff. Similar surveys and interviews have been conducted in the past allowing for comparisons over time.

The Bottom Line

Strengths: The majority of Santa Clara County's school districts reported an increased appreciation of customer service focus and rated the SCCOE above average on overall usefulness.

> *"The professional development is indispensable. The staff is stellar."*

- Ratings of the usefulness of the SCCOE as well as each Branch were rated above a "3" on a scale of 1-5 (1=dispensable; 5=indispensable).
- When asked about the most useful/indispensable services of the SCCOE, across all branches, Fingerprinting services for substitutes and employees and coordination of Human Resources and Payroll (Personnel Services) were mentioned as providing the most useful/indispensable services.
- Customer service or support in Business Services has been consistently mentioned as an area of concern since 2009. The ratings for Business Services indicate improvement in this area.

Areas for Improvement: Although the overall culture of the SCCOE was praised for an improvement on customer service, certain services were identified that will require additional work in the area of customer service/support to districts.

- When asked about the most problematic/dispensable services of the SCCOE, across all branches, TV production services and print shop services (Technology Services) were among the lowest rated services followed by the Office discerning when students are ready to return to their district program (Student Services).

The conclusion: The districts have provided the SCCOE with a road map of services to continue, ways to make improvements, a list of services to provide that would support them, and ideas about how the SCCOE can better serve them.

- Districts want the SCCOE to continue to serve as a leader and are pleased with the overall customer service focus of the organization.

2010-2012 Trend Analysis

A total of 30 school districts responded to the survey regarding customer service of the Santa Clara County Office of Education. In addition, three districts were interviewed by Dr. Charles Weis, Santa Clara County Superintendent of Schools, Dr. Cary Dritz, Deputy Superintendent, and staff members in the Office of Superintendent in April 2012. Aligned with a focus on service, the SCCOE plans to address the concerns of school districts.

In 2010, a similar survey was conducted (the questions asked in 2010 were similar to the questions asked in 2012 but were revised slightly). There have been some notable changes since the 2010 survey results.

Increase in Customer Service

Strengths: The majority of Santa Clara County's school districts rated the SCCOE above average on overall usefulness to them.
- Ratings on overall courtesy and promptness of the SCCOE increased from 2010-2012.
- Ratings on overall indispensability increased from 2010-2012 in the Office of the Superintendent, Business Services Branch, and Student Services Branch.
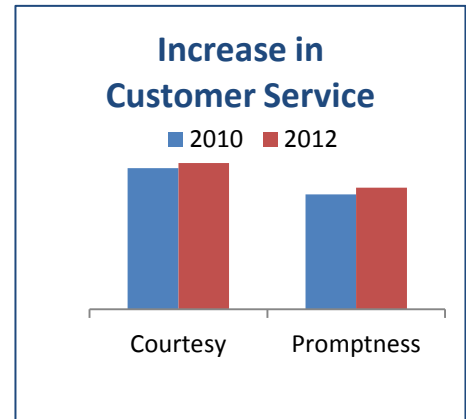
Areas for Improvement: Although the overall culture of the SCCOE was praised for a focus on customer service, certain services were identified that will require additional work in the area of customer service/support to districts.
- Ratings on professionalism and information provided by the SCCOE decreased from 2010-2012.
- Ratings on overall indispensability of the SCCOE, Technology Services Branch, Educational Services Branch and Personnel Services all decreased from 2010-2012.

The conclusion: The districts have provided the SCCOE with feedback about services to continue, ways to make improvements, and ideas about how the SCCOE can better serve them.
- With continued improvements dictated by the feedback provided from the districts and continued attention to customer service, the Santa Clara County Office of Education is sure to reach its goal of being indispensable to schools and districts in the county.

Next Steps

The districts have provided the SCCOE with a road map of services to continue, ways to make improvements, a list of services to provide that would support them, and ideas about how the SCCOE can better serve them. Aligned with a focus on service, the SCCOE plans to address the concerns of school districts and to improve the quality of the services provided to districts by undertaking the following steps:

- Analyze trends and cluster common concerns;
- Correlate data and apply to reorganization planning;
- Develop organizational objectives reflecting areas in need of improvement;
- Focus on improving services to districts through economy of scale analysis with a concentration on cost savings and containment efforts;
- Gather feedback from customers to assess and evaluate effectiveness of actions;
- Maintain the improvement cycle of setting goals (plan), implementing (do), assessing (study), and adjusting and refining (act); and
- Share results with all stakeholders.

"I truly believe the SCCOE is a partner to the work we do."

Specifically, the following services have been requested by most school districts:

- Offer more professional development and trainings (Educational Services);
- More information on the Core Common State Standards (Educational Services);
- Improve customer service (Business Services); and
- Provide QCC/QSS trainings, implementation, and support (Technology Services).

Introduction

As a way to measure the goals of the Santa Clara County Office of Education, district customer service interviews were conducted with administrators at every school district in the county. The following are the SCCOE goals for 2011-12:

1. **Advocacy and Leadership** – SCCOE will be the central, active leader and voice on critical education issues.
2. **SCCOE Student Programs** – SCCOE schools will be "models of excellence" in student learning and well-being.
3. **Service to Districts** – SCCOE services will be indispensable to schools and districts in the county.
4. **Service to Other Customers** – SCCOE will be a value-added partner to student families, businesses, and governmental and community-based organizations.
5. **SCCOE Staff and Operations** – SCCOE will be the premier employer in Santa Clara County with an organizational culture that supports employee success.

As a way to measure the goals of the Santa Clara County Office of Education (SCCOE), district customer service feedback was obtained from all 32 school districts in Santa Clara County (including Metropolitan Education District) in April 2012. Surveys (n = 30) were administered and interviews with new Superintendents from three districts were conducted by SCCOE staff. Similar surveys and interviews have been conducted in the past allowing for comparisons over time. Aligned with a focus on customer service, the SCCOE plans to address the concerns of school districts. Responses from the interview questions will be used for improving the quality of the services provided to districts and assisting with new initiatives.

Participants
The 2012 District Customer Service Survey queried districts' general impressions of the Santa Clara County Office of Education (SCCOE) and of the services they find most indispensable (useful) to them. Cabinet members of the SCCOE reviewed and approved the instrument to be sent to all 32 school districts (see Appendix A: 2012 District Customer Service Survey Instrument).

Superintendents and cabinet members from each of the 32 districts were invited via email to participate in the survey. Ninety-four percent (30 out of 32) of districts responded to the survey (Los Gatos and Moreland, who were interviewed, did not), with an individual response rate of 35.8% (63 out of 176 invitations sent out). Three districts were interviewed this year in an effort to reach out to their new superintendents; the three districts were: Moreland, Santa Clara, and Los Gatos (see Appendix B: 2012 District Customer Service Interview Questions).

SURVEY ANALYSIS

Based on a five-point scale, districts rated the overall usefulness of the SCCOE (as an organization) to their district as follows:

	2010 (n=85)	2012 (n=63)	Difference 2010-2012
1 Dispensable/Useless	0%	2%	+2
2	4%	6%	-2
3	33%	32%	-1
4	47%	45%	-2
5 Indispensable/Extremely Useful	16%	15%	-1

The same scale was used by districts to rate the overall usefulness of each SCCOE branch. On average for the 2012 survey, all branches were rated above a "3" on the five-point scale.

Districts rated the following SCCOE services as the most indispensable/useful:
- Credentialing services (average = 4.4)
- Payroll services including PERS, STRS and garnishments (average = 4.4)
- Customer service (Office of the Superintendent) (average = 4.4)
- Fingerprinting services for substitutes and employees(average = 4.5)
- Coordination of HR and Payroll (For example: credentials - current employment status and paychecks) (average = 4.5)

Districts responded with the following SCCOE services as the most dispensable/useless:
- TV production services (average = 2.9)
- Print shop services (average = 2.9)
- Discerning when students are ready to return to their district program (average = 3.1)
- Assistance with the Charter School process (average = 3.2)
- Facilities officers meetings (average = 3.2)

This report includes a longitudinal analysis of district satisfaction from 2002 through 2012. In 2011, the District Satisfaction Survey was updated to measure Goal 3 of the SCCOE - **Service to Districts** - SCCOE services will be indispensable to schools and districts in the county – to reflect a shift to customer service. The 2010 and 2012 surveys asked participants to rate how indispensable they felt the SCCOE branches and services were to their districts whereas the 2002 to 2007 survey administration only measured satisfaction with each of the SCCOE branches and services. Overall results are provided for both the 2010 and 2012 surveys and results are provided by branch services from 2002 through 2012.

Overall Results-General Impressions

1. Courtesy

	Poor	Below Average	Average	Good	Outstanding
2010		1%	9%	52%	37%
2012	2%	3%	6%	34%	55%

2. Customer Service

	Poor	Below Average	Average	Good	Outstanding
2010		2%	17%	52%	28%
2012	2%	5%	15%	30%	48%

3. Information

Year	Poor	Below Average	Average	Good	Outstanding
2010	1%	3%	23%	50%	22%
2012	2%	6%	29%	32%	31%

4. Professionalism

Year	Poor	Below Average	Average	Good	Outstanding
2010	1%		13%	48%	38%
2012	3%	2%	18%	24%	53%

5. Promptness

Year	Poor	Below Average	Average	Good	Outstanding
2010	1%	6%	20%	45%	28%
2012	3%	2%	21%	29%	45%

Legend: Poor, Below Average, Average, Good, Outstanding

6. Frequency of COE service use

Year	Never	Occasionally	Monthly	Weekly	Daily
2010		26%	37%	28%	9%
2012		27%	42%	21%	10%

Legend: Never, Occasionally, Monthly, Weekly, Daily
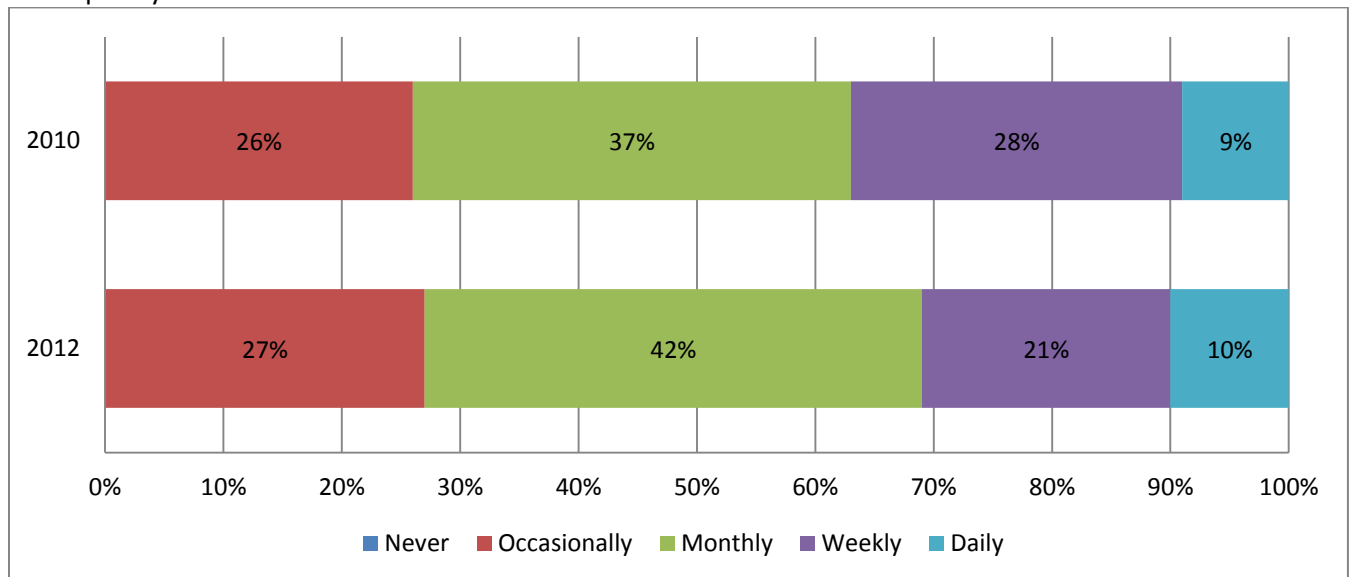
Sum of Positive Responses

The sum of positive response is calculated by adding the percentage of respondents who chose "good" or "outstanding" for each survey item. Satisfaction with service ranges from 89% (Courtesy of COE services) to 63% (Information provided by the COE).
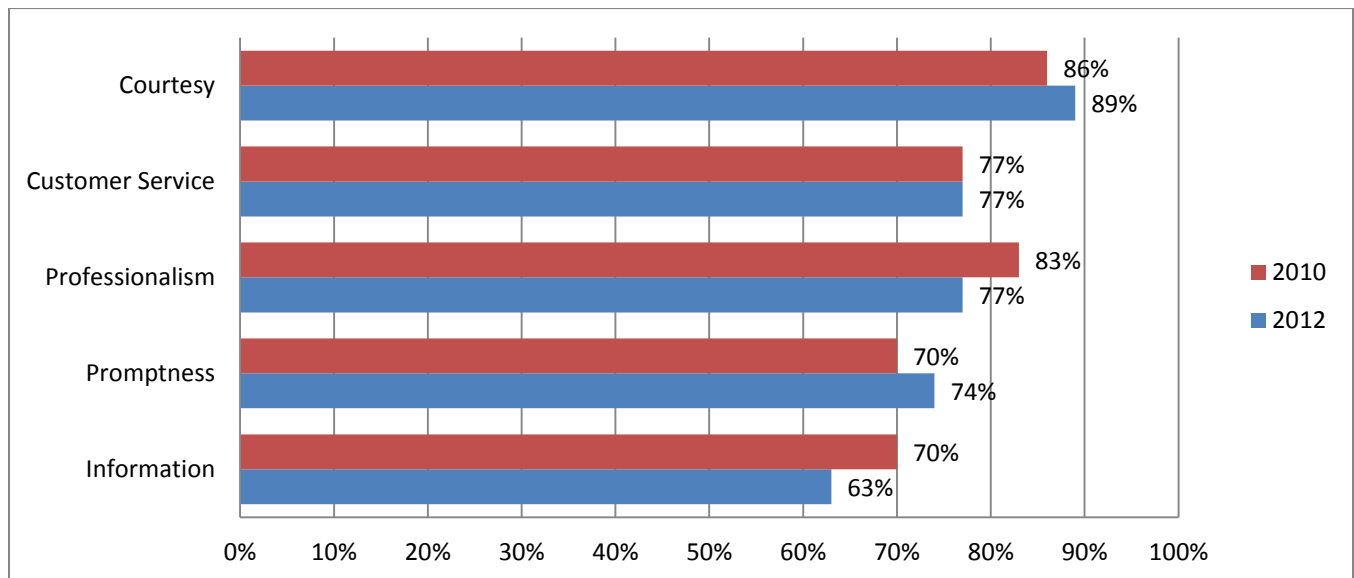
Sum of Negative Responses

The sum of negative responses is calculated by adding the percentage of respondents who chose "poor" or "below average" for each survey item. Dissatisfaction ranges from 8% (Customer Service provided by the COE and Professionalism of COE staff) to 5% (Promptness of COE services and Information and Courtesy by COE staff).
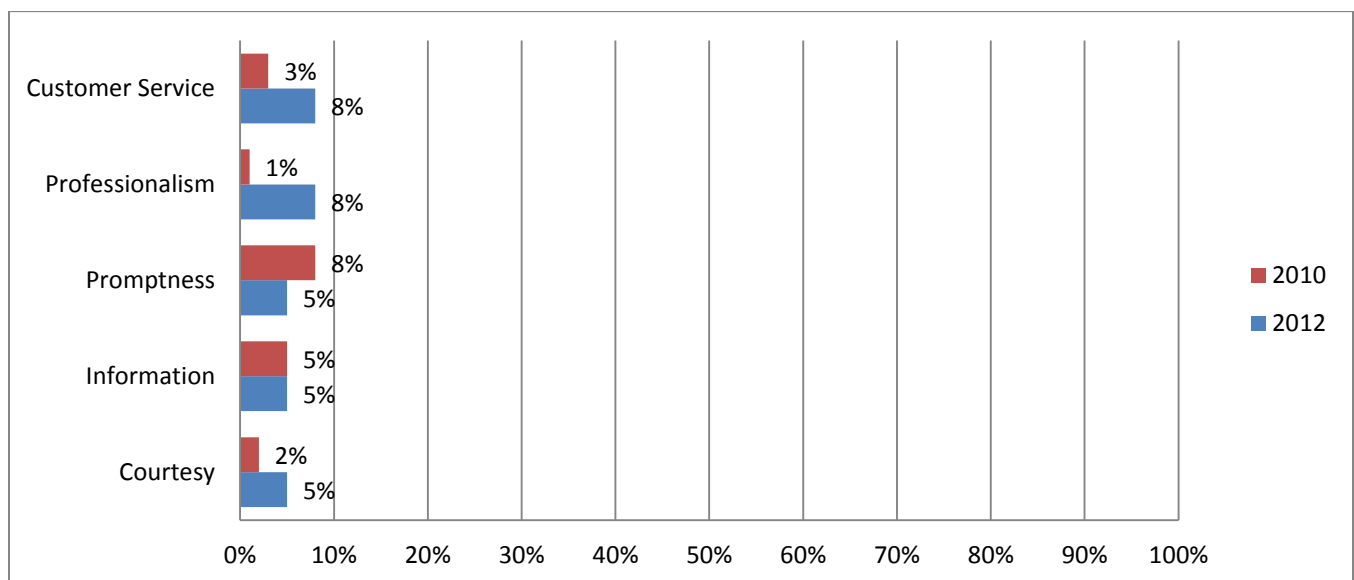
Indispensability Index

An indispensability index is a graphical representation of how indispensable district superintendents and their cabinet members viewed each County of Education branch. The figure below presents the average agreement to the statement "Overall, ___ branch is indispensable to my district" (1-strongly disagree, 5-strongly agree).

Indispensability Index
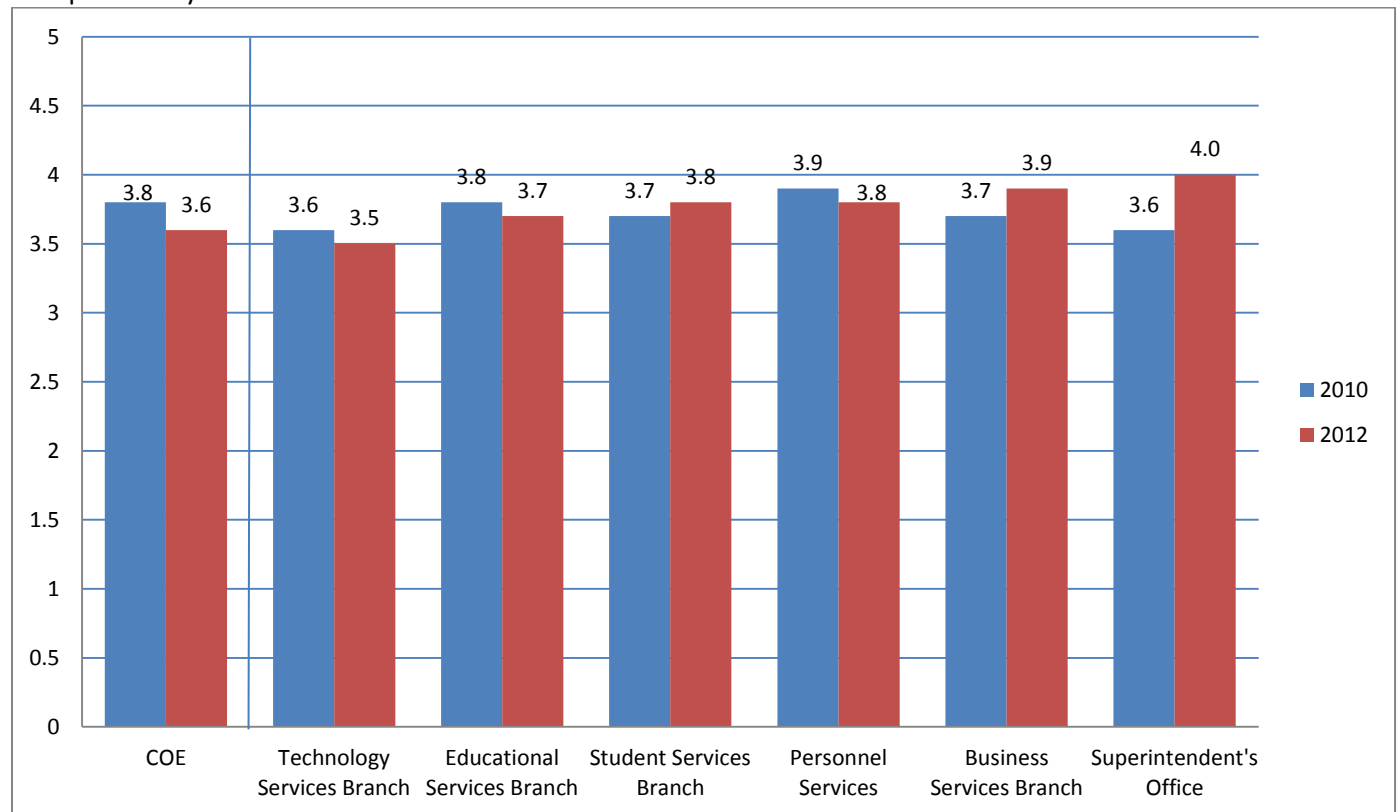
Best Rated Services

On a five point scale, district superintendents and cabinet members rated the following COE services as most indispensable/useful:

COE Services that Received the Highest Satisfaction Ratings

Service	Rating
Credentialing services	4.4
Payroll services including PERS, STRS and garnishments	4.4
Customer service (Office of the Superintendent)	4.4
Fingerprinting services for substitutes and employees	4.5
Coordination of HR and Payroll (For example: credentials - current employment status and paychecks)	4.5
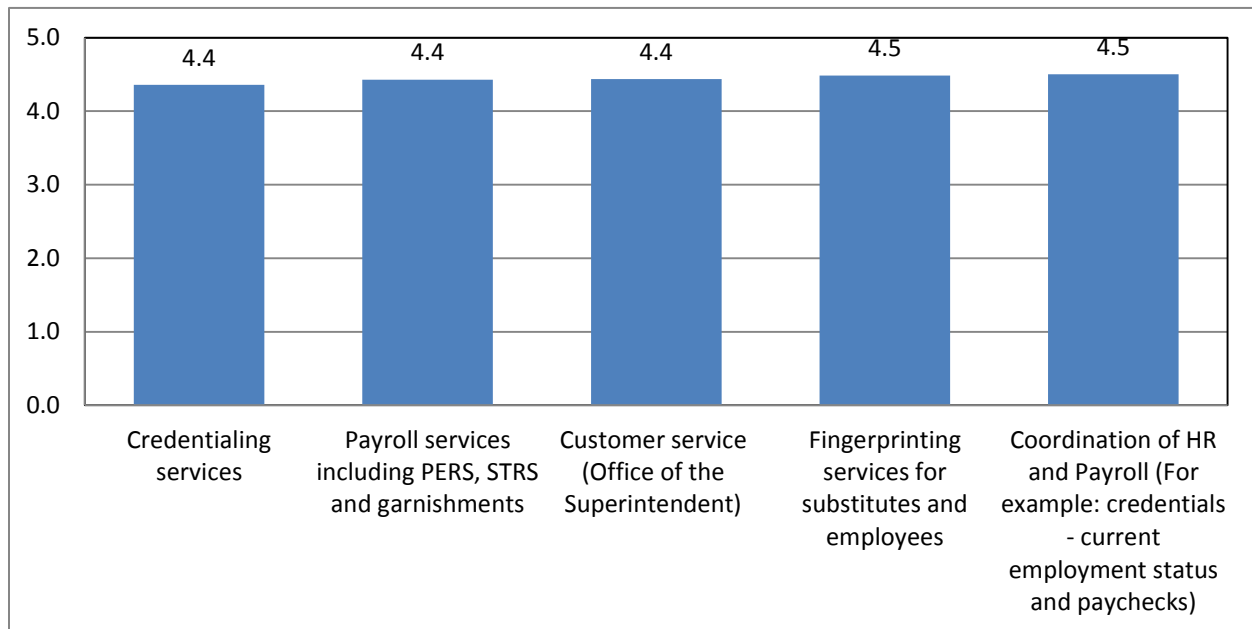
Worst Rated Services

On a five point scale, district superintendents and cabinet members rated the following COE services as most dispensable/useless:

COE Services that Received the Lowest Satisfaction Ratings

Service	Rating
TV production services	2.9
Print shop services	2.9
Discerning when students are ready to return to their district program	3.1
Assistance with the Charter School process	3.2
Facilities officers meetings	3.2
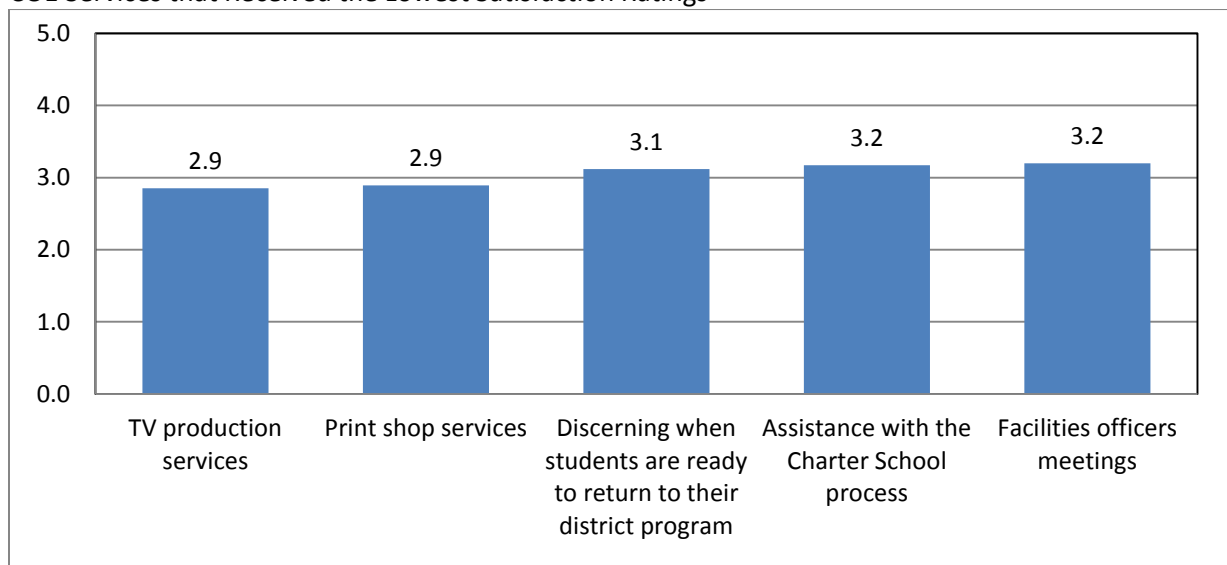
Longitudinal Analysis--Overall Ratings of the SCCOE and Branches

Survey questions asked over time allow for longitudinal analysis; surveys administered from 2002 to 2007 measured participants' satisfaction with each of the SCCOE branches, whereas the 2010 and 2012 surveys asked participants to rate how indispensable they felt that the SCCOE services were to their districts.

	2002*	2003*	2004*	2005*	2006*	2007*	2010**	2012**
Superintendent's Office					3.8	4.5	3.6	4.0
Business Services	3.6	3.6	3.9	3.8	3.8	3.6	3.7	3.9
Technology Services							3.6	3.5
Student Services				3.8	3.6		3.7	3.8
Human Resources/Personnel	4.1	4.4	4.6	3.5	4.4	4.1	3.9	3.8
Educational Services	3.8	4.2	4.3	3.9	4.2	3.8	3.8	3.7
Overall Satisfaction with COE **Overall Indispensable Service of COE**	**3.7**	**3.9**	**4.1**	**4.0**	**4.3**	**3.7**	**3.8**	**3.6**

*survey asked about satisfaction on a scale from 1 (very dissatisfied) to 5 (very satisfied)

**survey asked about services that are indispensable on a scale from 1 (strongly disagree) to 5 (strongly agree)

SURVEY ANALYSIS BY BRANCH

Office of the Superintendent

	2002*	2003*	2004*	2006*	2007*	2010**	2012**
Previously Used Questions							
Support with Grants	3.5	3.7	3.7	3.9	3.6	3.5	3.3
Understanding Legislative Issues						3.8	4.2
COE as a leader/communicator						3.9	4.3
Customer Service						3.7	4.4
Obtaining the State perspective						4.0	4.3
Assistance with the Charter School process						3.0	3.2

survey asked about satisfaction on a scale from 1 (very dissatisfied) to 5 (very satisfied)
**survey asked about services that are indispensable on a scale from 1 (strongly disagree) to 5 (strongly agree)*

Personnel Services (formerly Human Resources)

	2002*	2003*	2004*	2006*	2007*	2010**	2012**
Fingerprinting services for substitutes and employees	4.1	4.5	4.4	4.5	4.1	4.2	4.5
Credentialing services	3.9	4.3	4.6	4.6	4.5	4.5	4.5
NCLB testing for paraprofessionals			4.6	4.4	4.0	3.5	3.4
Ed-Join	4.1	4.5	4.5	3.9	4.2	4.5	4.3
Teacher recruitment fair	4.4	4.5	4.7	4.6	4.6	4.2	3.9
HR Software						4.5	3.6
HR monthly meetings						3.9	3.8
Support for non-teaching (classified) positions						3.2	3.3
Coordination of HR and Payroll (For example: credentials - current employment status and paychecks)						4.5	4.5
Customer service						4.2	4.1
Unemployment Insurance processing and representation at hearings						4.0	4.0

survey asked about satisfaction on a scale from 1 (very dissatisfied) to 5 (very satisfied)
**survey asked about services that are indispensable on a scale from 1 (strongly disagree) to 5 (strongly agree)*

Business Services

	2002*	2003*	2004*	2006*	2007*	2010**	2012**
Conference and Meeting Facilities				4.0	3.2	3.7	3.5
Payroll services including PERS, STRS and garnishments	3.5	3.3	4.1	4.3	3.8	4.3	4.4
CBO Meetings						3.6	3.8
Distribution of AP warrants and payroll warrants through the DBAS front desk						4.4	4.3
Emergency Communications such as pandemics						3.8	3.8
Facilities officers meetings						3.2	3.2
Fiscal Leadership and expertise						3.9	4.0
Interpretation and clarification of state and federal regulations						3.8	3.9
Multi-hazard and earthquake training						3.3	3.6

survey asked about satisfaction on a scale from 1 (very dissatisfied) to 5 (very satisfied)

**survey asked about services that are indispensable on a scale from 1 (strongly disagree) to 5 (strongly agree)*

Educational Services

Curriculum and Instruction

	2002*	2003*	2004*	2006*	2007*	2010**	2012**
Previously Used Questions							
Learning Multimedia services						3.4	3.3
Mathematics services						3.6	4.1
Multilingual (English Learners) services						4.0	4.0
Reading/Language Arts services						3.7	3.8
Science services						3.6	3.6
Visual and Performing Arts services						3.5	3.5
New Questions (2010 Survey Administration)							
Curriculum Leadership Council- Common Core Standards							4.0

*survey asked about satisfaction on a scale from 1 (very dissatisfied) to 5 (very satisfied)

**survey asked about services that are indispensable on a scale from 1 (strongly disagree) to 5 (strongly agree)

Strategies and Delivery Models

	2002*	2003*	2004*	2006*	2007*	2010**	2012**
21st Century learning skills development						3.7	3.8
Best practices and research based resources						4.0	3.9
Content and delivery of trainings or workshops						3.9	3.9
Job alike network meetings						3.7	3.9
Real world applications/integration into curriculum and instruction						3.7	3.6
Responsiveness to customized training requests						3.8	4.1
Teacher/administrator leadership support						3.7	3.9
Integration of technology into curriculum and instruction						3.7	3.5

*survey asked about satisfaction on a scale from 1 (very dissatisfied) to 5 (very satisfied)

**survey asked about services that are indispensable on a scale from 1 (strongly disagree) to 5 (strongly agree)

Assessment and Accountability

	2002*	2003*	2004*	2006*	2007*	2010**	2012**
Assistance with mandated state testing requirements						3.9	4.0
Formative assessments (For example: development and analysis)						3.7	3.6
Using data to inform instruction						3.9	3.8
School Charts						3.7	4.1
School Plan						3.9	4.0

survey asked about satisfaction on a scale from 1 (very dissatisfied) to 5 (very satisfied)
**survey asked about services that are indispensable on a scale from 1 (strongly disagree) to 5 (strongly agree)*

District and School Improvement Support Services

	2002*	2003*	2004*	2006*	2007*	2010**	2012**
Previously Used Questions							
Administrator leadership training (Tier I, Tier II)						3.8	3.7
Program Improvement technical assistance (For example: resources, strategies and network)						3.6	3.8
Response to Instruction and Intervention (RtI2)						3.5	3.6
Use of state needs assessment tools (APS, DAS, ELSSA, ISA)						3.5	3.8
New Questions (2012 Survey Administration)							
Positive Behavior Interventions & Supports (PBIS)							3.6

survey asked about satisfaction on a scale from 1 (very dissatisfied) to 5 (very satisfied)
**survey asked about services that are indispensable on a scale from 1 (strongly disagree) to 5 (strongly agree)*

Other Services and Programs

	2002*	2003*	2004*	2006*	2007*	2010**	2012**
Advancement Via Individual Determination (AVID) program	3.9	4.3	4.1	4.3	3.7	3.7	4.2
Regional Occupational Program (ROP) services	4.0	4.5	4.3	4.1	3.4	3.5	3.9
Career Technical Education (CTE) resources						3.7	4.0
Categorical Program technical assistance						3.8	4.0
Distinguished Schools support						3.5	3.9
Health and Safety						3.7	3.8
Parent Engagement resources and support						3.2	3.7
Special Events (For example: Silicon Valley Reads, Materials Fair, Academic Success Conference, CTE conference)						3.5	3.6
Student Events (For example: Mock Trials, Young Artist Showcase, History Day, Science Fair, We the People)						3.7	3.8

survey asked about satisfaction on a scale from 1 (very dissatisfied) to 5 (very satisfied)

**survey asked about services that are indispensable on a scale from 1 (strongly disagree) to 5 (strongly agree)*

Student Services

Alternative Schools Department (ASD)

	2002*	2003*	2004*	2006*	2007*	2010**	2012**
Previously Used Questions							
Discerning when students are ready to return to their district program				3.2	3.1	3.5	3.1
Providing information about students' attendance, behavior, and/or grades				3.3	3.3	3.6	3.4
Conducting meetings between district and COE staff						3.6	3.4
Providing accessible locations of the sites						3.5	3.4
Providing placement and tracking of expelled students						3.6	3.5
Providing students with IEPs appropriate levels of service						3.6	3.6
New Questions (2012 Survey Administration)							
Providing community services							3.4
Providing supper services (i.e., counselors, career tech)							3.2

survey asked about satisfaction on a scale from 1 (very dissatisfied) to 5 (very satisfied)

**survey asked about services that are indispensable on a scale from 1 (strongly disagree) to 5 (strongly agree)*

Educational Programs

	2002*	2003*	2004*	2006*	2007*	2010**	2012**
Previously Used Questions							
Walden West (outdoor environmental education) program services	4.4	4.7	4.7	4.3	3.7	3.7	4.2
Foster Youth program services						3.3	3.6
Head Start program services						3.3	3.7
Homeless Education program services						3.5	3.7
Migrant education program services						3.3	3.7
SELPA program services						4.0	4.0
State Preschool program services						3.5	3.7
New Questions (2012 Survey Administration)							
Transitional Kindergarten							3.8
Early Learning Services							3.7

survey asked about satisfaction on a scale from 1 (very dissatisfied) to 5 (very satisfied)

**survey asked about services that are indispensable on a scale from 1 (strongly disagree) to 5 (strongly agree)*

Special Education Department

	2002*	2003*	2004*	2006*	2007*	2010**	2012**
Previously Used Questions							
District involvement in fiscal and program decisions				4.2	3.7	4.0	3.7
Providing accessible location of programs				4.1	3.5	3.8	3.9
Collaboration with district to provide special education services						4.1	4.1
Early Start (birth to three years of age) program services						3.6	3.8
Level of district involvement in IEP meetings						3.6	3.7
New Questions (2012 Survey Administration)							
Providing professional development opportunities							3.7
Providing itinerant services (e.g., Deaf and Hard of Hearing, Orthopedic Impairment)							4.0

survey asked about satisfaction on a scale from 1 (very dissatisfied) to 5 (very satisfied)

**survey asked about services that are indispensable on a scale from 1 (strongly disagree) to 5 (strongly agree)*

Technology Services

Digital Design & Media Services

	2002*	2003*	2004*	2006*	2007*	2010**	2012**
Print shop services				3.9	3.6	2.9	2.9
SCCOE Web site	4.0	4.1	4.2	4.0	4.0	3.8	3.7
TV production services	3.0	3.7	3.4	3.6	3.2	2.7	2.9

survey asked about satisfaction on a scale from 1 (very dissatisfied) to 5 (very satisfied)

**survey asked about services that are indispensable on a scale from 1 (strongly disagree) to 5 (strongly agree)*

Regional Technology Center

	2002*	2003*	2004*	2006*	2007*	2010**	2012**
Help Desk customer support				4.0	4.4	3.6	3.5
Network support	3.9	3.7	4.0	3.9	4.4	3.6	3.6

survey asked about satisfaction on a scale from 1 (very dissatisfied) to 5 (very satisfied)

**survey asked about services that are indispensable on a scale from 1 (strongly disagree) to 5 (strongly agree)*

Educational Technology

	2002*	2003*	2004*	2006*	2007*	2010**	2012**
Previously Used Questions							
Providing onsite training at district office						3.8	3.3
QCC support						3.9	4.1
QSS support						3.9	
New Questions (2012 Survey Administration)							
Technology Training							3.5
Support for educational technology or online learning							3.5
Assistance with technology plans or planning							3.8

survey asked about satisfaction on a scale from 1 (very dissatisfied) to 5 (very satisfied)

**survey asked about services that are indispensable on a scale from 1 (strongly disagree) to 5 (strongly agree)*

SURVEY OPEN-ENDED RESPONSES

The survey provided an opportunity for open-ended feedback in four areas: 1) ways to improve services; 2) most beneficial services; 3) greatest needs of the districts; and 4) additional comments. Results by branch are listed in the table below followed by comments.

Question	Number of Comments							
	General	OS	BS	PS	ES	SS	TS	Total
Q1…ways to improve services	10	0	3	1	2	0	4	20
Q2…beneficial COE services	9	9	23	19	31	16	10	117
Q3…greatest district needs	12	4	8	3	18	10	9	64
Q4…additional comments	5	2	4	0	4	1	1	17
Total	36	15	38	23	55	27	24	218

General=Comments made about the SCCOE as an organization; OS=Office of the Superintendent; BS=Business Services; PS=Personnel Services; ES=Educational Services; SS=Student Services; TS = Technology Services

School districts were asked for comments or suggestions to improve SCCOE services through the online survey. Open-ended responses to question 1, "Comments or suggestions to improve SCCOE services," and question 3, "Greatest needs of districts that COE needs to address," were combined to create figures for the table below on how the SCCOE can better serve districts. Appendix C contains the actual comments per question.

Comments or Ideas for SCCOE to Better Serve Districts: Responses by SCCOE Branch/Category		
Branch/Category	**2012 # of Comments per Category**	**Percent of Comments (Overall Total Comments)**
Office of the Superintendent	**4**	**6.5%**
SCCOE as a Leader/Communicator/Customer Service	1	1.6%
General (e.g., grant writing, program evaluation)	2	3.2%
SJ/SV2020 – Achievement Gap	1	1.6%
Student Services	**10**	**16.0%**
General	2	3.2%
Youth & Parent Education Programs	3	4.8%
Keeping Special Ed Costs Down	2	3.2%
Special Education Services	1	1.6%
Special Education Communication Technology	1	1.6%
Keeping SELPA Costs Down	1	1.6%
Educational Services	**20**	**32.3%**
More Professional Development	8	12.9%
Best Practices Information	2	3.2%
Assessment & Accountability	3	4.8%
Guidance on Transitional Kindergarten	1	1.6%
Keep Professional Development Costs Down	1	1.6%
Common Core Standards Information	5	8.1%

Comments or Ideas for SCCOE to Better Serve Districts: Responses by SCCOE Branch/Category		
Branch/Category	**2012 # of Comments per Category**	**Percent of Comments (Overall Total Comments)**
Personnel Services	**4**	**6.5%**
Credentialing – Staff Development	1	1.6%
General	1	1.6%
Monthly HR County Meetings	1	1.6%
QCC transition for HR	1	1.6%
Technology Services	**13**	**21.0%**
Communicate Funding/Grants for Technology	1	1.6%
Help District on Tech Supported Instruction	1	1.6%
Coordinate Tech Infrastructure Countywide	1	1.6%
Improve Business Software/QCC	2	3.2%
QSS/QCC Trainings (Offer/Support/Implement)	4	6.5%
Improve Quality of Services	2	3.2%
Timely Response to Phone Calls or Emails	2	3.2%
Business Services	**11**	**17.7%**
Better Technology (Software, Support, Service)	2	3.2%
Assistance with Fiscal/Budget Issues	3	4.8%
Improve Customer Service	5	8.1%
Improve Accounts Payable Deadline	1	1.6%
Total Comments	**62**	**100%**

INTERVIEW RESULTS

In April 2012 three districts (Moreland, Santa Clara, and Los Gatos) were invited to participate in face-to-face interviews. The three school district Superintendents and their cabinet level staff were interviewed by Dr. Charles Weis, Santa Clara County Office of Schools, Dr. Cary Dritz, Deputy Superintendent, and staff members in the Office of the Superintendent. The three school districts all had new superintendents during the 2011-12 school year and had over six months to assess the services provided to them by the SCCOE.

Three questions were asked of school district interview participants at the three school districts (with a total of 10 district staff members). The comments from the interviews were analyzed to identify major themes and categories.

The three interview questions and the total number of comments/average were:

Question	Total # of Comments/ Average
1. What services or resources provided by the SCCOE are useful/indispensable?	59
2. What services or resources provided by the SCCOE are problematic/dispensable?	22
3. Please rate the overall usefulness of the SCCOE (as an organization) to your district on a scale from 1(Dispensable/Useless) to 5(Indispensable/Extremely Useful)	4.3

The following table summarizes the comments for each question by branch. Personnel Services was the most mentioned followed by Business and Technology Services.

Question	Number of Comments						
	OS	BS	PS	ES	SS	TS	TOTAL
Q1: Most useful/indispensable services/resources	9	10	17	10	4	9	59
Q2: Problematic/dispensable services/resources	2	5	4	1	4	6	22
Total	11	15	21	11	8	15	81

OS=Office of the Superintendent; BS=Business Services; HR=Human Resources; ES=Educational Services; SS=Student Services; TS = Technology Services

The results were then analyzed to identify major themes and categories. The following table displays the most mentioned category for each question across all branches. Responses from the interview questions will be used for improving the quality of the services provided to districts and assisting with new initiatives.

Question	Most Mentioned Category	Corresponding Branch
Q1: Most useful/indispensable services/resources	Customer Service/Responsive Staff (7 comments)	Educational Services
Q2: Problematic/dispensable services/resources	Customer Service/Support planning and program improvement support (2 comments)	Educational Services
	Customer Service/Support: student placement and testing (2 comments)	Student Services

Although only three school districts were interviewed, their feedback about the services and resources that the SCCOE provides has been positive overall. More positive comments than negative comments were heard at the interviews. Customer service and responsive staff was the highest type of positive comment, where districts either mentioned a specific person or department as being helpful. For problematic/dispensable services, customer service and support were also highly mentioned in terms of specific programs, services, and immediate issues that districts wanted resolved. For more specific information about comments made by district staff, see Appendix D.

Next Steps

The districts have provided the SCCOE with a road map of services to continue, ways to make improvements, a list of services to provide that would support them, and ideas about how the SCCOE can better serve them. Aligned with a focus on service, the SCCOE plans to address the concerns of school districts and to improve the quality of the services provided to districts by undertaking the following steps:

"I truly believe the SCCOE is a partner to the work we do."

- Analyze trends and cluster common concerns;
- Correlate data and apply to reorganization planning;
- Develop organizational objectives reflecting areas in need of improvement;
- Focus on improving services to districts through economy of scale analysis with a concentration on cost savings and containment efforts;
- Gather feedback from customers to assess and evaluate effectiveness of actions;
- Maintain the improvement cycle of setting goals (plan), implementing (do), assessing (study), and adjusting and refining (act); and
- Share results with all stakeholders.

Specifically, the following services have been requested by most school districts:

- Offer more professional development and trainings (Educational Services);
- More information on the Core Common State Standards (Educational Services);
- Improve customer service (Business Services); and
- Provide QCC/QSS trainings, implementation, and support (Technology Services).

Appendix A: 2012 District Customer Service Survey Instrument

2012 District Customer Service Survey

Santa Clara County Office of Education

Page 1 - Heading

The Santa Clara County Office of Education (SCCOE) would like to obtain your opinions of the organization so that we can provide the best service possible and improve where necessary.   Please take a moment to complete this survey to help us know how we can better serve you. The survey should take approximately 20 minutes to complete.
Thank you so much for your thoughtful feedback!

Page 1 - Question 1 - Choice - One Answer (Drop Down)

Please select your school district from the pull-down menu:

- ○ Alum Rock Union Elementary
- ○ Berryessa Union Elementary
- ○ Cambrian Elementary
- ○ Campbell Union Elementary
- ○ Campbell Union High
- ○ Cupertino Union School
- ○ East Side Union High
- ○ Evergreen Elementary
- ○ Franklin-McKinley Elementary
- ○ Fremont Union High
- ○ Gilroy Unified
- ○ Lakeside Joint Elementary
- ○ Loma Prieta Joint Union Elementary
- ○ Los Altos Elementary
- ○ Los Gatos Union Elementary
- ○ Los Gatos-Saratoga Joint Union High
- ○ Luther Burbank Elementary
- ○ Milpitas Unified
- ○ Moreland Elementary
- ○ Morgan Hill Unified
- ○ Mountain View-Los Altos Union High
- ○ Mountain View-Whisman Elementary
- ○ Mt. Pleasant Elementary
- ○ Oak Grove Elementary
- ○ Orchard Elementary
- ○ Palo Alto Unified
- ○ San Jose Unified
- ○ Santa Clara Unified
- ○ Saratoga Union Elementary

○ Sunnyvale Elementary
○ Union Elementary
○ Metropolitan Education District

Page 1 - Heading

General Impressions of the SCCOE

Description

Page 1 - Question 2 - Rating Scale - One Answer (Horizontal)

How frequently do you use the services of the COE?

Never	Occasionally	Monthly	Weekly	Daily
1	2	3	4	5

Page 1 - Question 3 - Rating Scale - Matrix

How would you rate our service?

	Poor	Below Average	Average	Good	Outstanding
Courtesy	1	2	3	4	5
Customer Service	1	2	3	4	5
Information	1	2	3	4	5
Professionalism	1	2	3	4	5
Promptness	1	2	3	4	5

Page 1 - Question 4 - Open Ended - Comments Box

Use the space below to make any comments or suggestions you might have to improve SCCOE services. If you ranked any service as "below average" (2) or "poor" (1), please explain any problems you have had with that service.

Page 1 - Question 5 - Rating Scale - One Answer (Horizontal)

Please rate the overall usefulness of the COE (as an organization) to your district:

Dispensable - Useless	2	3	4	Indispensable - Extremely Useful
1	2	3	4	5

Page 1 - Question 6 - Open Ended - Comments Box

What services do you receive from the SCCOE that are most beneficial to your district?

What are your greatest needs that SCCOE might work to address?

....

....

....

....

....

PERSONNEL SERVICES The following items are indispensable to my district...						
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	N/A
Coordination of HR and Payroll (For example: credentials - current employment status and paychecks)	1	2	3	4	5	N/A
Credentialing services	1	2	3	4	5	N/A
Customer service	1	2	3	4	5	N/A
Ed-Join	1	2	3	4	5	N/A
Fingerprinting services for substitutes and employees	1	2	3	4	5	N/A
HR Software	1	2	3	4	5	N/A
HR monthly meetings	1	2	3	4	5	N/A
NCLB testing for paraprofessionals	1	2	3	4	5	N/A
Teacher recruitment fair	1	2	3	4	5	N/A
Support for non-teaching (classified) positions	1	2	3	4	5	N/A
Unemployment Insurance processing and representation at hearings	1	2	3	4	5	N/A

Please rate the extent to which you agree with the following statement. Overall, the Personnel Services Unit is indispensable to my district.				
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

COMMUNICATION SERVICES The following services are indispensable to my district...						
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	N/A
Annual September Teacher Recognition Event	1	2	3	4	5	N/A
Media and crisis communication training and assistance	1	2	3	4	5	N/A
Promotion of SCCOE services via the Web, brochures and	1	2	3	4	5	N/A

newsletters

| SCCOE publications such as the Public School Directory or Education Bulletin | 1 | 2 | 3 | 4 | 5 | N/A |

SUPERINTENDENT'S OFFICE The following services are indispensable to my district...

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	N/A
COE as a leader/communicator	1	2	3	4	5	N/A
Customer service	1	2	3	4	5	N/A
Obtaining the state perspective	1	2	3	4	5	N/A
Support with grants	1	2	3	4	5	N/A
Understanding legislative issues	1	2	3	4	5	N/A
Assistance with the Charter School process	1	2	3	4	5	N/A

Please rate the extent to which you agree with the following statement.
Overall, the Superintendent's Office is indispensable to my district.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

Business Services Branch

Description

The following services are indispensable to my district...

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	N/A or Not familiar
CBO meetings	1	2	3	4	5	N/A or Not familiar
Conference and meeting facilities	1	2	3	4	5	N/A or Not familiar
Distribution of AP warrants and payroll warrants through the DBAS front desk	1	2	3	4	5	N/A or Not familiar
Emergency communications such as pandemics	1	2	3	4	5	N/A or Not familiar
Facilities officers meetings	1	2	3	4	5	N/A or Not familiar
Fiscal leadership and expertise	1	2	3	4	5	N/A or

						Not familiar
Interpretation and clarification of state and federal regulations	1	2	3	4	5	N/A or Not familiar
Multi-hazard and earthquake training	1	2	3	4	5	N/A or Not familiar
Payroll services including PERS, STRS and garnishments	1	2	3	4	5	N/A or Not familiar

Page 3 - Question 14 - Rating Scale - One Answer (Horizontal)

Please rate the extent to which you agree with the following statement.
Overall, the Business Services Branch is indispensable to my district.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

Page 4 - Heading

Technology Services Branch (includes Digital Design & Media Services Center, Information Systems Center, and Technology Programs & Instructional Support Center)

Description

Page 4 - Question 15 - Rating Scale - Matrix

Digital Design & Media Services Center: The following services are indispensable to my district...

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	N/A
Print shop services	1	2	3	4	5	N/A
SCCOE Web site	1	2	3	4	5	N/A
TV production services	1	2	3	4	5	N/A

Page 4 - Question 16 - Rating Scale - Matrix

Information Systems Center: The following services are indispensable to my district...

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	N/A
Help Desk customer support	1	2	3	4	5	N/A
Network support	1	2	3	4	5	N/A

Page 4 - Question 17 - Rating Scale - Matrix

Technology Programs & Instructional Support Center: The following services are indispensable to my district...

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	N/A
Technology training	1	2	3	4	5	N/A
Providing onsite training at district office	1	2	3	4	5	N/A
Support for educational technology or online learning	1	2	3	4	5	N/A

| Assistance with technology plans or planning | 1 | 2 | 3 | 4 | 5 | N/A |
| QSS/QCC support | 1 | 2 | 3 | 4 | 5 | N/A |

Page 4 - Question 18 - Rating Scale - One Answer (Horizontal)

Please rate the extent to which you agree with the following statement.
Overall, the Technology Services Branch is indispensable to my district.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

Page 5 - Heading

Student Services Branch

Description

Page 5 - Question 19 - Rating Scale - Matrix

ALTERNATIVE EDUCATION DEPARTMENT The following services are indispensable to my district...

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	N/A
Conducting meetings between district and COE staff	1	2	3	4	5	N/A
Discerning when students are ready to return to their district program	1	2	3	4	5	N/A
Providing accessible locations of the sites	1	2	3	4	5	N/A
Providing community services	1	2	3	4	5	N/A
Providing information about students' attendance, behavior, and/or grades	1	2	3	4	5	N/A
Providing placement and tracking of expelled students	1	2	3	4	5	N/A
Providing students with IEPs appropriate levels of service	1	2	3	4	5	N/A
Providing support services (i.e., counselors, career tech)	1	2	3	4	5	N/A

Page 5 - Question 20 - Rating Scale - Matrix

EDUCATIONAL PROGRAMS The following services are indispensable to my district...

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	N/A
Foster Youth program services	1	2	3	4	5	N/A
Head Start program services	1	2	3	4	5	N/A
Homeless Education program services	1	2	3	4	5	N/A
Migrant education program services	1	2	3	4	5	N/A
SELPA program services	1	2	3	4	5	N/A

State Preschool program services	1	2	3	4	5	N/A
Walden West (outdoor environmental education) program services	1	2	3	4	5	N/A
Transitional Kindergarten	1	2	3	4	5	N/A
Early Learning Services	1	2	3	4	5	N/A

Page 5 - Question 21 - Rating Scale - Matrix

SPECIAL EDUCATION DEPARTMENT The following services are indispensable to my district...

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	N/A
Collaboration with district to provide special education services	1	2	3	4	5	N/A
District involvement in fiscal and program decisions	1	2	3	4	5	N/A
Early Start (birth to three years of age) program services	1	2	3	4	5	N/A
Level of district involvement in IEP meetings	1	2	3	4	5	N/A
Providing accessible location of programs	1	2	3	4	5	N/A
Providing professional development opportunities	1	2	3	4	5	N/A
Providing intinerant services (e.g., Deaf and Hard of Hearing, Orthopedic Impairment).	1	2	3	4	5	N/A

Page 5 - Question 22 - Rating Scale - One Answer (Horizontal)

Please rate the extent to which you agree with the following statement.
Overall, the Student Services Branch is indispensable to my district.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

Page 5 - Heading

Please click Submit to continue the survey...

Page 6 - Heading

Educational Services Branch

Description

Page 6 - Question 23 - Rating Scale - Matrix

CURRICULUM AND INSTRUCTION The following services are indispensable to my district...

	Strongly	Disagree	Neutral	Agree	Strongly	N/A

	Disagree				Agree	
Curriculum Leadership Council--Common Core Standards	1	2	3	4	5	N/A
Learning MultiMedia services	1	2	3	4	5	N/A
Mathematics services	1	2	3	4	5	N/A
Multilingual (English Learners) services	1	2	3	4	5	N/A
Reading/Language Arts services	1	2	3	4	5	N/A
Science services	1	2	3	4	5	N/A
Visual and Performing Arts services	1	2	3	4	5	N/A

Page 6 - Question 24 - Rating Scale - Matrix

STRATEGIES AND DELIVERY MODELS
The following services are indispensable to my district...

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	N/A or Not familiar
21st Century learning skills development	1	2	3	4	5	N/A or Not familiar
Best practices and research based resources	1	2	3	4	5	N/A or Not familiar
Content and delivery of trainings or workshops	1	2	3	4	5	N/A or Not familiar
Job alike network meetings	1	2	3	4	5	N/A or Not familiar
Real world applications/integration into curriculum and instruction	1	2	3	4	5	N/A or Not familiar
Responsiveness to customized training requests	1	2	3	4	5	N/A or Not familiar
Teacher/administrator leadership support	1	2	3	4	5	N/A or Not familiar
Integration of technology into curriculum and instruction	1	2	3	4	5	N/A or Not familiar

Page 6 - Question 25 - Rating Scale - Matrix

ASSESSMENT AND ACCOUNTABILITY The following services are indispensable to my district...

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	N/A
Assistance with mandated state testing requirements	1	2	3	4	5	N/A

Formative assessments (For example: development and analysis)	1	2	3	4	5	N/A
Using data to inform instruction	1	2	3	4	5	N/A
SChool Charts	1	2	3	4	5	N/A
SChool Plan	1	2	3	4	5	N/A

Page 6 - Question 26 - Rating Scale - Matrix

DISTRICT AND SCHOOL IMPROVEMENT SUPPORT SERVICES The following services are indispensable to my district...

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	N/A
Administrator leadership training (Tier I, Tier II)	1	2	3	4	5	N/A
Positive Behavior Interventions & Supports (PBIS)	1	2	3	4	5	N/A
Program Improvement technical assistance (For example: resources, strategies and network)	1	2	3	4	5	N/A
Response to Instruction and Intervention (RtI2)	1	2	3	4	5	N/A
Use of state needs assessment tools (APS, DAS, ELSSA, ISA)	1	2	3	4	5	N/A

Page 6 - Question 27 - Rating Scale - Matrix

OTHER SERVICES/PROGRAMS The following services are indispensable to my district...

	Strongly Disagree	label	label	label	Strongly Agree	N/A
Advancement Via Individual Determination (AVID) program	1	2	3	4	5	N/A
Career Technical Education (CTE) resources	1	2	3	4	5	N/A
Categorical Program technical assistance	1	2	3	4	5	N/A
Distinguished Schools support	1	2	3	4	5	N/A
Health and Safety	1	2	3	4	5	N/A
Parent Engagement resources and support	1	2	3	4	5	N/A
Special Events (For example: Silicon Valley Reads, Materials Fair, Academic Success Conference, CTE conference)	1	2	3	4	5	N/A
Student Events (For example: Mock Trials, Young Artist Showcase, History Day, Science Fair, We the People)	1	2	3	4	5	N/A

Regional Occupational Program (ROP) services	1	2	3	4	5	N/A

Please rate the extent to which you agree with the following statement.
Overall, the Educational Services Branch is indispensable to my district.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

Comments or Suggestions

Description

Please use this space for comments or suggestions:

OPTIONAL
If you would like us to contact you to discuss this survey or other issues, please fill in your contact information here.

- ✍ Name
- ✍ Telephone
- ✍ E-mail

Appendix B: 2012 District Customer Service Interview Instrument

2012 District Customer Service Interview Questions

We would like to begin our discussion today by sharing overall results by branch from our 2011 April/May district customer interviews. Then we will ask for your input on which COE Branch services are most useful/indispensable and which services are NOT useful/dispensable to your district.

Office of the Superintendent: The survey results indicated <u>Communication, County Committee and Customer Support</u> were useful.
What other services or resources provided by the Office of the Sup. are useful/ indispensable?
What services or resources provided by the Office of the Sup. are NOT useful/ dispensable?
Business Services: The survey results indicated <u>Business Services leadership, Customer service, and DBAS support/trainings</u> were useful.
What other services or resources provided by Business Services are useful/ indispensable?
What services or resources provided by Business Services are NOT useful/ dispensable?
Educational Services: The survey results indicated the <u>Curriculum & Instructional Support, ES Leadership, and Categorical/Special projects</u> were useful.
What other services or resources provided by Educational Services are useful/ indispensable?
What services or resources provided by Educational Services are NOT useful/ dispensable?
Personnel Services: The survey results indicated the <u>credentialing services, HR monthly meetings, and Customer Service</u> were useful.
What other services or resources provided by Personnel Services are useful/ indispensable?
What services or resources provided by Personnel Services are NOT useful/ dispensable?
Student Services: The survey results indicated the <u>Special Ed Services and support and Inclusion Collaborative, and ASD Services and support</u> were useful.
What other services or resources provided by Student Services are useful/ indispensable?
What services or resources provided by Student Services are NOT useful/ dispensable?
Technology Services: The survey results indicated the <u>QCC and QSS support and the RTC</u> were useful.
What other services or resources provided by Technology Services are useful/ indispensable?
What services or resources provided by Technology Services are NOT useful/ dispensable?

Please rate the overall usefulness of the COE (as an organization) to your district on a scale from 1-5, where 1 equals dispensable/useless and 5 equals indispensable/extremely useful:

Dispensable/ Useless				Indispensable/ Extremely Useful
1	2	3	4	5

Appendix C: 2012 District Customer Service Survey Comments

Open-ended Question 1: What comments or suggestions do you have to improve SCCOE services?

General (n=10)

- At times information received is too close to meeting or event date
- Don't forget small school districts that have many special circumstances as compared to large districts
- I find that most of the SCCOE services are irrelevant to my team. For any services that aren't mandatory, the county would be better served by asking districts what they want rather than telling us what they provide. The county office is consistently offering solutions for the problems we have already solved rather than the problems we are grappling with.
- Not pick up the phone in general, except RTC help desk
- Referrals are often misplaced by SCCOE, services are abruptly discontinued without prior notification to the district, services takes a long time to start which places the district in a compliance position
- The approaches are a one-size fits all.
- The County Office often seems to be a step behind where we are at as a District. It would be nice to have them be more out in front with getting information and the analysis of the info to us so we had to do less leg work on our own. Timeliness of the information in our business is so important. By the time we hear it from the County we have often heard it multiple times elsewhere
- The county office support has been beneficial especially the professional development offered for teachers and school sites. There is definitely a rift between the county board and the district boards...not sure what can be done about that.
- We continually have to correct the COE's work. That takes time away from other district priorities.
- We don't always get our questions answered.

Office of the Superintendent (n=0)

Business Services (n=3)
- Gave out either wrong or outdated budget information.
- The assistance that we have received as we transition to QCC for H.R. has been good when we get it, but we have had to wait weeks and even up to two months to get answers to questions. Answers we still haven't received are: how to have vacation and sick leave accrual change with anniversary dates; 2012-13 tables; and cloud zone use for mac users
- The problem is that DBAS and Technology, the 2 areas that I work most with, do not provide the necessary service to be a source that I would seek out. I use the service not because I want to, but because I have to. So I do my best and seek assistance from other districts rather than use the services in DBAS and Technology the least that I can.
- Personnel Services (formerly Human Resources) (n=1)
- Most of my interactions are with the HR unit.
- Educational Services (n=2)
- I do think that the strong focus on core standards is good, but not as valuable right now since few of us can really implement core standards for a year or two. Last year, I really appreciated the planned school visits and the great variety of topics covered in the curriculum meetings
- Sometimes, the message from the SCCOE can feel quite compliance oriented--a little bit like a telephone line for the CDE. I wish we had more opportunity to discuss the pros and cons of different leadership & instructional strategies & programs, what's working well, what isn't, research findings, and who's doing great work (in or out of the county, charters, etc.)

Student Services (n=0)

Technology Services (n=4)
- My first concern is with new employees. As the new CBO I was seeking a basic orientation to the services provided by the COE as well as QSS/QCC orientation and navigation training. It was difficult as I was continually directed to the website but I could not wait until another training would be schedule which could have been up to a year or so from my start date. Fortunately, Nimrat was able to arrange for staff to come to my office to provide the QSS/QCC training.
- The Administrative Staff in the Technology Services Branch does not return phone calls or answer emails.
- The problem is that DBAS and Technology, the 2 areas that I work most with, do not provide the necessary service to be a source that I would seek out. I use the service not because I want to, but because I have to. So I do my best and seek assistance from other districts rather than use the services in DBAS and Technology the least that I can.
- We put our help desk tickets in and usually don't get a response from a person until we call for follow up after waiting several days to weeks, even after follow-up with emails. We have questions that the techs don't always have answers for when we ask, and we have to wait for them to find out and get back to us, and we usually have to follow up to see if they have gotten the answers for us. We have found ourselves considering ways that we might go directly to QCC because we aren't getting answers from SCCOE in a timely manner.

Open-ended Question 2: What services have you received from the SCCOE that are most beneficial to your district?

General (n = 9)
- Advice about issues
- Bringing together partners in a collaborative fashion.
- county-wide meetings and trainings
- Information on legislation/requirements
- Keeping us informed about important developments/changes
- New legislation and initiatives information
- Overall support and turnaround efforts.
- Santa Clara County Superintendents Association (SCCSA)
- Workshops

Office of the Superintendent (n = 9)
- Cary Dritz has been a great asset to HR bringing all of his knowledge and experience to assist when district issues arise.
- Directory information
- Help with Williams complaint
- Lisa Smith is a great resource for difficult questions.
- public information for students and superintendent
- Superintendent's committee
- The daily news clippings are very informative.
- Updates about state and CDE initiatives
- Williams compliance reviews - she is outstanding!

Business Services (n = 23)
- Accounting Services
- Budget/Financial
- business
- Business applications (QSS/QCC)
- Business Office Support
- Business service support
- Business Services Accounting
- Credentialing and payroll services
- DBAS
- Financial courses
- Financial services
- Financial services
- Financial services--payroll, finance, AP, etc.
- Fiscal
- Fiscal oversight support
- For my department, support around credential issues, HR monthly meetings.
- HR department, particularly the credentials area, is extremely beneficial.
- So far only financial system related
- The financial services we receive are useful because they are required. However, I would go elsewhere for then in an instant if I could. QSS is horribly antiquated -- even the most recent upgrade is 15 years behind the state of the art. Just try getting a report that anyone other than an accountant can read.

- They prepare entries for our revenues received and cash. We use the QSS-QCC system and the COE updates that.
- Vendor payments
- We are particularly grateful for the support received from DBAS, which held our hands through the 2010-11 unaudited actuals process. Special thanks to Nimrat Johal and Kolvira Cheng.
- We are required to use the COE for warrants and payroll.

Personnel Services (formerly Human Resources) (n = 13)
- Credentialing
- Credentialing Services. That department is wonderful.
- Credentials
- Credentials info
- HR-credentials
- I utilize Human Resources department primarily. Mary Jane Roberts with credential questions.
- Payroll
- Payroll
- Payroll
- Payroll
- Payroll and benefits services
- Payroll process
- The annual county recruitment fair is wonderful.

Educational Services (n = 31)
- ACSA Women's Leadership Network
- Assessment & Accountability Network
- Assessment Support
- CCSS Professional Development
- common core standards training
- Common core training
- Curriculum (specifically Lisa Gonzales)
- Curriculum Leadership Council (CLC)
- Ed Services areas.
- Job-alike networks
- Individual consulting from one or two of your coordinators.
- individualized Professional Development
- Orchard also has a partnership with Instructional Services. The team of Jivan Diwali, Ginny Pender, Melissa Christie, Sandy Yellenberg, and Edy Mourtos have been exceptional.
- Program Improvement support
- Professional development
- Professional development
- Professional Development
- Professional Development from Ed Services
- Professional Development Opportunities
- Professional development support
- Professional development training for teachers
- SchoolPlan is an outstanding resource to schools looking at data. It includes charts, SARCs and SPSAs. This is a must continue!
- SchoolPlan
- Some Professional Development

- Staff development, resources, networking
- Support for common core
- The professional development is indispensable. The staff is stellar
- The support and information from the Assessment Office. This department also seems to be trying to anticipate needs and then seeks input to determine if they are heading in the right direction. Also the sense of humor that they approach what can be a dry subject matter is much appreciated.
- We have been working very closely with the assessment department and have benefited greatly from the support and expertise that they give us.
- We receive most of our assistance with PBIS, RtI, and DAIT services.
- 21st Century

Student Services (n = 16)
- Adaptive Physical Education (APE)
- CTE efforts
- EL students
- Head Start/state preschool programs
- Homeless information
- I really appreciated the Transitional K support
- SELPA Director and Special ED Director
  Trainings
- Services for at risk youth.
- Services for students with disabilities
- Special Education
- Special Education programs
- Special Education support
- Special education support
- SPED and SELPA Administration
- The Migrant program has been particularly useful in all areas of compliance and support in program development
- The services dealing directly with English Language Learners are very helpful. The professionals in the department respond promptly and accurately to my requests.

Technology Services (n = 10)
- If it would be more helpful, the tech department for QCC would be beneficial
- Instructional Technology Sharing
- Information Technology services
- Primarily technology related services.
- Print services
- Technology
- Technology infrastructure
- Technology support
- Technology support
- The grants person, Diana Paradise, has helped our District with Digital Citizenship laws and made it easier to do our work. We need more of this type of support from other departments and individuals.

Open-ended Question 3: What are your greatest needs that SCCOE might work to address?

General (n = 12)

- A more welcoming process. Rather than just pointing a person to the website, a more personal approach and professional presentation would be appreciated.
- Assistance in areas that a small district needs...nursing, library, special education resources
- Board governance
- Continue to support the COE employees as several of them currently feel unappreciated and disrespected by the activities, comments and behavior of the Board. Their low morale does impact districts.
- Find out what the districts need through a survey, tabulate that and then provide training or workshops around that. This might make the county and the districts collaborate closely and in a time sensitive manner.
- Getting information out to us in a timely manner,
- It would be great if there were some expertise in CALPADS at the county for us to tap in to.
- More facilitation between districts re best practices
- Number of meetings is pretty intense. Difficult to attend all of them regularly
- Providing the same high quality support at a lower cost.
- Reduce administration and overhead expenses
- Working with us individually to see where we need help.

Office of Superintendent (n = 4)

- Advocacy at the state level
- Focus on the achievement gap
- Grant writing
- Program evaluation

Business Services (n = 8)

- A better financial system and services matched to emerging problems rather than past problems.
- Accuracy. Knowledge. Attention to detail. Correct interpretation of District business practices.
- Accounts Payable deadline is too close to the end of the school day - 3:30 or 4:00pm would be much more helpful.
- Budget
- Finance
- Fixing the financial system so that we have one functioning system and do not need to go back and forth between the old and new versions.
- Providing a better customer service in the DBAS. The staff needs more knowledge and expertise to assist district personnel when called upon.
- Strategic planning

Personnel Services (formerly Human Resources) (n = 3)

- Credentials – staff development
- Monthly Human Resources county meetings are essential
- QCC transition for Human Resources

Educational Services (n = 18)

- Assessment development
- Best practices for closing the achievement gap.
- Coming out to our district for provide trainings.

- Common core standards implementation
- Continued and increased support of best instructional practices such as professional training on Professional Learning Communities, PBIS, RtI, Developmental Assets and addressing barriers to learning, etc.
- Continued work in Common core
- County wide assessment and student information systems.
- Curriculum development – Common Core State Standards, Transitional Kindergarten, others
- Data analysis
- Free Professional Development
- Instructional strategies that can be used in the classroom
- Keeping up with changes in the Common Core and SMARTER Balanced
- Offer a better cost for training for districts like mine with very limited resources. I appreciated the support we received with the Math training in the middle school, but was not able to purchase more days. You have great resources, and just wondering if you can offer some kind of scaled cost according to the amount districts get in categorical funds.
- Professional development
- Professional development for struggling teachers.
- Professional development support
- SMARTER Balanced implementation
- Transitional Kindergarten

Student Services (n = 10)
- Deaf/Hard of Hearing (DHH) and Visual Impairment (VI) services, Augmentative and Alternative Communication (AAC) and Assistive Technology (AT)
- Gang intervention classes
- More cost effective special education programs
- Parent workshops for students who have been expelled
- Practicality and research based practices and ideas to improve achievement for our low income students.
- Reducing costs for services in the area of special education.
- Smoking/tobacco cessation classes
- Special Education
- The SELPA costs have increased significantly recently. It would be helpful to our school district if the county was able to support school districts in the SELPA by minimizing these increases as they did last year.
- Truancy programs for youth

Technology Services (n = 9)
- Coordination of technology infrastructure across the county to optimize resources
- Help us move more toward technology supported instruction
- Improve the business software (which I understand may be happening)
- Improve the use and effectiveness of QCC
- Providing better customer service in Technology. The staff needs more knowledge and expertise to assist district personnel when called upon.
- QCC Support & Implementation/Training
- Strong communications regarding funding, grants, etc. for technology.
- The migration of the financial application (QSS to QCC) is not going well and SCCOE staff follow-though is non-existent.
- Training workshops more frequently for QSS system. Our employees cannot all make trainings at the same time and it is very difficult to wait a year.

Open-ended Question 4: Do you have any other comments or suggestions?

General (n = 5)
- I appreciate the COE's support of our efforts to make our schools better.
- I truly believe that SCCOE is a partner to the work I do; it is therefore even more important that there be a process whereby I express my needs and these are then assessed by the county with other district input and then tabulated for focus and priority.
- I'm grateful for the support and expertise I receive from the SCCOE staff.
- Overall, the county provides excellent services to our school district. As a fiscally independent school district there are services that we do not access, but have not heard anything that would suggest these services are anything but excellent. Thank you for your support Superintendent Weis and County staff!
- The word "indispensable" use to frame the questions limited many of my responses. While I am very positive about the services by the COE -- "indispensable" is a stretch for any organization.

Office of Superintendent (n = 2)
- I have not seen anything on media training. Did I miss something?
- The SCCOE staff could benefit from equity and racial work with Glenn Singleton from PEG.

Business Services (n = 4)
- Although mentioned previously, it is essential and should be a high priority to have an integrated and functioning financial system.
- DBAS needs an overhaul. Good, knowledgeable people have left. The Asst. Supt is leaving and some of the new technical support hires do not have the depth and breadth of experience to assist the Districts and do the proper job. The continuous monitoring and correcting the COE's work is a drain on district staff. The level of service and quality support continues to be an area that is lacking from the COE.
- I have not seen anything on help with emergency plans. Did I miss something?
- The COE needs to obtain a new financial software system for districts to use. The DBAS Department needs more of an upgrade where people really know their stuff and are specialized in the areas that would really help district fiscal staff such as revenue limit, ADA, property taxes, SACS reports, and other fiscal tasks.

Personnel Services (formerly Human Resources) (n = 0)

Educational Services (n = 4)
- I believe we could take more advantage of the instruction/curriculum areas but access for us has been challenging.
- I realized that once I submitted, I couldn't go back and do the pages. I was advancing forward to see who I needed to consult on my team. That is why there are some blank pages. Overall, my team feels supported by the assessment department, CTE, AVID, MATH and Science departments. We have concerns with the Educational Tech. Support, the PIO support and the Categorical support that we receive.
- The SCCOE provides a great deal of service to the district. They are good at working with the district to meet our individual needs in the Curriculum area

- With rumors of EduSoft going out of business, the time is ripe for offering a county wide student information system that is relatively affordable and aligned with the new Common Core standards and assessments when they become available.

Student Services (n =1)
- The Inclusion Collaborative has been very helpful and provides great training and ongoing support to our District.

Technology Services (n = 1)
- Please remedy the response time in IT regarding QCC questions and assistance. We are frustrated with QCC as we have been working with the conversion since Sept. and are not nearly as far as we had hoped we be because of long delays in getting answers to our questions as well as techs not being able to answer our questions without researching them. It seems that in the H.R. module the IT services for QCC are just one step ahead in lesson delivery.

Appendix D: 2012 District Customer Service Interview Comments

Branch	Department	Positive Interview Comments
BS	DBAS	Advisor: Jason Vann was very helpful and responsive.
BS	DBAS	All DBAS people are very helpful
BS	DBAS	DBAS overall has customer service orientation
BS	DBAS	DBAS very helpful, no problems.
BS	DBAS	Nimrat and Kolvira are very responsive, response in 24hr or less
BS	General	Business services helpful in redoing things after furlough days
BS	General	CBO meetings good not great, opportunity to see colleagues and check in are great
BS	General	Like the people that do presentations, valuable (CBO meetings)
BS	General	Monthly meetings are useful, definitely a step up in what Ken provides; can tell because people actually come. Now has guest speakers and interesting topics and RDA. Different sense is there is leadership and working with people
BS	General	The more the better for the district
ES	Assessment & Accountability	Great presentation from Bill and Jimmy on AYP (300 parents); offered to do more things
ES	Assessment & Accountability	Most recently Dan and Bill did workshop and meeting for math teachers, they were all there and enjoyed it. Did a lot of prep before, assessment, benchmarks and looking at reliability about them. Decision about what to keep and not. Really loved it. Really accommodating. Worked really hard to make it successful.
ES	AVID	AVID just brought back to Moreland and Jason has worked on that, indispensable. Huge follow thru. Seamless into high school
ES	Categorical	Mary Ann burke is amazing. Helped to help them develop a great parent participation program
ES	Curriculum and Instruction	Jivan, great support and not selling a canned solution and is tailored to each district
ES	Curriculum and Instruction	Lisa Gonzales came for visual arts, great.
ES	Curriculum and Instruction	Yee Wan is great for resources for English Learners
ES	General	Always a transition with people leaving but get everyone onboard and incorporate everyone's opinions
ES	General	Curriculum Leadership Council (CLC) getting in there, want seats for common core, want to send out teams

Branch	Department	Positive Interview Comments
ES	General	Eddy has been phenomenal. Very responsive. Sees big picture (transitional Kindergarten steering committee) so not all have to do the same.
ES	General	English Learners, categorical, assistant superintendent, assessment & accountability meetings are great
ES	General	Everyone is so warm and welcoming
ES	General	Everyone Is stretched thin and even though they are high performing there can be improvement
ES	General	Has a great appreciation on what it takes to get people to come meetings; Used to work there
ES	General	Opportunity to work with peers is really powerful
ES	General	Support always there and always offered
ES	General	Whenever ask for help, county people always there to support. Rely on team and always get help
OS	Administrative Services	District consolidation with Suzanne
OS	Administrative Services	Mary Kay feels very supported in doing Williams (with Gina).
OS	Administrative Services	Matt very responsive (helped in another capacity, not grant writing)
OS	General	Chuck holding monthly meetings, especially for new superintendents
OS	General	Could call because her board is challenging, he understood and listened and kept it confidential, it's very reassuring, will she get that with new sup. He is very candid, hopes that will communicated to new sup.
OS	General	Dealing with political issues, Chuck has been very helpful; providing feedback and guidelines
OS	General	Huge loss that Chuck will be gone; didn't even know or have a relationship with colleen (likes visits to school sites with them, CPM meeting and has perspective on state and bring information from Chuck that she could bring info back to team; when had major speakers have Chuck there and open it up and likes that he was visible)
OS	General	Relief to come and met as superintendents and liked that Chuck facilitated all of it
OS	General	Superintendent integral in bringing in information and networking is HUGE especially as a new person coming in
PS	Credential Services	Credentialing because she (superintendent) is new
PS	Credential Services	Mary Jane always helpful
PS	Credential Services	Mary Jane Roberts is really helpful. Great customer service and is very response
PS	General	HR monthly meetings are great, greatly attended: always have legal

Branch	Department	Positive Interview Comments
		updates, general time to network, get district updates, Cary was great in brining information for questions asked
PS	General	Never heard Brad (their HR person, did not attend interview) have any bad comments
PS	General	Philip is great. (merit district no many around and he is knowledgeable about that subject)
PS	General	Professional development classes are great, easy for them to get them
PS	General	Teacher fair-busy all day, huge success. Definitely supportive of county still doing it.
PS	General	Their HR person look to county for sup (Marla is new to that position)
PS	General	When they have public request for information, county is very helpful
SS	Early Learning Services	Transitional Kindergarten
SS	Migrant Education	Migrant education offers support
SS	SELPA	SELPA are wonderful, especially individual staff
SS	Special Education	Special education
TS	General	CLC meetings (tech is a huge piece), they have been really great. Wonderful. Very supportive. Easy access to materials when you leave
TS	General	Coming and working with district, feedback on what they want to do is the right direction
TS	General	Kelly is really impressive, see how quickly they have to change; not optional but they are really there to help
TS	General	Offer things smaller districts, good not to manage 100%
TS	General	Professional development been great (Excel, Microsoft) for administrative staff
TS	General	Thank you for not increasing fees, fees flat even with budget issues
TS	Information Systems Center	David Huie is great
TS	Technology Program and Instructional Support Center	Information technology provided training to district, provided excellent services.
TS	Technology Programs and Instructional Support Center	Self-assessment on being behind in technology, Craig and staff all helpful.

Branch	Department	Negative Interview Comments
BS	DBAS	STAFF NAME is their person, response is not always very prompt
BS	General	Budget issue: information is very valuable but sent after he already sent out letters
BS	General	Business and technology need to be more integrated in how they work together. Taken a huge step back from how it used to be. Need to have a concept of partnership versus having someone from DBAS and Tech
BS	General	CBO meeting and director have meetings and they keep cancelling ones for director, low attendance? Combine into 1 meeting like before.
BS	General	More REMS
ES	Early Learning Services	Transitional Kindergarten: they're basic aide, we don't benefit from these kids. STAFF NAME needs to see other side but can't support with budget. Lack understanding how it affects basic aid district. Communication needs to different for revenue limit or basic aid.
ES	General	No information about common core, especially math. Are we integrating or not. High school is a mystery for everyone. Higher education needs to be part of the discussion.
ES	General	Support with Program Improvement and AVID
ES	General	Things just aren't timely sometimes need more lead time. Plan things and let them know 6 weeks in advance.
OS	Administrative Services	Didn't know grant writing was under our department
OS	Charter Schools	County charter schools, CHARTER SCHOOL complains to them but should be to COE. Says blatant lies about SCUSD; Holding charters to ethical communication which are bold faced lies
PS	Fingerprint Livescan Services	We have started doing own fingerprinting
SS	Alternative Education	Community day school is going great. Run their own
SS	Alternative Education	Expelled youth: no help in student placement. Should help in providing a solution
SS	SELPA	SELPA seems fragmented --consolidate SELPAs
SS	Special Education	Special education- some questions that they have had about STAR testing, levels of support not met.
TS	Digital Design & Media Services Center	Color print copies not done by print shop.
TS	Digital Design & Media Services Center	Use channel 26 videographer

Branch	Department	Negative Interview Comments
TS	General	Better understand the security, and back up
TS	General	Has not heard her Tech person, communication piece---meetings? Can superintendent been opted into the meeting minutes?
TS	General	Huge amounts of paper, big reports just being shredded—have it in soft copy
TS	Information System Center	100% switch over to QCC from QSS. Make it a change across the board.

Note: For negative comments, staff name has been removed and replaced with STAFF NAME. Charter school name has been removed and replaced with CHARTER SC