



GRANTS AND PARTNERSHIPS AT THE SANTA CLARA COUNTY OFFICE OF EDUCATION

A Retrospective Report

December 2023

Driving Strategic Projects and Revenue Growth through Grants and Partnerships

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Driving Strategic Projects and Revenue Growth through Grant Strategies under the Santa Clara County Superintendent of Schools: A 15 Year Perspective

Background

This report analyzes trends at the Santa Clara County Office of Education (SCCOE) over the past 15 years, highlighting a strategic shift since 2018 in grant strategies, revenue generation, and strategic project implications.

Key Findings

- **Grant Acquisitions:** The analysis reveals a significant surge in the total value of competitive grants secured since the current County Superintendent of Schools' appointment in office, representing a strategic proactive shift in grant acquisition strategy.
- **Grant Types:** Comparative analysis showcases a distinct emphasis on securing grants aligned with the Board of Education's vision and strategic objectives in order to support more students.
- **Growth & Sustainability:** The County Superintendent of Schools' leadership demonstrates a profound impact on fostering stability, growth, and diversification within ongoing grants, contributing to sustained progress across the agency.
- **Revenue Insights:** The analysis demonstrates increased revenue by grant type as well as support for Board of Education strategic priorities, highlighting the substantial grant contributions generated.

The SCCOE has been flat funded since 2013, when the Local Control Funding Formula (LCFF) was implemented. This report demonstrates the vision, strategy, and associated results taken since 2018 to address this challenge. In order to achieve the goals of the Strategic Plan, address priorities of the Santa Clara County Board of Education (SCCBOE) and the County Superintendent of Schools, respond to emergencies and emerging needs, and provide high quality support, alternative funding mechanisms proved necessary. The SCCOE addressed this challenge by advocating for changes in the funding formula and implementing a new strategic vision and direction for grant acquisitions and associated revenue generation to support our students, schools, districts, and communities.

This comprehensive analysis is structured to report the transformations and trends witnessed in grant acquisitions and revenue generation over the past 15 years, under different leadership periods.

County Superintendent of School's Impact on Grant Acquisition, Partnerships, & Special Activities

Prior to the appointment of the current County Superintendent of Schools, the agency navigated a transformative journey, witnessing shifts in leadership and changes in strategic imperatives, undergoing a series of developmental phases, grappling with the state's flat funding structure, and seeking avenues for sustainable growth of special activities in support of meeting unique student needs.

Transformation and Strategic Focus

During the time period preceding Dr. Mary Ann Dewan's appointment as County Superintendent of Schools, the agency's approach to grant acquisitions and revenue generation differed in many ways, reflective of the state funding conditions as well as leadership strategies. Previously, the grant and partnerships work of the SCCOE focused largely on non-competitive, recurring state grants and funding with a very small part of the portfolio from other revenue streams.

Dr. Mary Ann Dewan's leadership marked a significant shift in SCCOE's trajectory in strategic focus and impact. Under her visionary leadership, the agency embarked on a strategic overhaul, emphasizing innovation, strategic alliances, and a proactive approach towards securing competitive grants that align with the board of education and the agency's mission and values, leading to greater impact on our students, families, districts, and community. Throughout SCCOE's journey, particularly since 2018, the significance of competitive grant acquisitions has been vital to fueling special activities, forging stronger collaborative partnerships, and underpinning revenue streams necessary for sustained growth and development.

Comparative Analysis Grant Revenue Generation

Table 1. Total Value of Competitive Grants and Earmarks Actuals 2008 - 2017

Competitive Grants and Earmarks Actuals 2008 - 2017		
Year	Number	Amount
2008-09	8	\$2,072,785
2009-10	1	\$436,882
2010-11	2	\$124,146
2011-12	3	\$549,421
2012-13	13	\$2,581,466
2013-14	7	\$1,194,137
2014-15	5	\$1,196,336
2015-16	3	\$11,874
2016-17	9	\$6,047,305
2017-18	6	\$1,705,308
TOTAL	57	\$15,960,131

**Based on actuals*

Table 2. Total Value of Competitive Grants and Earmarks Secured 2018 - Present
First year of funding includes grant actuals for entire grant funding period

Competitive Grants and Earmarks Actuals 2018 - Present		
Year	Number	Amount
2018-19	12	\$6,742,755
2019-20	18	\$14,537,191
2020-21	22	\$34,678,253
2021-22	21	\$14,641,911
2022-23	33	\$33,468,289
2023-24	14	\$16,831,857
TOTAL	125	\$126,423,674

**Based on actuals*

Analyzing the total number of grants as well as value of actuals incurred, before and after Dr. Dewan's appointment in 2018, illustrates a substantial transformation in the strategic approach to securing grants and funding special activities and initiatives. The comparison also highlights the impact derived from revamped revenue growth strategies, initiatives, and strategic partnerships, aligning with the Santa Clara County Board of Education priorities. It showcases the strategic shift in direction resulting in a better way of doing business that provided financial stability to the agency, as well as providing further quality support to districts, schools, students, and communities.

Comparative Analysis by Grant Type

Table 3. Revenue and Number by Grant Type Actuals 2008 - 2017

Comparison by Grant Type Actuals 2008 - 2017						
	Competitive		Earmarks		Recurring and Non-Competitive	
Year	Number	Amount	Number	Amount	Number	Amount
2008-09	7	\$1,970,715	1	\$102,070	63	\$103,023,634
2009-10	1	\$436,882	0		48	\$88,070,013
2010-11	2	\$124,146	0		55	\$88,220,468
2011-12	3	\$549,421	0		53	\$85,709,664
2012-13	13	\$2,621,937	0		59	\$81,342,133
2013-14	7	\$1,194,137	0		58	\$91,332,754
2014-15	5	\$1,196,336	0		57	\$77,053,423
2015-16	3	\$11,874	0		56	\$91,510,513
2016-17	9	\$6,047,305	0		49	\$96,424,085
2017-18	6	\$1,705,308	0		46	\$87,634,438
TOTAL	56	\$15,858,061	1	\$102,070	544	\$890,321,125

*Based on actuals

Table 4. Revenue and Number by Grant Type Actuals 2018 - Present

First year of funding includes grant actuals for entire grant funding period, as applicable

Revenue and Number by Grant Type 2018 - Present						
	Competitive		Earmarks		Recurring and Non-Competitive	
Year	Number	Amount	Number	Amount	Number	Amount
2018-19	12	\$6,650,908	1	\$106,209	45	\$68,450,342
2019-20	15	\$12,246,147	4	\$925,907	57	\$94,897,129
2020-21	17	\$20,918,159	6	\$14,475,832	74	\$94,921,859
2021-22	20	\$16,270,381	3	\$926,639	83	\$117,245,938
2022-23	30	\$33,918,279	3	\$935,835	87	\$103,915,808
2023-24	12	\$18,034,378	2	\$1,015,000	85	\$185,526,292
TOTAL	106	\$108,038,252	19	\$18,385,422	431	\$664,957,368

*Based on actuals

Prior to 2018, the focus was primarily on maintaining recurring and non-competitive ongoing grants of which many are formula based, for instance, dependent on the number of students enrolled. Recurring and non-competitive grants have continued to be strong under Dr. Dewan's leadership.

Moreover, when analyzing the breakdown of grant types secured during 2008 - 2017 and 2018 - Present, it reflects a strategic shift towards actionable and results-driven projects to serve, inspire, and promote student and public school success.

Growth in Special Activities and Strategic Partnerships via Competitive Grants

Table 5. Revenue & Number of Competitive Grants for Special Activities Actuals 2008 - 2017

Competitive Grants for Special Activities Actuals 2008 - 2017								
Year	Youth, Health, & Wellness		Educator Workforce		Early Learning		Environment	
	#	Amount	#	Amount	#	Amount	#	Amount
2008-09	0	-	4	\$482,283	1	\$218,584	0	-
2009-10	0	-	0	-	0	-	0	-
2010-11	0	-	0	-	0	-	0	-
2011-12	0	-	0	-	0	-	0	-
2012-13	1	\$193,473	0	-	0	-	1	\$15,000
2013-14	0	-	0	-	2	\$569,173	0	-
2014-15	0	-	0	-	1	\$129,346	0	-
2015-16	0	-	0	-	0	-	0	-
2016-17	0	-	1	\$639,202	1	\$10,764	0	-
2017-18	0	-	0	-	0	-	0	-
TOTAL	1	\$193,473	5	\$1,121,485	7	\$927,867	1	\$15,000

*Based on actuals

** COVID-19 Digital Equity not applicable during this period

Table 6. Revenue & Number of Competitive Grants for Special Activities Actuals 2018 - Present
First year of funding includes grant actuals for entire grant funding period

Competitive Grants for Special Activities Actuals 2018 - Present										
Year	COVID 19 Digital Equity		Youth, Health, & Wellness		Educator Workforce		Early Learning		Environment	
	#	Amount	#	Amount	#	Amount	#	Amount	#	Amount
2018-19	0	-	0	-	0	-	4	\$1,730,909	0	-
2019-20	0	-	0	-	1	\$7,195,788	2	\$350,000	1	\$8,220
2020-21	2	\$8,981,835	2	\$8,217,436	0	-	5	\$8,257,533	0	-
2021-22	1	\$100,000	1	\$100,000	0	-	5	\$305,429	0	-
2022-23	1	\$100,000	7	\$22,228,420	6	\$5,924,344	4	\$303,800	2	\$2,000
2023-24	1	\$1,000,000	1	\$5,750,000	7	\$9,480,000	1	\$71,788	2	\$240,000
TOTAL	5	\$10,181,835 (plus in kind value)	11	\$36,295,856	14	\$22,600,132	21	\$11,019,459	5	\$250,220

*Based on actuals

The competitive grants secured under Dr. Dewan’s strategic guidance have not only facilitated revenue growth, but have also been instrumental in fostering an increase in special activities and in support of strategic partnerships. Many of these strategic partnerships have emerged as a direct outcome of the County Superintendent of School’s leadership and influence. A myriad of partners serve as key collaborators with competitive grants, serving as a testament to the alignment and collaborative nature of the work. These initiatives often transcend mere grant obligations, paving the way to jointly meet the needs of students in Santa Clara County. The strategic partnerships, in support of special activities forged through grants, have not only contributed to revenue growth but have also expanded the agency’s reach, opened new avenues for innovation, provided job opportunities for SEIU and ACE members, and positioned

SCCOE favorably as a key leader in the state ensuring long-term sustainability. Key examples of special activities and partnerships follow.

Digital Equity

During the COVID-19 pandemic, the SCCOE partnered with local government, philanthropic foundations, community-based organizations, and businesses (such as internet service providers) to raise over \$14 million as in-kind goods and/or funds to purchase and distribute over 20,000 computing devices, 14,000 hotspots, and provide internet service to over 16,000 students in need. A federal infrastructure set aside was secured to preserve connectivity at Lakeside and Loma Prieta in the Santa Cruz mountains. Other grants funded the community project at the Arturo Ochoa Migrant Center in Gilroy.

Key partners and funders include, but are not limited to the following:

- 31 Santa Clara County School Districts
- California Department of Housing and Community Development
- California Emerging Technology Fund
- City of San José
- The David and Lucile Packard Foundation
- Hankins Technology
- IBM
- Lam Research
- San José Public Library
- San José Public Library Foundation
- Santa Clara County Board of Supervisors
- Silicon Valley Community Foundation
- Spectrum Enterprises

Youth Health & Wellness

Through Dr. Mary Ann Dewan's strategic vision to increase holistic health and well-being of all students, SCCOE is now recognized as a key leader throughout the state due to our youth health and wellness department and initiatives, serving critical health and wellness needs for our students. There are now 19 SCCOE wellness centers and 14 community schools in Santa Clara County, made possible by 18 competitive grants and 11 contracts, serving 2,867 students. These students visited the centers 21,713 times within the August 2022 - October 2023 timeframe.

Two other significant projects to highlight include serving 473 students in partnership with the Pediatric Developmental Speciality Center from January 1, 2023 - November 27, 2023 and providing Fentanyl awareness and overdose prevention/ naloxone education to over 400 freshman students in Campbell Union High School District. Additional awareness events have been provided to staff, parents, and community members.

Key partners and funders include, but are not limited to the following:

- 31 Santa Clara County school districts
- American Institutes for Research
- Anaheim Unified High School District
- Anthem Blue Cross

- Art House Studio
- Attendance Works
- Bassett Unified School District
- Berkeley Unified School District
- Berry Creek Elementary
- Black Oak Mine Unified School District
- California Children's Trust
- California Department of Education
- California Department of Health Care Services
- California Department of Public Health
- California Hope
- California Mental Health Services Oversight & Accountability Commission
- California School-Based Health Alliance
- Carter G. Woodson Public Charter
- Castro Valley Unified School District
- Child Mind Institute
- Clinical Supervision Now
- Corning Union Elementary School District
- County of Santa Clara
- County of Santa Clara Behavioral Health Service
- Daybreak
- Del Norte County Office of Education
- DHCS (Department of Health Care Services - California)
- East Bay Art Therapy
- El Camino Healthcare District
- Eureka City Schools
- Feet First California
- Glendale Unified School District
- Hawking S.T.E.A.M. Charter
- Healthier Kids Foundation Santa Clara County
- Humboldt County Office of Education
- John Muir Charter
- John W. Gardner Center for Youth and their Communities
- Kern County Juvenile Court
- KIPP NorCal Public Schools
- Life Learning Academy
- Marin County Office of Education
- Napa County Office of Education
- National Center for Community Schools - Children's Aid
- North Monterey County Unified School District
- Pacific Clinics
- Packard Foundation
- Pediatric Development Center
- PIQE (Parent Institute for Quality Education)
- Red Bluff High School District
- Richmond Charter Elementary School District
- S.W.A.G. (Student Wellness Advisory Group)
- Sacramento County Office of Education
- Santa Clara County Dental Society
- Santa Clara County Public Health Department
- Santa Clara District Attorney's Office

- Santa Clara Family Health Plan
- School Linked Services
- Shasta County Office of Education
- Shortino Family Foundation
- Sonora Union High School District
- Sound Solutions
- Standard Schools
- State of California's Department of Education
- Sutter County Office of Education
- The Art of Yoga Project
- The City Peace Project
- U.S. Substance Abuse and Mental Health Services Administration
- Welligent (ContinuumCloud)
- WestEd
- Wheatland

Educator Preparation Program

The SCCOE's Educator Preparation Programs (EPP) has been recently recognized as a statewide leader in its credentialing program offerings for the working professional. SCCOE's teacher preparation program, Education Preparation for Inclusive Classrooms (EPIC), and the school administration program, Leaders in Educational Administration Program (LEAP) are approved by the Commission on Teacher Credentialing (CTC). There are 503 students enrolled in SCCOE credentialing programs funded through 15 current competitive grants inclusive of the prestigious Statewide Residency Technical Assistance Center.

Key partners and funders include, but are not limited to the following:

- 31 Santa Clara County school districts
- California Association of School Counselors
- California Association of School Counselors (CASC)
- California Commission on Teacher Credentialing
- California Department of Education
- California School Employees Association (CSEA)
- California Teachers Association (CTA)
- CalStateTeach
- Humboldt County Office of Education
- National University
- Sacramento County Office of Education
- San Diego County Office of Education
- San Joaquin Teachers -College
- San Jose Community College
- San Jose State University
- Santa Clara University
- Service Employees International Union
- The Residency Lab
- Tulare County Office of Education
- UCLA
- West Valley Community - College Mission College
- WestEd

Early Learning

Since 2018, there has been an increase in the number of competitive grants and contracts awarded to the SCCOE, increasing the depth and breadth of support to early learners and providers. Five early learning special activities and associated partnerships will be highlighted in this report: (1) Steps to Success, (2) Childcare Resource and Referral Program State Contract, (3) Early Childhood Integrated Data System (ECISD) State Contract, (4) Universal Pre-Kindergarten, and (5) Inclusive Early Education Expansion Program (IEEEP).

Steps to Success: In 2021, the SCCOE established the *Steps to Success* program, designed to improve enrollment and attendance rates in early care and education programs throughout Santa Clara County. Through an online portal for parents to enroll children, the aim of Steps to Success is to increase school enrollment by providing a standardized and centralized platform where all parents in the County can learn more, as well as register their children for T-K, Pre-K and Kindergarten.

Childcare Resource and Referral Program (R&R) State Contract: In 2020, the SCCOE secured a state contract to serve as the Childcare Resource and Referral Program (R&R) for Santa Clara County. The R&R provides childcare resources for families and providers, information and resources for families, and training and technical assistance for providers.

Early Childhood Integrated Data System State Contract: The SCCOE secured a contract with the state regarding the Early Childhood Integrated Data System (ECIDS) to collect, integrate, and report on early childhood program data.

Universal Pre-K (UPK) Expansion: The Early Care & Education Initiatives Department was established to provide school sites, school districts, and providers guidance and resources for UPK Expansion, inclusive of webinars and technical assistance.

Inclusive Early Education Expansion Program (IEEEP): SCCOE was awarded an IEEEP grant to increase access to inclusive early learning and care (ELC) programs for children with disabilities, including children with severe disabilities, through structural facilities modifications to select sites.

Key partners and funders include, but are not limited to the following:

- 31 Santa Clara County school districts
- ABC Learning Preschool and Care
- Associated Students San Jose State University
- California Department of Education
- California Young World
- Catholic Charities
- Choices for Children
- Catalyst Kids Family Inc.
- Children Now
- Educare
- FIRST 5 Santa Clara
- Foothill De Anza Community College
- Grail Family Services
- Go Kids
- Healthier Kids Foundation

- Kidango
- Martinson Child Development Center Inc
- Morgan Family Foundation
- Napa County Office of Education
- Palo Alto Community Care
- San Jose Conservation Corps Charter
- San Jose/Evergreen Community College
- San Jose State University
- SJB Child Development Centers
- Silicon Valley Community Foundation
- West Valley Mission Comm College
- YWCA Silicon Valley

Environmental Literacy & Climate Inclusion

The SCCOE has expanded efforts to support our students, districts, and community with environmental literacy and climate inclusion connections to increase positive impact on our health and our planet. Under current leadership, SCCOE has grown its support of schools and districts in local prioritization of environmental literacy and integrating environmental sustainability and climate-resilient practices across a school's campus, curriculum, community, and culture.

Key partners and funders include, but are not limited to the following:

- 31 Santa Clara County school districts
- Bay Area Community Resources
- CalFIRE
- California Community Colleges Chancellor's Office
- California Department of Forestry and Fire Protection
- California Environmental Literacy Project/ California Environmental Literacy Initiative
- California Regional Environmental Education Community
- County of Santa Clara Office of Sustainability
- Our City Forest
- Santa Clara Valley Water District
- Ten Strands
- U.S. National Oceanic and Atmospheric Administration

California County Superintendent's County Office of Education Grant Professionals Network

The SCCOE was invited to co-chair a California County Superintendent's Communication Subcommittee titled "County Office of Education Grant Professionals Network" (COE GPN) in collaboration with San Diego County Office of Education. The network officially launched in July 2022. The first inaugural COE GPN Conference will be held on October 8-9, 2024 at the SCCOE Ridder Park site.

Conclusion

The comprehensive analyses of grant acquisitions and revenue generation over the past 15 years at SCCOE yields insights into the transformative journey and stabilizing results within the agency since 2018. The report illustrates a distinct shift in the agency's approach from prior eras at the SCCOE when comparing the total grant value and types secured before and since Dr. Dewan's appointment. A substantial increase in revenue and strategic alignment with the agency's vision and the board of education's strategic priorities are revealed. Moreover, the analysis underscores the innovative nature of the strategic solutions implemented, fostering stability, growth, and diversification with grants, positioning the organization favorably for sustained progress.

As SCCOE continues its journey towards sustained growth and innovation, the implications derived from the County Superintendent of Schools' impact on grants and revenue provide a foundation for strategic planning, furthering the agency's mission and vision. Dr. Mary Ann Dewan has effectively steered grant acquisitions and revenue growth and reshaped SCCOE's trajectory to best support our students, families, districts, and communities.

References

QSS, 2008-Present

**Based on actuals