



**2019-2020 Education Service Center Talent Management Strategy Grant  
Letter of Interest (LOI) Application Due 5:00 p.m. CT, OCTOBER 29, 2019**

NOGA ID [ ]  
 Authorizing legislation **Public Elementary and Secondary Education Act of 1965 (ESEA), as amended by Every Student Succeeds Act (ESSA), Title II, Part A**

This LOI application may be submitted via email to [lolapplications@tea.texas.gov](mailto:lolapplications@tea.texas.gov) or in hard copy by mail or hand delivery. Mail or hand deliver one original to the following address:  
**Document Control Center, Grants Administration Division, Texas Education Agency  
 1701 N. Congress Avenue, Austin, TX, 78701-1494**

Application stamp-In date and time  
*October 28, 2019*  
 YF

The LOI application may be signed with a digital ID, or it may be signed by hand. Both forms of signature are acceptable, regardless of how the application is submitted. (The digitally signed LOI application may be emailed, or it may be printed and submitted in hard copy. The hand-signed LOI application may be scanned and emailed, or it may be submitted in hard copy.) TEA must receive the application by 5:00 p.m. CT, OCTOBER 29, 2019, regardless of whether it is emailed, mailed, or hand-delivered.

Grant period from **January 20, 2020, to April 30, 2020**

Pre-award costs permitted from **Award Announcement Date**

**Required Attachments**

1. Excel workbook with the grant's budget schedules (linked along with this form on the TEA Grants Opportunities page)
2. A current organization chart, including the number of FTEs currently employed by the ESC, and the number of FTEs who are support PD delivery services. Limit to one page.
3. OPTIONAL: Additional narrative response to Statutory/Program Requirements. Limit to one page. See page 7 of the Program Guidelines.

**Amendment Number**

Amendment number (For amendments only; enter N/A when completing this form to apply for grant funds): [ ]

**Applicant Information**

Organization **Region 14 Education Service Center** CDN **221950** Campus **N/A** ESC **14** DUNS **784720435**  
 Address **1850 Highway 351** City **Abilene** ZIP **79601** Vendor ID **175247833**  
 Primary Contact **Emilia Moreno** Email **emoreno@esc14.net** Phone **325-675-8674**  
 Secondary Contact **Emily Jeffrey** Email **ejeffrey@esc14.net** Phone **325-675-7003**

**Certification and Incorporation**

I understand that this application constitutes an offer and, if accepted by TEA or renegotiated to acceptance, will form a binding agreement. I hereby certify that the information contained in this application is, to the best of my knowledge, correct and that the organization named above has authorized me as its representative to obligate this organization in a legally binding contractual agreement. I certify that any ensuing program and activity will be conducted in accordance and compliance with all applicable federal and state laws and regulations.

I further certify my acceptance of the requirements conveyed in the following portions of the LOI application, as applicable, and that these documents are incorporated by reference as part of the LOI application and Notice of Grant Award (NOGA):

- LOI application, guidelines, and instructions
- Debarment and Suspension Certification
- General and application-specific Provisions and Assurances
- Lobbying Certification

Authorized Official Name **Shane Fields** Title **Executive Director**

Email **sfields@esc14.net** Phone **325-675-7037**

Signature  Date **October 28, 2019**

*2020-020453*

701-20-104-002

**Shared Services Arrangements**

Shared services arrangements (SSAs) are not permitted for this grant.

**Statutory/Program Assurances**

The following assurances apply to this program. In order to meet the requirements of the program, the applicant must comply with these assurances.

Check each of the following boxes to indicate your compliance.

- The applicant provides assurance that program funds will supplement (increase the level of service), and not supplant (replace) state mandates, State Board of Education rules, and activities previously conducted with state or local funds. The applicant provides assurance that state or local funds may not be decreased or diverted for other purposes merely because of the availability of these funds. The applicant provides assurance that program services and activities to be funded from this LOI will be supplementary to existing services and activities and will not be used for any services or activities required by state law, State Board of Education rules, or local policy.
- The applicant provides assurance that the application does not contain any information that would be protected by the Family Educational Rights and Privacy Act (FERPA) from general release to the public.
- The applicant provides assurance to adhere to all the Statutory and TEA Program requirements as noted in the 2019-2020 Education Service Center Talent Management Strategy Grant Program Guidelines.
- The applicant provides assurance to adhere to all the Performance Measures, as noted in the 2019-2020 Education Service Center Talent Management Strategy Grant Program Guidelines, and shall provide to TEA, upon request, any performance data necessary to assess the success of the program.
- The applicant provides assurance that they accept and will comply with Every Student Succeeds Act Provisions and Assurances requirements

**Summary of Program**

Provide an overview of the program to be implemented with grant funds. Include the overall mission and specific needs of the organization. Describe how the program will address the mission and needs.

The mission of Region 14 Education Service Center drives the support of the educational community through quality services that assure excellence, equity, and efficiency. Service remains the key word in this mission statement. Region 14 has built a culture of service which translates well into the coaching model used in virtually all training across Region 14. While Region 14 continues to foster trust through service to school districts, more can be done to recruit the finest to continue to fully integrate training that allows for practice in the whole-group setting, facilitates real-time feedback to teachers and principals observed in action in their setting, and offers one-on-one coaching to help educators improve skills and incorporate best practices. In a mostly rural geographic location where the talent pool remains lean, Region 14 must locate talent, attract that talent to Region 14, and orient new hires in order to continue to build a service-model community that incorporates a coaching model of training.

**Qualifications and Experience for Key Personnel**

Outline the required qualifications and experience for primary project personnel and any external consultants projected to be involved in the implementation and delivery of the program. Include whether the position is existing or proposed.

Title and Responsibilities of Position	Required Qualifications and Experience
Curriculum Consultant: Coach	Trained in Texas Instructional Leadership (TIL), Trained in Effective Schools Framework for School Improvement, One-on-one coach for campus and district leadership/teacher, Offers whole group and coaching training.

**Goals, Objectives, and Strategies**

Describe the major goals/objectives of the proposed program. What activities/strategies will be implemented to meet those goals/objectives?

The primary goal of this grant request involves equipping all Region 14 personnel to coach and to model coaching. To achieve this goal, the service center establishes the following objectives:

1. To begin to develop a hiring process that intentionally identifies coaching ability.
2. To begin to produce, collect, and disaggregate hiring data to identify strong coaches and utilize them to inform internal Professional Development (PD).
3. To continue to develop strong coaches, both after hiring new staff and ongoing with existing staff.

To address the first objective, Region 14 will begin to create a hiring rubric that identifies coaching ability. Also Region 14 will begin to develop an inbox activity where a candidate provides evidence of coaching expertise during the interview process. During the hiring process, screeners will begin to catalogue resumes and other artifacts to not only guide hiring, but also to begin developing an ideal scenario of an adept coaching candidate.

To address the second objective, Region 14 will begin to identify model trainers who employ stellar coaching best practices. Through video, interviewing, surveys and observation, Region 14 will begin to identify key components of the model trainer's coaching process and begin to capture and incorporate those components into training modules to, in the future, share with other staff still working toward excellence in training using the coaching model.

To speak to the final objective, Region 14 will begin to build model coaching training into new employee onboarding activities. Also, Region 14 will begin to identify any weaknesses discovered in new hires during the hiring process, in the area of service through coaching, then begin to focus training to facilitate improvements in areas of coaching deficiency.

**Budget Narrative**

Describe how the proposed budget will meet the needs and goals of the program, including for staffing, supplies and materials, contracts, travel, etc. If applicable, include a high-level snapshot of funds currently allocated to similar programs. Include a short narrative describing how adjustments will be made in the future to meet needs.

Personnel must be hired or designated to begin building video modules for on-boarding training. New or newly deployed staff will begin to locate model talent search rubrics and will then begin to modify and employ them to best meet the needs of Region 14. Personnel will begin to develop Individual Coaching Plans (ICPs) with all new staff. Grant funds will furnish supplies as needed for video, rubric and ICP development. If needed, grant funds will pay for grant-required travel.

**Statutory/Program Requirements**

1. Describe why your ESC is a good fit for this opportunity, including how improving your talent management strategy aligns with your Service Center's strategic priorities and what previous work you have done that will set your Service Center up to develop or expand a talent management strategy.

As mentioned, Region 14 emphasizes service. Serving the school districts, parents and the broader community in Region 14 remains the service center's primary goal. Because of this culture of service, Region 14 personnel want to help in whatever way possible. Coaching and visiting campuses to observe and guide teachers and administrators drives the tendency to coach rather than to provide "sit and git" training to constituents. In addition to creating a culture of service that naturally leads to strong coaching, Region 14 has chosen the mantra that "success breeds success". If the schools in the region succeed, so does Region 14. Strong coaching facilitates success and, as such, effort has gone into strategies that have built an organizational structure filled with coaches. Also, Region 14 has developed and utilized a rubric to measure several aspects of service throughout Region 14, including formative and summative assessments; however, the rubric does not directly measure coaching at this time.

While Region 14 feels positive about its accomplishments in this area, Region 14 continues to struggle to find enough applicants for some positions simply because of population. Citizens in Texas tend to cluster along the I-35 corridor. As a result, those available for hire do not always have the training and experience necessary to rank among the best and brightest. Or if they have stellar credentials, they may miss the service piece. Some applicants simply do not possess the approachability to succeed in a coaching environment where one-on-one trust in relationships proves to be vital. A process to quickly pinpoint needs and efficiently fill those needs can only improve the staff in this region and build improvement in school districts that will benefit from one-on-one coaching of teachers and instructional leaders.

2. A core part of the planning grant will include a self-assessment of the ESC's talent management practices. If different from the individuals identified in the Qualifications and Experience for Key Personnel, describe the ESC team that will be responsible for conducting that assessment, summarizing the findings and identifying the priorities if they are selected for the continuation grant.

Region 14 hires staff dedicated to implementing a Quality Management System (QMS) which maps out processes and procedures utilized by Region 14, Time Machine which captures data on staff's use of time, as well as PITStop which reports the satisfaction level of those served in the region. Eventually adapting Region 14's existent software programs to include any findings captured through the grant implementation process will, overtime, enhance the quality of staff hired and retained. Furthermore, deficiencies captured during grant implementation can also inform the existing QMS/Time Machine/PITStop process. Once successful hiring practices have been vetted, those practices will eventually fold into the hiring process and then undergo monitoring to ensure continual successful hires.

**Statutory/Program Requirements (Cont.)**

3. Describe the ESC's current job-embedded professional development offerings, including the name of the offering, the audience it serves (e.g. teachers, principals, principal managers), the structure of those offerings, and ESC titles and names of staff who provide these services.

Job-embedded training occurs throughout Region 14 at all levels. Because of space limitations, the following staff and offerings exemplify the coaching across the board:

CLASS Training and Conscious Discipline Training provided by Renea Hargrove, Head Start Consultant. Assessment scores generated by CLASS identifies teachers in need of more intensive coaching. ESC staff then use Conscious Discipline to generate shared goals and action planning, focused observations, reflection and feedback.

TIL Active Coaching Training provided by Candilyn Smith, Curriculum Consultant; John Lally, Math Consultant; Lucy Smith, ESSA Consultant; Greg Priddy, Leadership Development Consultant; and Vicki Hayhurst, Career & Technology Education Consultant. This professional development (PD) trains district leaders throughout the year on job-embedded PD, including whole-group training, implementation support, and one-on-one coaching.

(Continued on Attachment)

4. If resource and capacity constraints were not an issue, how would the ESC expand its job-embedded professional development services? Aside from capacity constraints, what barriers are keeping your ESC from expanding your job-embedded professional development services?

With no constraints, Region 14 could hire one person as HR/on-boarder/trainer/observer. This individual would video staff actively training, observing, and coaching. The position could also hold a head-hunter-type position that proactively hires from a recruited pool of recognized talent. More than just HR, this person would possess an instructional background and relate and connect well with people. Someone with credibility. A coach's coach who encourages people to change and improve out of respect given and earned.

5. Describe a current or recent human capital challenge the ESC is facing (e.g. filling hard-to-staff positions or conducting performance evaluations) and its response or intervention strategy.

At times, few applicants apply for posted positions, forcing Region 14 to choose the best available rather than the best. In regards to job-embedded training, administrators often know how to coach because of their administrative experience. Teachers, even stellar ones, don't necessarily know how to help others do what they do well, so the time and effort investment required to get teachers up-to-speed can be challenging in new hires. Furthermore, Region 14 remains smaller than many service centers in the state, and like small school districts, small service centers most often hire people who oversee multiple areas of responsibility. Region 14 finds itself hard pressed to locate time in schedules of busy people to coach the coaches. Also, Region 14 offers a wide range of service. As a result, job descriptions/responsibilities can become a laundry list of unrelated tasks that make it virtually impossible to find someone who offers the very best expertise in every area described in the posted job description. Anything learned through this grant process to streamline tasks across Region 14 will likely prove extremely useful. A focus on job-embedded training and expectations for all staff could provide the one winnowing process that gives direction in hiring and hones the hiring process.

**Equitable Access and Participation**

Check the appropriate box below to indicate whether any barriers exist to equitable access and participation for any groups that receive services funded by this program.

- The applicant assures that no barriers exist to equitable access and participation for any groups receiving services funded by this program.
- Barriers exist to equitable access and participation for the following groups receiving services funded by this grant, as described below.

Group	<input type="text"/>	Barrier	<input type="text"/>
Group	<input type="text"/>	Barrier	<input type="text"/>
Group	<input type="text"/>	Barrier	<input type="text"/>
Group	<input type="text"/>	Barrier	<input type="text"/>



Application Part 2:

2019-2020 ESC Talent Management Strategy Grant

Authorized by ESEA, as amended by Every Student Succeeds Act (ESSA), Title II, Part A 2101(c)(4)(B)(vii)

County District Number or Vendor ID: 221-950 Amendment #: 0

**Professional and Contracted Services (6200)**

**NOTE:** Specifying an individual vendor in a grant application does not meet the applicable requirements for sole-source providers. TEA's approval of such grant applications does not constitute approval of a sole-source provider. Please provide a brief description for the service and purpose.

Description of Service and Purpose		Grant Amount Budgeted
1	6269 Rental or lease of buildings, space in buildings, or land	\$ -
2	Service: Specify purpose:	
3	Service: Specify purpose:	\$ -
4	Service: Specify purpose:	\$ -
5	Service: Specify purpose:	\$ -
6	Service: Specify purpose:	\$ -
7	Service: Specify purpose:	\$ -
8	Service: Specify purpose:	\$ -
9	<b>Subtotal of professional and contracted services requiring specific approval:</b>	\$ -
10	Remaining 6200 - Professional and contracted services that do not require specific approval.	\$ 14,372
11	<b>Grand Total:</b>	\$ 14,372
12	<b>Total Program Costs*:</b>	\$ 14,372
13	<b>Total Direct Admin Costs*:</b>	\$ -

\*Complete the Total Program Costs (line 12) and Total Direct Admin Costs (line 13) lines. The sum of these lines must equal the Grand Total (line 11) otherwise the field will change color to red indicating an error. These amounts will automatically populate on the Program Budget Summary worksheet.

**FOR TEA USE ONLY**

Changes on this page have been confirmed with: Via telephone/fax/email (circle as appropriate)	On this date: By TEA staff person:
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Application Part 2:

2019-2020 ESC Talent Management Strategy Grant

Authorized by ESEA, as amended by Every Student Succeeds Act (ESSA), Title II, Part A 2101(c)(4)(B)(vii)

County District Number or Vendor ID: 221-950		Amendment #: 0	
<b>Supplies and Materials (6300)</b>			
Expense Item Description		Grant Amount Budgeted	
1	Remaining 6300 - Supplies and materials that do not require specific approval:	\$	4,199
2	Grand Total:	\$	4,199
3	Total Program Costs*:	\$	4,199
4	Total Direct Admin Costs*:		

\*Complete the Total Program Costs (line 3) and Total Direct Admin Costs (line 4) lines. The sum of these lines must equal the Grand Total (line 2) otherwise the field will change color to red indicating an error. These amounts will automatically populate on the Program Budget Summary worksheet.

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Application Part 2:

2019-2020 ESC Talent Management Strategy Grant

Authorized by ESEA, as amended by Every Student Succeeds Act (ESSA), Title II, Part A 2101(c)(4)(B)(vii)

County District Number or Vendor ID: 221-950		Amendment #: 0
<b>Other Operating Costs (6400)</b>		
	<b>Expense Item Description</b>	<b>Grant Amount Budgeted</b>
1	6411 - Out-of-state travel for employees. Must be allowable per Program Guidelines and grantee must keep documentation locally.	\$ _____
2	6412 - Travel for students to conferences (does not include field trips). Requires pre-authorization in writing. Specify name and purpose of conference:	\$ _____
3	6412/6494 - Educational Field Trip(s). Must be allowable per Program Guidelines and grantee must keep documentation locally.	\$ _____
4	6413 - Stipends for non-employees other than those included in 6419.	\$ -
5	6419 - Non-employee costs for conferences. Requires pre-authorization in writing.	
6	6411/6419 - Travel costs for officials such as Executive Director, Superintendent, or Local Board Members. Allowable only when such costs are directly related to the grant. Must be allowable per Program Guidelines and grantee must keep out-of-state travel documentation locally.	\$ -
7	6495 - Cost of membership in civic or community organizations. Specify name and purpose of organization:	\$ _____
8	64XX - Hosting conferences for non-employees. Must be allowable per Program Guidelines, and grantee must keep documentation locally.	\$ -
9	<b>Subtotal of other operating costs (6400) requiring specific approval:</b>	<b>\$ -</b>
10	Remaining 6400 - Other operating costs that do not require specific approval.	\$ 500
11	<b>Grand Total:</b>	<b>\$ 500</b>
12	<b>Total Program Costs*:</b>	<b>\$ 500</b>
13	<b>Total Direct Admin Costs*:</b>	
<p><b>*Complete the Total Program Costs (line 12) and Total Direct Admin Costs (line 13) lines. The sum of these lines must equal the Grand Total (line 11) otherwise the field will change color to red indicating an error. These amounts will automatically populate on the Program Budget Summary worksheet.</b></p>		

In-state travel for employees does not require specific approval.

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Via telephone/fax/email (circle as appropriate)	By TEA staff person:

Application Part 2:

2019-2020 ESC Talent Management Strategy Grant

Authorized by ESEA, as amended by Every Student Succeeds Act (ESSA), Title II, Part A 2101(c)(4)(B)(vii)

County District Number or vendor ID:	221-950	Amendment #	0
Grant Period:	January 20, 2020, to April 30, 2020	Fund Code/ Shared Services Arrangement:	255

**Program Budget Summary**

Description and Purpose	Class/ Object Code	Source of Funds		
		Program Cost	Admin Cost	Total Budgeted Cost
1 Payroll Costs	6100	\$ -	\$ -	\$ -
2 Professional and Contracted Services	6200	\$ 14,372	\$ -	\$ 14,372
3 Supplies and Materials	6300	\$ 4,199	\$ -	\$ 4,199
4 Other Operating Costs	6400	\$ 500	\$ -	\$ 500
5 Capital Outlay	6600	\$ -	\$ -	\$ -
Consolidate Administrative Funds			N/A	
6	<b>Total Direct Costs:</b>	\$ 19,071	\$ -	\$ 19,071
7	Enter Percentage (%) of Indirect Costs: 5.137	N/A	\$ 929	\$ 929
8	<b>Grand Total of Budgeted Costs :</b>	\$ 19,071	\$ 929	\$ 20,000
<b>Shared Services Arrangement</b>				
9	6493 Payments to member districts of shared services arrangements	\$ -	\$ -	\$ -
<b>Administrative Cost Calculation</b>				
10	Total Grant Amount Requested:			\$ 20,000
11	Reasonable and necessary administrative costs established for the program:			
12	Maximum amount allowable for administrative costs, including indirect costs:			\$ -

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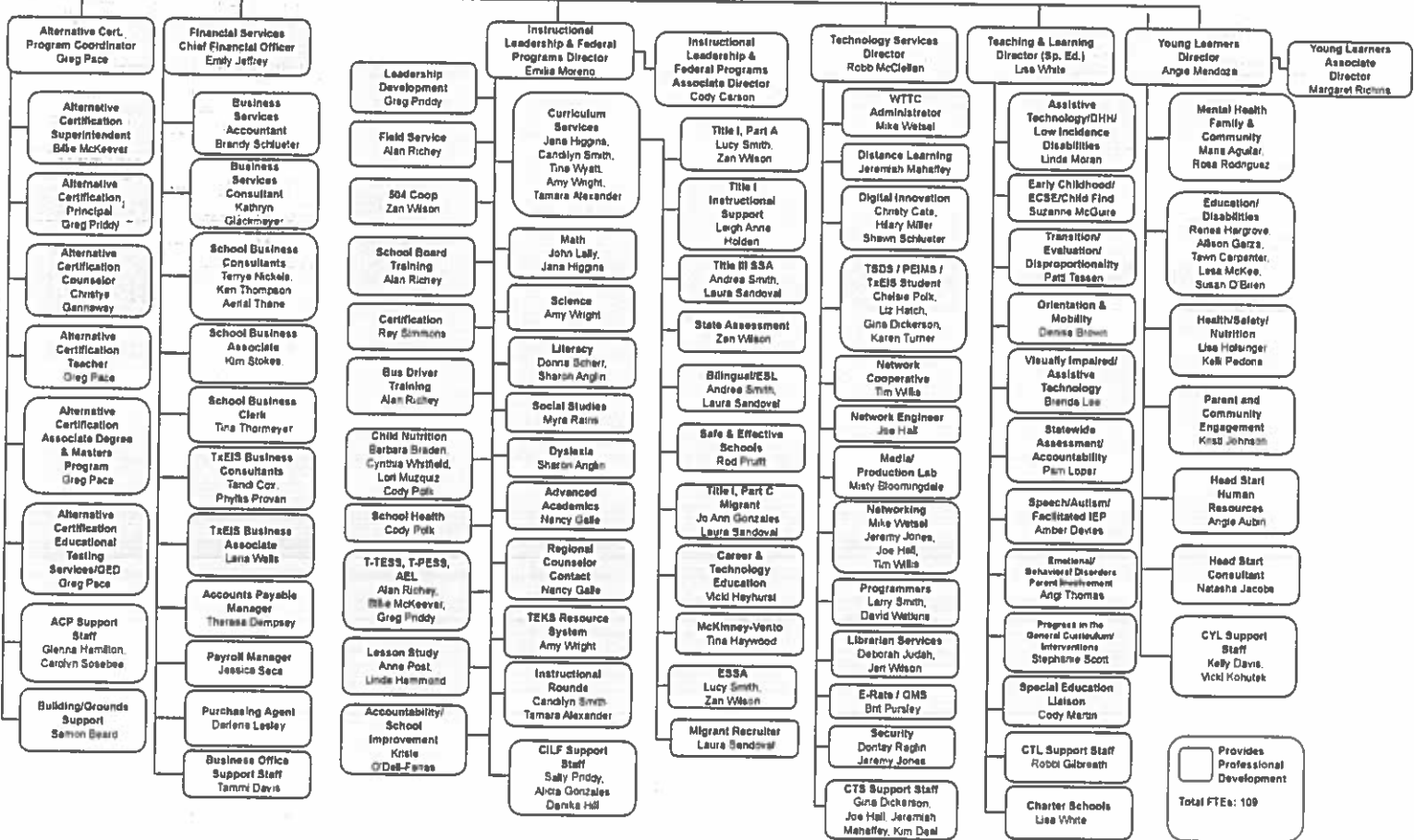
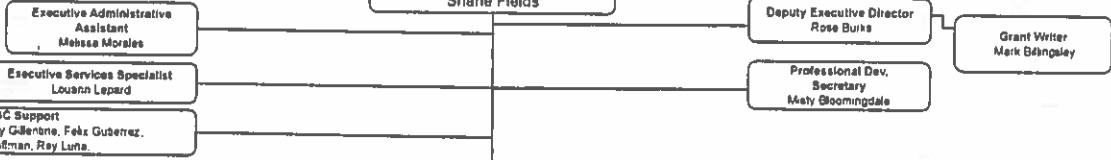
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**Region 14 ESC  
Organizational Chart**

Commissioner      Region 14 Districts/Charters      Board of Directors

**Executive Director  
Shane Fields**



Provides Professional Development  
Total FTEs: 109

## OPTIONAL ATTACHMENT

### **Statutory/Program Requirement 3 (Continued)**

Google Square One Drive Training provided by Shawn Schlueter, Digital Innovation Consultant. This training offers hands-on, one-on-one and whole-group training with deliberate practice resulting in a user's manual created during the workshop by all participants, from teachers to ESC staff, which Shawn then shares electronically through a provided link at the end of the workshop.

Educator Certification Internships provided by Greg Pace, Alternative Certification Program Coordinator. This training provides one-on-one oversight and on-the-job coaching for teachers who have finished coursework toward certification.

Life Skills Cohort Training provided by Linda Moran, Assistive Technology and Deaf Ed Consultant. In this cohort, Life Skills teachers receive Power of Structure whole-group training followed by Region 14 visits to classrooms where Region 14 staff coach teachers on the implementation of physical and visual structure as a vital part of the teacher's commitment to Structured Teaching. Region 14 staff coach teachers on the creation of more rigorous annual student goals and objectives more closely aligned with individual student IEPs and the Present Levels of Academic Achievement and Functional Performance (PLAAFs).

## loiapplications

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**From:** Mark Billingsley <mbillingsley@esc14.net>  
**Sent:** Monday, October 28, 2019 2:33 PM  
**To:** loiapplications  
**Cc:** Shane Fields; Rose Burks; Emilia Moreno  
**Subject:** LOI for ESC Talent Management Strategy Grant  
**Attachments:** Talent\_Search\_ESC\_14\_apppart1r1\_SIG.pdf; Talent\_Management\_ESC\_14\_apppart2.xlsx; 2019 Region 14 Org Chart for grant - UNCONTROLLED (1).pdf; Talent\_Management\_ESC\_14\_apppart1\_optional\_attachment.docx

Good Afternoon,

Attached you will find four documents to satisfy application requirements for the 2019-2020 Education Service Center Talent Management Strategy Grant. Please see attached:

- 1) the Part 1 Application
- 2) the Part 2 Excel Spreadsheet
- 3) the required org chart attachment (note the legend on this attachment)
- 4) the optional continuation attachment

This email is being sent on Monday, October 28, 2019, one day prior to the TEA established deadline of Tuesday, October 29, 2019. Please let me know if you have any questions.

### **Mark Billingsley, M.A.**

Grant Consultant

Region 14 Education Service Center

1850 Hwy 351

Abilene, Texas 79601

(325) 675-8612

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<https://esc14.sendsafely.com/u/mbillingsley>