



**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 loiapplications@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**

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.

Application stamp-in date and time

October 28, 2019

Grant period from

Pre-award costs permitted from

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 CDN Campus ESC DUNS

Address City ZIP Vendor ID

Primary Contact Email Phone

Secondary Contact Email Phone

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 Title

Email Phone

Signature Date

2000-020454

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.

MISSION STATEMENT -

Education Service Center Region 15 is dedicated to excellence in education through leadership, partnership, and service.

QUALITY POLICY -

Education Service Center Region 15 is dedicated to excellence in education through leadership, partnership, and service in order to improve the performance of all learners through a continuous improvement process.

Education Service Center Region 15 wants to carry out our mission and quality policy to improve the performance of all learners by expanding our hiring process, expanding our employees talents, and increasing the number of talented specialists.

- By expanding our hiring process, we are making sure we are ensuring we have the right employees on board to serve our customers.
- By expanding our employees talents, we are providing all curriculum and instruction specialists with the same professional development and skill set (TIL).
- By increasing the number of talented specialists, we are increasing the number of employees (FTEs) to serve specific populations of educators in our region.

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
Executive Director, Casey Callahan	Part of the pilot that created the play book for the ESC Talent Management Strategy Grant. Research and contract with consultant/company to lead the work in strategic processes of revamping and revising our hiring process.
Deputy Director, Laura Strube	TIL trained and approved in all offerings. Research and contract with consultant/company to lead the work in strategic processes of revamping and revising our hiring process and talent management.
Associate Director, David Bedford	TIL trained and approved in all TIL offerings. Delivery will be to oversee the TIL training and hiring of additional FTE.
HR Consulting Company/Consultant	Led strategic development in creating and revising a hiring process to include job descriptions, pre-screening of applicants, performance task activities, hiring rubrics, robust interview questions, and on-boarding processes.
Texas Instructional Leadership Trainers	TEA approved professional development provider of the TIL offerings, including Action Coaching, Lesson Plans and Formative Assessments, DDI, and Student Culture and Routines.

Goals, Objectives, and Strategies

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

Revamp / revise our hiring process for all positions across the Education Service Center:

- Review and revise job descriptions
- Develop and expand our pre-screening of applicants
- Develop and create performance task activities
- Develop hiring rubrics and create a bank of robust interview questions for each position at the ESC
- Develop and expand our on-boarding process
- Revise and update performance management tool

(Bring in a consultant to guide and lead us through a strategic process of revamping and revising our hiring process.)

Expand out talent development:

(Bring in TIL consultants to train specialist in the curriculum and instruction department)

Increase our specialist numbers:

Through using the revamped and revised hiring process, add an additional FTE as well as expand the talents of present and future specialists in TIL.

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.

The Talent Management Planning Grant of \$20,000 will be used for staff salary to research the company needed to lead us through a strategic process of revamping our hiring process and to expand our human resource department. Also, this staff salary will be used to contact and coordinate with TEA the training professional development (TIL) for our curriculum and instruction specialist.

The Talent Management Continuation Grant has three parts:

1. Revamp / revise our hiring process for all positions across the Education Service Center:

- Review and revise job descriptions
- Develop and expand our pre-screen of applicants
- Develop and create performance task activities
- Develop hiring rubrics and create a bank of robust interview questions for each position at the ESC
- Develop and expand our on-boarding process

Bringing in a consultant to guide and lead us through a strategic process of revamping and revising our hiring process will allow our human resources department along with our leadership team an opportunity to create a strategic process for hiring and on-boarding new employees. This process after developed will be able to sustain itself allowing the human resource department to train new leadership members in the process. (Original estimated cost \$90,000)

Currently Region 15 has not allocated funds to developing our strategic process for hiring and developing employees.

2. Expand out talent development:

Bring in TIL consultants to train specialists in the curriculum and instruction department will create a research based approach to professional development creating a systemic approach to assisting all 43 districts and charters in our region. After all staff are trained, the TIL professional development will be sustained with leadership training the new staff hired after the initial TIL training. (Original estimated cost \$90,000) Region 15 has utilized the Texas Instructional Leadership Grants to support the training of four individuals over the last two years. This year we have expanded that to include five more employees. It is our desire to provide the same professional development to eleven more specialists next year.

3. Increase our specialist numbers:

Through using the revamped and revised hiring process add an additional FTE as well as expand their talents in TIL. After hiring and training of the additional FTE, the contracts from the districts and charter will sustain the positions of this individual. (Original estimated cost of \$100,000) Currently Region 15 has not allocated funds for this position.

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.

Region 15 is a good fit for this grant due to the fact that we were part of the pilot that created the playbook. Due to limited resources, Region 15 has not had the opportunity to develop and expand our hiring process or train all of our curriculum and instruction consultants in TIL nor hire an adequate number of specialists. Region 15 is not as far along as some of our counterparts in the areas of specialist recruitment, attainment, and development. In 2018, Region 15 revised our organizational chart in an effort to better align the services we provide to our districts, specifically the Texas Instructional Leadership offerings. This grant will allow us to take the next step not only in the delivery of the TIL work, but in our hiring processes and talent management center wide.

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 15 leadership team members and the human resources department will share the responsibility of self assessment and summarizing the findings and identifying the priorities. This team will include the executive director, deputy director, associate director, human resource specialist and the program directors of each department.

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.

Currently Region 15 is offering Data Driven Instruction, Action Coaching, and Student Culture and Routines. These are provided to principals and principal managers.

Laura Strube, Deputy Director: Student Culture and Routines

Michael Bohensky, Executive Leadership Specialist: Student Culture and Routines

David Bedford, Associate Director: Data Driven Instruction and Action Coaching

Cindy Lee, School Improvement Specialist: Data Driven Instruction

Paula Ringo, School Improvement Specialist: Data Driven Instruction

Randy Gartman, School Improvement Specialist: Data Driven Instruction

Robin Graves, Director of Administrative Services: Action Coaching

Lela Taubert, Leadership Specialist: Action Coaching

Mary Gail Stinnett, Leadership Specialist: Action Coaching

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?

Region 15 would increase the number of specialists as well as improve the talent of existing specialists through the TIL training. This would allow us to serve more districts (teachers, instructional coaches, and principals).

Region 15 experiences several barriers:

- The size of most of our districts inhibits the number of principal managers. District leadership is often times spread very thin. As a result, the Region 15 specialists become the principal or principal manager to teachers and principals at these small districts.
- Many of our districts and charters have financial constraints that do not allow them to budget for the expense of job embedded professional development and growth for leaders and teacher.
- Region 15 districts and charters face the challenge retaining employees after they have trained them.

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.

A current human capital challenge Region 15 faced in the past year is finding a qualified and experienced business manager to assume the responsibility of our districts' financial management services which include, budgets, payroll, bank reconciliation, etc. Region 15 took the "grow you own" approach by hiring a recent college graduate with a degree in finance/business to be the finance specialist working with the district financial management service. Region 15 is providing this specialist the job embedded professional development and ongoing mentor coaching in an effort to equip her with the necessary skills to perform her job duties at a high level.

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: 0 | 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: Rental of space	\$ 577
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	Subtotal of professional and contracted services requiring specific approval:	\$ 577
10	Remaining 6200 - Professional and contracted services that do not require specific approval.	\$ 18,000
11	Grand Total:	\$ 18,577
12	Total Program Costs*:	\$ 18,577
13	Total Direct Admin Costs*:	\$ -

*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:	0	Amendment #	0
Grant Period:	January 20, 2020, to April 30, 2020		Fund Code/ Shared Services Arrangement: 255

Program Budget Summary

Description and Purpose	Source of Funds			
	Class/ Object Code	Program Cost	Admin Cost	Total Budgeted Cost
1 Payroll Costs	6100	\$ -	\$ -	\$ -
2 Professional and Contracted Services	6200	\$ 18,577	\$ -	\$ 18,577
3 Supplies and Materials	6300	\$ -	\$ -	\$ -
4 Other Operating Costs	6400	\$ -	\$ -	\$ -
5 Capital Outlay	6600	\$ -	\$ -	\$ -
Consolidate Administrative Funds			N/A	
6	Total Direct Costs:	\$ 18,577	\$ -	\$ 18,577
7	Enter Percentage (%) of Indirect Costs:	7.665	N/A	\$ 1,423
8	Grand Total of Budgeted Costs :	\$ 18,577	\$ 1,423	\$ 20,000
Shared Services Arrangement				
9	6493	Payments to member districts of shared services arrangements	\$ -	\$ -
Administrative Cost Calculation				
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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Via telephone/fax/email (circle as appropriate)	By TEA staff person:

loiapplications

From: David Bedford <david.bedford@esc15.net>
Sent: Monday, October 28, 2019 4:33 PM
To: loiapplications
Cc: Laura Strube; Casey Callahan
Subject: ESC Talent Management Strategy Grant
Attachments: ESC Talent Management Strategy Grant, Part 1.pdf; ESC Talent Management Strategy Grant, Part 2.xlsx; Org Chart.pdf

David Bedford

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Don't talk. What you are thunders so loudly above what you say that I cannot hear you.
Ralph Waldo Emerson

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