



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

Texas Education Agency

NOGA ID [redacted]

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**

Application stamp-in date and time
October 29 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): [redacted]

Applicant Information

Organization **Education Service Center Region 12** CDN **161950** Campus [redacted] ESC **12** DUNS **075119917**
 Address **2101 W. Loop 340** City **Waco** ZIP **76712** Vendor ID **1741586927**
 Primary Contact **Charlene Simpson** Email **csimpson@esc12.net** Phone **254.297.1106**
 Secondary Contact **Larry Robinson** Email **lrobinson@esc12.net** Phone **254.297.1203**

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 **Charlene Simpson** Title **Deputy Executive Director**

Email **csimpson@esc12.net** Phone **254.297.1106**

Signature *Charlene Simpson* Date **10/23/2019**

2000-0304516

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 ESC Region 12 is to partner with schools and communities to achieve student success. We work toward achieving our mission by focusing on our Vision—Innovative Solutions. Empowered Learners. Educated Communities. The ESC Talent Management Strategy Grant will allow us to assess, refine, and expand the current talent management practices in order to recruit, develop, and retain highly trained and effective staff who can positively impact the skills of teachers to improve student outcomes. The program to be implemented with grant funds would provide an opportunity for ESC human resource and administrative staff to conduct a comprehensive needs assessment in the areas of Organizational Structure, Talent Acquisition and Talent Development. A Performance Management System has already been developed by the ESC that meets the criteria for the grant and is in the first year of implementation. Grant funding would also provide resources for evaluation and refinement of this system. In addition to Talent Acquisition, the grant program would also include an assessment of the compensation plan to ensure that adequate funding is allocated to provide funding to retain highly trained and effective staff and to enable the ESC to recruit highly qualified new staff.

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
Deputy Executive Director—Academic and Administrative Services—Oversight of all core academic areas and instructional leadership	Experience in grant project management and academic programs. Experience in talent selection and management.
Senior Director--Human Resources--Management of human resources functions	Experience in human resources, including talent acquisition, performance management, and talent development planning. Experience in developing compensation plans.
Director--General Education Services--Management of academic areas and innovation teams, including selecting talent	Experience in academic subject areas. Experience in interviewing, selecting, and developing staff. Ability to organize staff, supervise workflow, and performance management of department staff.
Chief Financial Officer--Oversight of all financial functions, including grant funds	Experience developing and analyzing budgets. Experience managing grant funds. Experience analyzing and developing compensation plans.

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 goals of the proposed program are to review and analyze current talent management practices in order to recruit, develop, and retain highly effective staff. In order to do this we will conduct a self-assessment of current practices in the areas of organizational structure, performance management, talent acquisition, and talent development. The assessment will also focus on the compensation plans and professional development plans.

In reviewing the current talent management practices, we will conduct a SWOT analysis to determine the areas of strengths, weaknesses, opportunities and threats in each of the four talent management components.

The final goal is to develop a plan which will reflect the assessments conducted and the priorities for improving the talent management practices at Region 12. This plan will include opportunities for improvement in each of the four talent management components, including refinement as necessary of the recently implemented performance management system. This plan will include recruitment, selection, onboarding, talent development, performance management, compensation plan, and retention.

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 proposed budget will provide funding for personnel time to conduct the self assessment, analyze results, develop a gap analysis, and prioritize talent management improvement strategies in the four areas of Organizational Structure, Performance Management, Talent Acquisition, and Talent Development. The majority of requested funds will be utilized for personnel time to carry out the activities of the grant. A minimal amount of funding will be needed for supplies and materials to aid in the grant activities.

ESC Region 12 currently allocates funding for a Human Resources Director who also has other responsibilities. The grant funding will allow for this director to focus more time on enhancements in the Talent Acquisition and Talent Development areas as well as the compensation plan. In addition, Region 12 purchases an electronic system for applicant recruitment and application management. A process improvement team was utilized in redesigning the performance management system to reflect many of the tenants of the T-TESS rubric. No other dedicated resources are allocated for time spent by other staff in reviewing applications, selecting applicants for interviews, interviewing, etc.

Funding from the grant will be utilized to carry out the assessment and planning activities for the grant.

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.

ESC Region 12 is a good fit for this grant opportunity because it will provide funding to assess and refine the talent management practices that we have been working on improving for the past 2 years. In 2017-2018, the Leadership Metric for the Region 12 Executive Director was to redesign the organizational structure of the ESC, especially in the Academic and Administrative Services Division, to better meet the needs of the LEAs in the area of school improvement. Additionally, the ESC began a redesign of our professional development model to a blended learning model focused on teacher and student engagement. As a part of this work, the ESC has developed an Innovation team which works with LEAs on utilizing blended learning models as part of their flexible classroom physical spaces.

As part of the Leadership Metric, Region 12 staff redesigned the Performance Management System for all staff, moving to a continuous improvement model with a continuous improvement target each year. The system was designed using the T-TESS rubric and was implemented for the first time in 2018-2019. In addition, Region 12 uses a Behavior Event Interview system for all interviews when hiring new staff. This has provided a mechanism for us to make more effective decisions regarding talent acquisition of highly effective personnel.

Principal, Supervisor, and Teacher Coaching has been identified as one of the strategies for the TEA Strategic Priority 1-- Recruit, support and retain teachers and principals. We have made some progress in this area and are continuing to refine our practice in this area through the See It, Name It, Do It protocol. We have 5 staff members trained in TIL processes and 2 additional ones are being trained this year so that we can have adequate capacity builders to meet the needs of LEAs.

Finally, Region 12 was one of the six ESCs chosen to participate in the PD Cohort and assisted with development of the Playbook. During this time, Region 12 continued to analyze and refine the talent management practices. This grant would allow us to implement some of the strategies that we identified as needs during the process.

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.

The same staff listed above as Key Personnel will be responsible for conducting the assessment , summarizing the finding and identifying the priorities if Region 12 is selected for the continuation grant.

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, our Instructional Coaching Service serves as a job-embedded PD. Our coaches meet with campus/district administration to identify desired outcomes. Training takes place on the campus with grade-level teams or individual teachers as specified by the lever in which they'll train and coach. (ie: observation/feedback; planning and analyzing data) The Region 12 instructional coaches have all been trained using a common coaching and professional development protocol that is aligned to the work done through T.I.L. so that we can track progress over the course of the life of the contract.

Instructional Coaches

Math: Andi Parr, Denise Gilbert, Heather Plaisance, Yvonne Williams, Arash Abnousi

Science: Judy York and Lisa Cisneros

ELA: Christa Miller, Denetra Moore, Rachel Page, Larissa Mezynski

S.S: Jessica Torres

See attached page for additional offerings.

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?

ESC Region 12 would be able to shift the current model of workshops and standard professional development to an on-site customized approach to meeting the needs of individual districts and campuses. Our staff would work in a mobile/field office approach as we would serve districts and campuses in zones around the region. Staff would become closer partners in the process - almost an extension of the district/campus staff while maintaining employment at ESC Region 12.

Other barriers: additional ESC priorities that take time and attention of staff, school districts' desire to choose services from big-name vendors, instructional leadership is not a priority in all districts, "stuck" mindset of district and campus level leaders, central office and campus leadership staff not wanting to make their staff "work this hard"

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.

Hiring and retaining employees with campus leadership (especially principal) level experience is a challenge at Region 12. We have hired at least one new Principal Liaison each of the last 4 years. Recently two Principal Liaisons who had been trained in Texas Instructional Leadership left to take positions in a local district and this has become a pattern. It is very difficult to replace that level of employee and with the amount of time it takes to get someone new trained in TIL, it will be impossible for Region 12 to adequately meet the needs of our districts this year. While we are very excited that the local district was able to hire these highly trained/highly effective employees, it does leave the ESC without the resource.

The response to this challenge is to continue to train staff members and to recruit new ones as well. In addition, we plan to review the compensation plan to what changes may need to be made in order to retain staff. Stay Interviews have been conducted on a limited basis in the past and plans are to expand those in order to further determine what steps can be taken to retain highly effective employees.

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 Barrier

Group Barrier

Group Barrier

Group Barrier

Additional Job-Embedded Professional Development Offerings

The Texas Instructional Leadership Initiative has framed job-embedded professional development for principals and principal supervisors. The three components are: Data-Driven Instruction, School Culture Routines and Action Coaching. Each provide for face to face sessions and learning in a cohort format, followed by ongoing on-site customized leadership support. Data-Driven Instruction trains administrators to break down the knowledge and skills required by Texas Essential Knowledge and Skills learning standards, analyze student work samples to home in on what students need to demonstrate mastery, and support teachers in making—and sticking to—a plan to maximize limited instructional time. School Culture Routines helps administrators establish a mission and vision for their campus, create routines to support a positive school culture, and create monitoring systems that ensure a supportive and consistent learning environment for all. Action Coaching guides administrators in developing strong systems and routines for regular observation of teachers and feedback on their campuses. It provides a strong framework for developing teachers' skills through regular feedback meetings and tools that enable consistent follow-through.

Staff who provide these services include:

Deena Cornblum, educational consultant

Russ Meggs, principal liaison

Kristin Arterbury, assistant director

Christa Miller, education specialist

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:		Amendment # (for amendments only):	
Payroll Costs (6100)			
Employee Position Title	Estimated # of Positions 100% Grant Funded	Estimated # of Positions Less than 100% Grant Funded	Grant Amount Budgeted
Academic/Instructional			
1 Teacher			\$
2 Educational Aide			\$
3 Tutor			\$
Program Management and Administration			
4 Project Director			\$
5 Project Coordinator			\$
6 Teacher Facilitator			\$
7 Teacher Supervisor			\$
8 Secretary/Admin Assistant			\$
9 Data Entry Clerk			\$
10 Grant Accountant/Bookkeeper			\$
11 Evaluator/Evaluation Specialist			\$
Auxiliary			
12 Counselor			\$
13 Social Worker			\$
14 Community Liaison/Parent Coordinator			\$
Education Service Center (to be completed by ESC only when ESC is the applicant)			
15 ESC Specialist/Consultant			\$ 9,000
16 ESC Coordinator/Manager/Supervisor			\$ 3,750
17 ESC Support Staff			\$ 2,062
18 ESC Other: (Enter position title here)			\$ -
19 ESC Other: (Enter position title here)			\$ -
20 ESC Other: (Enter position title here)			\$ -
Other Employee Positions			
21 (Enter position title here)			\$ -
22 (Enter position title here)			\$ -
23	Subtotal Employee Costs:		\$ 14,812
Substitute, Extra-Duty Pay, Benefits Costs			
24 6112 - Substitute Pay			\$
25 6119 - Professional Staff Extra-Duty Pay			\$
26 6121 - Support Staff Extra-Duty Pay			\$
27 6140 - Employee Benefits			\$ 4,938
28 61XX - Tuition Remission (HES only)			\$
29	Subtotal Substitute, Extra-Duty Pay, Benefits Costs:		\$ 4,938
30	Grand Total:		\$ 19,750
31	Total Program Costs*:		\$ 18,810
32	Total Direct Admin Costs*:		\$ 940

*Complete the Total Program Costs (line 31) and Total Direct Admin Costs (line 32) lines. The sum of these lines must equal the Grand Total (line 30) otherwise the field will change color to red indicating an error. These amounts will automatically populate on the Program Budget Summary worksheet.

For budgeting assistance, see the Allowable Cost and Budgeting Guidance section of the Grants Administration Division Administering a Grant page.

FOR TEA USE ONLY	
Changes on this page have been confirmed with:	On this date:
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: 0		Amendment #: 0
Supplies and Materials (6300)		
	Expense Item Description	Grant Amount Budgeted
1	Remaining 6300 - Supplies and materials that do not require specific approval:	\$ 250
2	Grand Total:	\$ 250
3	Total Program Costs*:	\$ 238
4	Total Direct Admin Costs*:	\$ 12

*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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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:	0	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	\$ 18,810	\$ 940	\$ 19,750
2 Professional and Contracted Services	6200	\$ -	\$ -	\$ -
3 Supplies and Materials	6300	\$ 238	\$ 12	\$ 250
4 Other Operating Costs	6400	\$ -	\$ -	\$ -
5 Capital Outlay	6600	\$ -	\$ -	\$ -
Consolidate Administrative Funds			N/A	
6	Total Direct Costs:	\$ 19,048	\$ 952	\$ 20,000
7	Enter Percentage (%) of Indirect Costs:	N/A	\$ -	\$ -
8	Grand Total of Budgeted Costs :	\$ 19,048	\$ 952	\$ 20,000
Shared Services Arrangement				
9	6493 Payments to member districts of shared services arrangements	\$ -	\$ -	\$ -
Administrative Cost Calculation				
10	Total Grant Amount Requested:			
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: Charlene Simpson <csimpson@esc12.net>
Sent: Tuesday, October 29, 2019 9:07 AM
To: loiapplications
Cc: Terry Marak
Subject: ESC Talent Management Grant Application
Attachments: ESC Talent Management Grant Rev3.pdf; 2019-20 Talent Management Grant Budget (1).xlsx

Please see attached grant application from Region 12.

Charlene Simpson
Deputy Executive Director, Academic and Administrative Services
ESC Region 12
254-297-1106 office
254-230-8232 cell
254-666-0823 fax