



**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 [redacted]
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 loapplications@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
4F

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 **Region 3 Education Service Center** CDN **235950** Campus [redacted] ESC **3** DUNS **021556634**
Address **1905 Leary Lane** City **Victoria** ZIP **77901** Vendor ID **74-1586149**
Primary Contact **Charlotte Baker** Email **cbaker@esc3.net** Phone **361-573-0731**
Secondary Contact **Kelly Hauboldt** Email **kellyh@esc3.net** Phone **361-573-0731**

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 **Charlotte Baker** Title **Executive Director**

Email **cbaker@esc3.net** Phone **361-573-0731**

Signature *Charlotte Baker* Date **October 29, 2019**

2020-08046

701-20-104-007

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 3 Education Service Center (R3) is to improve the performance of all learners. R3 has worked diligently with both internal and external customers to provide the necessary resources to ensure success for all learners. The service center has accomplished this mission by adhering to the vision of striving to be the preferred and most trusted provider of products and services that guarantee viable solutions.

Over a two year period, Executive Director, Charlotte Baker has used her Leadership Metric to address Talent Management. Metric activities included internal staff engagement surveys, alignment of job descriptions, updated evaluation processes and salary adjustments. As the organizational leader, her goal is to provide highly qualified and trusted staff that are able to meet the needs of all customers.

Through this process, it has become apparent the Region 3 Education Service Center was lacking essential components of a research-based aligned Human Capital (HC) Management System. The R3 Leadership has identified the need to develop a foundation of strong procedures to manage position acquisition, training and development, and evaluation and retention of quality employees.

The largest barrier to the development of an effective HC process is the lack of funding to be able to employ a designated staff member to address this process. The Talent Management grant funds would support R3 hiring personnel to work solely on talent-management processes. Initial steps would be identifying procedures for assessing hiring needs and advertising for positions. The application process will be addressed and changes to the interview/hiring process will be made based on input from TEA, other ESCs, and the external vendor to support our plans.

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
Charlotte Baker, Executive Director Oversee all HC aspects of R2 organization	40 years of education experience 17 years of ESC experience 3 years as Executive Director
Cindy Marshall, Adjunct Employee of R3 Leadership Support; responsible for policy and procedural documentation	32 years of education experience 15 years of ESC experience
New Adjunct Employee responsible for grant management, practices that follow policy, adhere to procedures for hiring, training and evaluation	20 years of education experience 5 years in school leadership (principal and superintendent) Oversee all aspects of HC for a school district
External Provider	Extensive experience in developing human capital resources with proven record of hiring/training/evaluation/retention

Goals, Objectives, and Strategies

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

Goal 1: Develop a Human Capital Talent Management System adhering to policy and procedures, ensuring a highly qualified talent pool.

Objective: Develop procedures for attracting, hiring, training, evaluating, and retaining highly qualified staff.

Strategies: 1) Define profile for specialist position and assess current staff talent regarding the identified needs to determine staffing gaps; 2) Determine talents of existing specialists to ensure the best fit for each position and to set parameters for future hiring practices; 3) Continue to provide a capacity-building training program for all specialist; 4) Design and implement an evidence-based evaluation system aligned to R3 goals that drive staff and student performance; and 5) Implement a system of reward and renewal to maintain a high-quality staff

Goal 2: Create an organizational structure that maximizes support to districts through embedded professional development.

Objective: Correlate current organizational structure with district needs for job-embedded support.

Strategies: 1) Assess the current needs of the district regarding job-embedded services through a survey; 2) Match district requests with the organizational capacity of the education service center; and 3) Consider adjustments to the organizational structure based on the evaluation findings.

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 of \$10,000 will be utilized for staffing and travel purposes. These funds will be used to hire an R3 Adjunct position. It will be the responsibility of the adjunct employee to manage the grant funds and to accomplish the grant deliverables. Remaining funds will be used for travel to TEA and other ESCs. The current R3 budget will support Cindy Marshall, Leadership Specialist, to assist with the alignment of R3 HC policy and procedures.

R3 currently funds 1.1 FTE dedicated to HC services. Responsibilities are distributed between two staff members who have additional job responsibilities outside the HC realm. The total budget for HC is currently \$65,000.00. Training for these staff members comes from internal providers and the TX Association of School Boards, Human Resources Division.

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.

R3 has made every effort to make talent management a priority for their employees. In 2017, in addition to the Commissioner's required Goal and Priorities, R3 added a second Goal targeting Talent Management.

Goal 2 Promote a Culture of Excellence

Objective 1 Enhance the effectiveness of high performing teams

Objective 2 Be the service provider of choice

These goals and objectives are still in place and R3 continues to experience improvement each year, although the challenges of lack of resources and expertise has negatively impacted progress and sustainability.

In 2017-2018, Executive Director, Charlotte Baker, began the work of talent management through her Leadership Metrics. During the year, R3 achieved the following:

- Conducted a survey to assess staff engagement. The results provided valuable feedback to develop onboarding training.
- Hired and worked with a consultant to analyze services and staffing needs based on customer feedback.
- Redesigned contract services aligned to customer needs.
- Made initial steps toward defining and adjusting the organizational structure, revision of job descriptions, and adjustments to the salary schedule.

During the 2018-2019 year, the R3 Employee Performance Review for both exempt and non-exempt staff members was improved. We incorporated the R3 Strategic Plan goals and objectives into each department who then developed strategies to address the common goals and objectives of the organization. Each individual staff member then created their own activities to align with the goals of the department and organization.

With the foundational work completed, R3 is now ready to expand our work to create a comprehensive Capital Talent Management System and build capacity in the area of personnel support to adequately and effectively address the job-embedded training needs of the districts served.

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 individuals identified in the qualifications and experience for key personnel will be instrumental in meeting the goals of the Talent Management grant. The R3 administrators will have responsibilities relating to the implementation of the grant. R3 has four Deputy Executive Directors who oversee all operations of the ESC. The planning grant will provide an opportunity to self-assess, replace and improve current practices.

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.

R3 currently has a schedule of job-embedded professional development offerings for both external and internal audiences. Principals and Principal Managers are given opportunities to participate in the following TIL packages: Student Cultures and Routines, Data Driven Instruction, Action Coaching, Formative Assessment and Lesson Planning which include face to face PD, Implementation support, and one on one coaching. R3 has a team of three: Lynn Guerra (Leadership Director), Cliff Kinder (Leadership Specialist), and Beverly Mikulenska (Leadership Specialist) staff members who have extensive training and experience in school leadership.

Internal specialists in the Academic Services department have received training in Action Coaching, Practice Based PD, Teach Like A Champion, Impact Coaching, T-TESS, and AEL. These are required training for all staff members working with school district personnel. These sessions are provided as part of the onboarding activities and must be completed to work with classroom teachers, administrators and other school personnel. The consistent message of content, vocabulary, and processes are instrumental in making PD and coaching experiences for customers successful.

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 3 does not have a designated staff member who is responsible for developing and supporting an HC program. Currently these responsibilities are responsibilities assigned to Deputy Directors and their assistants who have numerous other program and supervisory assignments. They are partially supported by the Executive Director's assistant and others in the business department. The work would have a greater likelihood for consistency and success if it were driven by one or more individuals whose job description matched the work trying to be accomplished.

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.

Utilizing current funding options, Region 3 cannot afford to employ a qualified individual to develop and coordinate HC responsibilities.

R3 is located in a rural region with a limited job-bank of applicants to fill positions. A large applicant pool has not been the norm. Currently R3 circulates position openings through broad postings, newspapers and social media. Traditionally applicants come from districts serviced by our region. Hiring district personnel away from their current positions, limits the span of time for acquiring staff to mid-year and summer.

In the past six months, R3 has advertised the positions Instructional Leadership, Migrant Specialist and Bilingual/ESL Instructional Specialist. These positions were not filled due to limited and/or unqualified applicants.

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

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:	235950	Amendment #:	0
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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: 6294 ESC Contracted Payroll Specify purpose: Contracted payroll for ESC staff	\$ 8,592
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:	\$ 8,592
10	Remaining 6200 - Professional and contracted services that do not require specific approval.	\$ -
11	Grand Total:	\$ 8,592
12	Total Program Costs*:	\$ 8,592
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:	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: 235950		Amendment #: 0
Other Operating Costs (6400)		
	Expense Item Description	Grant Amount Budgeted
1	6401 - 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	Subtotal of other operating costs (6400) requiring specific approval:	\$ -
10	Remaining 6400 - Other operating costs that do not require specific approval.	\$ 1,000
11	Grand Total:	\$ 1,000
12	Total Program Costs*:	\$ 1,000
13	Total Direct Admin Costs*:	\$ -
<p>*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.</p>		

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

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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:	235950	Amendment #	0
Grant Period:	January 20, 2020, to April 30, 2020	Fund Code/ Shared Services Arrangement:	255

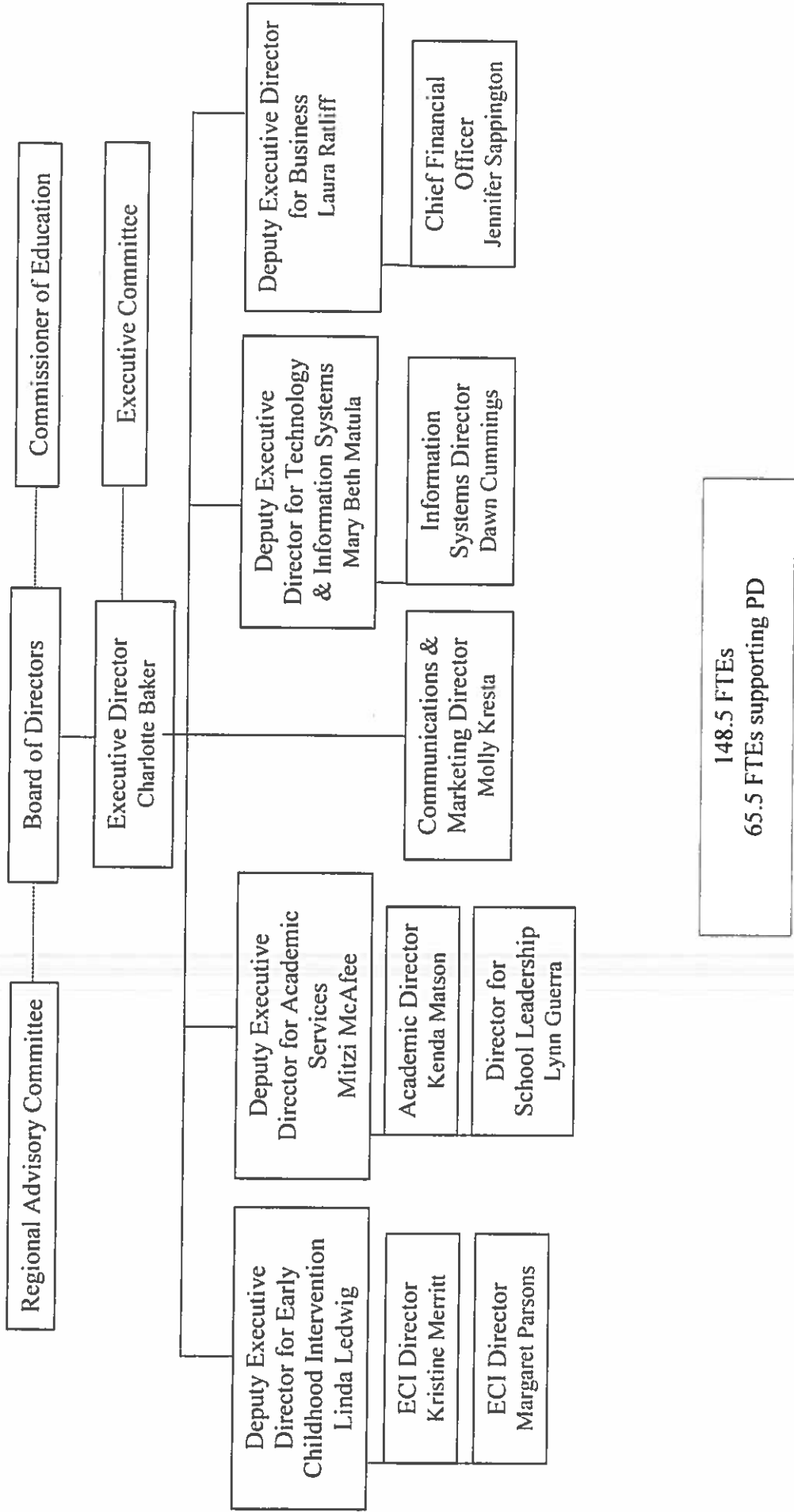
Program Budget Summary

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	\$ 8,592	\$ -	\$ 8,592
3 Supplies and Materials	6300	\$ -	\$ -	\$ -
4 Other Operating Costs	6400	\$ 1,000	\$ -	\$ 1,000
5 Capital Outlay	6600	\$ -	\$ -	\$ -
Consolidate Administrative Funds			N/A	
6	Total Direct Costs:	\$ 9,592	\$ -	\$ 9,592
7	Enter Percentage (%) of Indirect Costs:	4.256%	N/A	\$ 408
8	Grand Total of Budgeted Costs :	\$ 9,592	\$ 408	\$ 10,000
Shared Services Arrangement				
9	6493 Payments to member districts of shared services arrangements	\$ -	\$ -	\$ -
Administrative Cost Calculation				
10	Total Grant Amount Requested:			\$ 10,000
11	Reasonable and necessary administrative costs established for the program:			0.00
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:

**Region 3 Education Service Center
Administrative Organizational Chart
2019 - 2020**



148.5 FTEs
65.5 FTEs supporting PD

loiapplications

From: Kelly Hauboldt <KellyH@esc3.net>
Sent: Tuesday, October 29, 2019 3:59 PM
To: loiapplications
Cc: Charlotte Baker; Mitzi McAfee
Subject: 2019-2020 Education Service Center Talent Management Strategy Grant
Attachments: 2019-2020 ESC Talent Management Strategy Grant.pdf; apppart2 (1) Final.xlsx; Admin Organization Chart - '20 w.names.docx

Please find enclosed Region 3 Education Service Center's 2019-2020 Education Service Center Talent Management Strategy Grant documents enclosed. Thank you!

Kelly Hauboldt
Executive Assistant, Administration



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