2020–2021

ANNUAL REPORT

Region 16

LETTER FROM OUR NEW EXECUTIVE DIRECTOR

We at the Region 16 Education Service Center (ESC) are excited about the 2021-2022 school year and are eager to continue to serve the outstanding schools in the panhandle. Through our commitments to customer service, excellence, and continuous growth, we aim to provide supports that engage, equip, and empower each educator, leader, and supporter of our public school districts and charter campuses in the top 26 counties in Texas.

I am excited to join the team at Region 16 along with the amazing men and women that have chosen to dedicate their time and efforts to serving our schools, teachers, leaders, students, and communities. As an ESC, our charge is to support districts as they work to be efficient and effective in improving student learning outcomes and provide assistance with initiatives and legislative expectations. But our true purpose is TO SERVE. Our passion can be seen, heard, and felt in HOW we serve and WHY we serve.

As we begin this new school year, please know that we are here for you! We truly want to work for you and with you every day! Thank you for trusting us to partner with you in this inspirational and important work and for allowing us to be YOUR service center.

Tanya Larkin

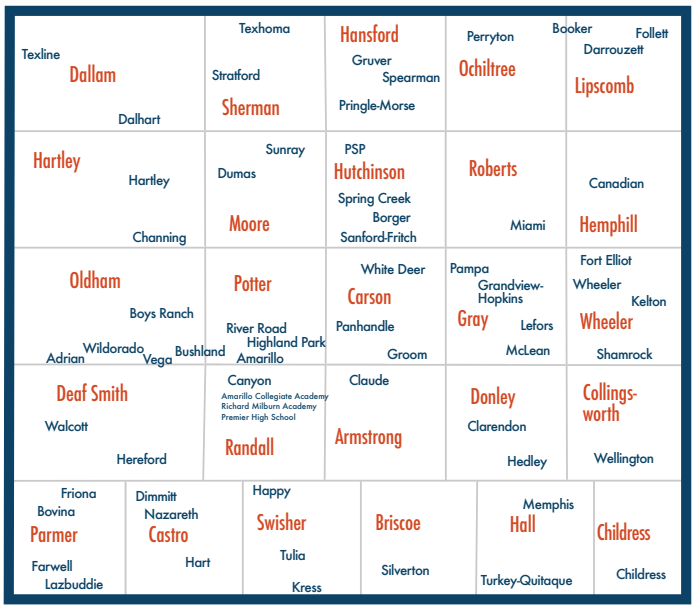
Tanya Larkin, Ed.D.
EXECUTIVE DIRECTOR



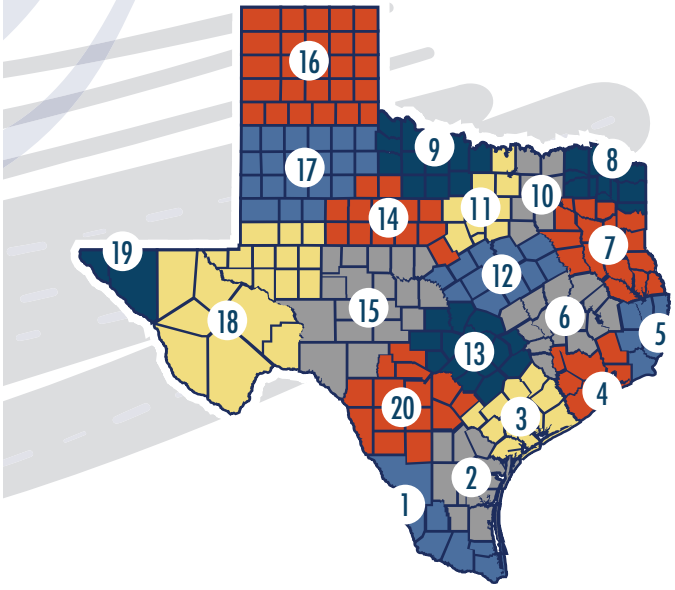
ESC 16 GEOGRAPHIC REGION

The Texas Panhandle consists of 61 school districts and three charter schools in a 26,000 square mile area. Amarillo is the economic and geographic center of the Panhandle.

Region 16 school districts have an enrollment of 81,977 students, with individual districts ranging from fewer than 50 to more than 30,000 students and a total regional school staff count of 12,935.



REGIONAL EDUCATION SERVICE CENTERS



Since the creation of regional education service centers in 1965, Texas' 20 regional ESCs have played an integral role in the provision of necessary and essential services to school districts and charter schools in the implementation of school reform and school improvement.

In recent years, ESCs have taken the lead in preparing Texas teachers to meet the ever increasing demands of the STAAR and EOC tests. ESCs serve more than 4.9 million students and 637,000 administrative and campus staff and play an integral part in ensuring the success of Texas' education system.

1 Edinburg
2 Corpus Christi
3 Victoria
4 Houston
5 Beaumont
6 Huntsville
7 Kilgore
8 Pittsburg
9 Wichita Falls
10 Richardson
11 White Settlement
12 Waco
13 Austin
14 Abilene
15 San Angelo
16 Amarillo
17 Lubbock
18 Midland
19 El Paso
20 San Antonio

OUR BOARD OF DIRECTORS

Region 16 ESC is governed by an elected seven-member board of directors. Each geographic region is represented by a board member. Each Board Member is a strong education advocate who understands education policy and is involved in the issues, opportunities and challenges at both the state and local levels.

The Board of Directors, which meets a minimum of six times a year, establishes board policies, approves budgets and expenditures, approves the ESC's staffing pattern and provides facilities for the programs and staff of Region 16.



David Schaeffer
CHAIRMAN
PLACE 2
Dimmitt



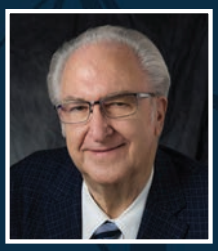
Kathleen Morris
VICE CHAIR
PLACE 5
Amarillo



Dr. Darrell L. Garrison
SECRETARY
PLACE 6
Amarillo



Ken Carriere
PLACE 1
Amarillo



Lawrence Bussard
PLACE 3
Dumas



Justin T. Smith
PLACE 4
Miami

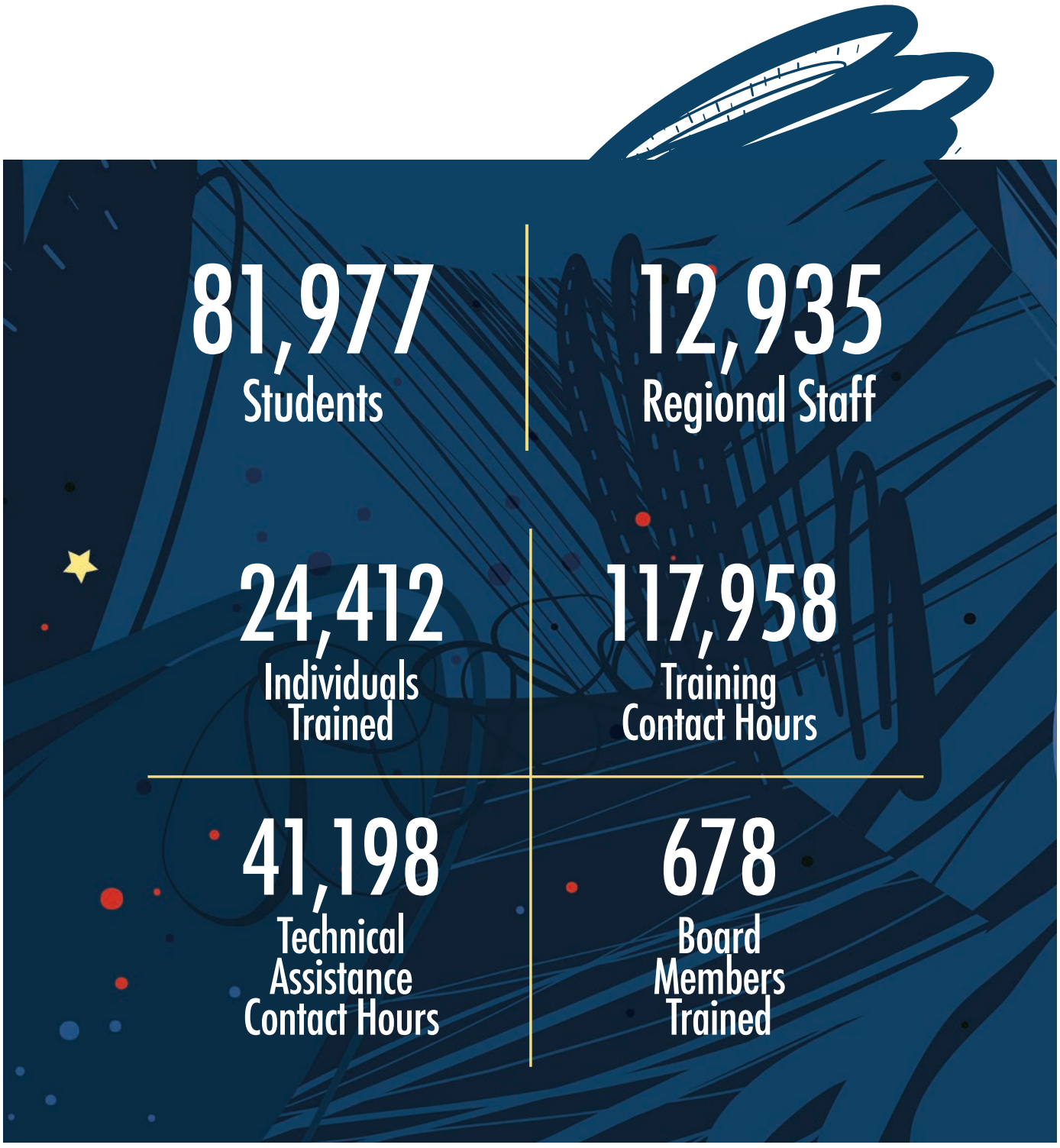


Lee Porter
PLACE 7
Pampa

ABOUT REGION 16 ESC

Region 16 ESC currently serves 61 school districts and three charter schools.

The annual budget is more than $41 million. Approximately 316 professional and support employees carry out our assigned task, providing quality services to our clients.



*September 1, 2020–August 17, 2021

OUTSTANDING PROGRAMS

Region 16 Education Service Center is committed to a partnership with our clients in the delivery of quality services and programs. While the 61 school districts and three charter schools are our primary clients, Region 16 ESC is proud to continually collaborate and partner with many educational and non-educational organizations in and out of Region 16, to promote and contribute to educational excellence. Our ultimate goal is to improve student performance.

Services provided by Region 16 ESC include professional development. Whether it is school board member, administrator, teacher or parent training, Region 16 ESC believes that quality professional development impacts and improves student performance and education attainment for the Texas Panhandle.

Region 16 ESC also provides technical assistance such as student and business software support. To help school districts operate more efficiently and effectively, we provide full business office services, Federal Programs Director services, internet and video services and many others.

Region 16 ESC coordinates regional Head Start, Early Head Start and Early Childhood Intervention as part of their contribution to the region.

The following outstanding programs, offered by Region 16 ESC, are a sampling of our services which promote lifelong learning and success for the youngest learners through adulthood.

PROGRAMS & SERVICES

ACCOUNTABILITY / SCHOOL IMPROVEMENT

Accountability, School Improvement, and Title I provide training, technical assistance, and support for district administrators and staff. The goal is to educate district personnel on state and federal accountability while providing quality support.

BILINGUAL/ESL/TITLE III

The Bilingual/ESL/Title III team is committed to providing training and technical assistance to schools serving students who are English Language Learners. Specialized assistance includes LPAC decision-making, ELPS and State Assessment training and support.

CAREER AND TECHNICAL EDUCATION/EQUITY (CTE)

Career and Technical Education is committed to providing training and resources that meet the unique needs of operating and teaching CTE programs. The Region 16 ESC CTE program provides technical assistance to ensure accurate student coding, performance-based monitoring, and federal and state compliance questions. The program also provides a Shared Services Arrangement for Perkins funding. The services and training provided align with requirements from TEA.

CHILD NUTRITION SERVICES

Recognizing that a healthy diet facilitates the learning process, the child nutrition component serves districts, charter schools, private schools, and residential childcare institutions participating in the National School Lunch/Breakfast Program. We provide training concerning the prescribed federal regulations and policies. Region 16 furnishes technical assistance in nutrition education, dietary guideline compliance, meal patterns and menu analysis, marketing, food safety, and procurement.

DATA MANAGEMENT PROGRAMS

Region 16 ESC facilitates and provides technical assistance for districts in data management programs including data disaggregation tools, benchmark testing products, and tools for administrators.

DIGITAL LEARNING

Digital Learning provides support for external clients incorporating instructional technologies for the 21st Century. Consultation and continuing technical and instructional support are provided. Technology integration and customized professional development is available to districts.

DIRECT SERVICE NURSE, COUNSELOR AND LIBRARIAN

Direct Services is designed to provide schools with the technical assistance and support that they need in order to maintain compliance standards in the areas of health services, counseling services, and library services.

EARLY CHILDHOOD INTERVENTION SERVICES

Early Childhood Intervention (ECI) Services provide support services to children birth to three years of age with delays or disabilities and to their families through a routines-based, family-centered approach. Parents and professionals are seen as equals in a partnership committed to the development of optimal quality in the delivery of all levels of service.

FEDERAL PROGRAMS

Region 16 provides Federal Programs services to districts with a goal of providing assistance to improve student performance and aid districts as they serve students. This service also includes Title I, Part A, Part C, and Part D; Title II, Part A; Title II, Part D; Title III; Title IV, Part A; Title V; and Title VI, Part A and Part B.

GUIDANCE AND COUNSELING SUPPORT SERVICES

Guidance and Counseling Support Services provide counselors with the most up-to-date information, targeted professional development, individualized support and technical assistance to meet unique needs related to the guidance and counseling program. These services support and align with the Texas Guidance and Counseling Model.

HEAD START & EARLY HEAD START SERVICES

The function of the Head Start Program is to bring about a greater degree of school readiness in children of low-income families. The Head Start Program is a leader in the early childhood field with a strong, clear, and comprehensive focus on all aspects of healthy development, including physical, cognitive, social and emotional development, all of which are essential to children getting ready for school. Services provided include health screenings, medical/dental examinations, and screening/assessment for educational purposes, mental wellness observations, disabilities assessments, and assessments of family and community needs.

INFORMATION MANAGEMENT SERVICE (IMS/PEIMS)

The staff in IMS provides training and support for Ascender Business and Student Administrative software. On the business side of the software, support includes: Payroll, TRS, Personnel, and Leave and Finance processes related to printing vendor checks. On the Student side of the software, support includes: Enrollment, Grades, Transcripts, GPA, Attendance, Scheduling, and Teacher Gradebook. The support for TSDS/PEIMS ensures support for state mandated data submissions according to the guidelines of PEIMS and the Texas Student Data System and Texas Education Data Standards.

INSTRUCTIONAL SUPPORT & PROFESSIONAL DEVELOPMENT

Region 16 Education Service Center provides quality professional development, targeted technical assistance and coaching for teachers and administrators. We offer expertise in educational research and innovative practices to improve student performance.

LEADERSHIP DEVELOPMENT, CERTIFICATION, AND COMPLIANCE

The goal of Leadership Development, Certification, and Compliance is to provide quality support and training for district administrators in all areas related to job performance. By providing the most up to date information, specialists assist districts as they strive to develop their leadership teams to better serve students.

READING ACADEMIES

Per House Bill 3 (HB 3), passed by the 86th Texas Legislature in June of 2019, all kindergarten through third grade teachers and principals must attend a "teacher literacy achievement academy" by the 2021 - 2022 school year, Texas Reading Academies.

SCHOOL BOARD TRAINING

- Orientation to the Texas Education Code for new school board members
- Updates to the Texas Education Code
- Team building for superintendent/school board
- Continuing education hours based on needs assessment
- Host PAASB (Panhandle Area Association of School Boards) sessions
- Host Region 16 School Board Conference in the fall

SCHOOL BUSINESS SERVICES

The School Business Service department provides services such as processing payroll, IRS Compliance, creating W2's, TRS Reporting, paying bills, performing bank reconciliations, preparing financial reports for the school board and superintendent, and works with the school auditor regarding the school's yearly financial audit.

SPECIAL EDUCATION

Texas Service Centers are the boots on the ground support for Texas public schools in meeting the varied and unique needs of the students they serve. Region 16 works to support and serve local education agencies and charter schools in a joint effort to improve student performance.

TECHNOLOGY SERVICES

Technology Services provides support for clients incorporating current and traditional technologies. Consultation and continuing hardware and software support are provided. Assistance in planning for expansion of existing technologies and for the addition of new ones is available. Support for distance learning, internet, local wide area networking, and VOIP are also available to districts.

TITLE I, PART C MIGRANT

The goal of the Migrant Education Program is to provide technical assistance, support services, and staff development to districts serving migrant students to ensure students achieve success in their educational experiences at all levels, pre-K through post-secondary.

TEXAS INSTRUCTIONAL LEADERSHIP

Texas Instructional Leadership is a program through which we provide training and support to campus and district leaders on their ability to build the capacity of educators that they manage. It consists of a suite of trainings intended to foster continuous improvement by helping campus and district administrators grow concrete instructional leadership skills in the areas of observation and feedback, schoolwide culture routines, and data driven instruction.

ACADEMIC PERFORMANCE

Due to extraordinary public health and safety circumstances inhibiting the ability of the state to accurately measure district and campus performance, the 2021 accountability rating label issued for all districts and campuses will be *NOT RATED: DECLARED STATE OF DISASTER*.





21-22 ELEMENTARY

Teacher of the Year



Jose Perez

PAMPA ISD

Region 16 Education Service Center

21-22 SECONDARY

Teacher of the Year



Kimberly Irwin

GRUVER ISD

Region 16 Education Service Center

MAXIMIZING FINANCIAL RESOURCES

ESCs provide a remarkable return on investment. Region 16 will leverage the 2021-2022 local, state and federal allocations of $41,917,721 to provide programs and services to the region's 61 school districts and three charter schools.

State funds represent 7% of the total; federal funds represent 64% of the total and local funds represent 29% of the total.

A separate funding account is maintained on each grant so each funding source is easily identified and expenditures from these sources can be readily examined.

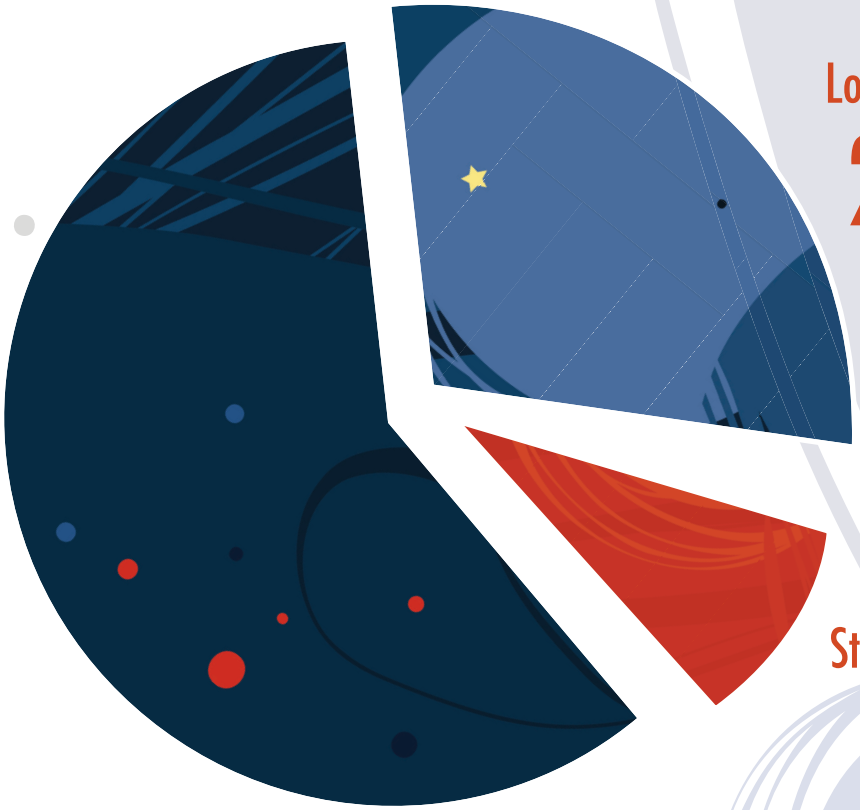
2021-2022 BUDGET COMPILATION

FUND TITLE	FUND BUDGET
Bus Driver Training	$34,798
Business Support Services Contracts	$726,888
Career/Technology	$75,159
Child & Adult Care Food Program	$320,000
Child Nutrition	$433,048
Communications Technology Contracts	$4,335,433
Data Management Contracts	$398,453
Early Childhood Intervention	$2,317,711
EDNET16	$30,500
ESC Capacity Building Grant (McKinney-Vento)	$50,000
ESC State	$1,043,825
ESC State Gifted & Talented	$11,000
ESF Diagnostic Support Grant	$40,000
ESSER I	$350,000
ESSER II	$1,650,580
ESSER III	$750,580
Federal Programs Contracts	$502,555
General Fund	$2,375,695
Guidance and Counselor Support Services	$29,802
IDEA-B Discretionary	$1,436,317
IDEA-B PreSchool	$164,559
Information Management Services Contracts	$1,546,830
Information Security Officer	$182,500
Instructional Services Contracts	$1,921,199
Management/Leadership Contract & Services	$197,775

NCLB Parental Involvement Program	$167,500
PFE Council / Title IV	$1,104,933
Purchasing Coops	$599,232
School Health Services	$12,000
SSA Career & Technology	$165,231
SSA Head Start	$16,871,587
SSA Migrant	$697,587
SSA Title III ELA	$263,197
State Supplemental Visually Impaired Program	$139,706
Support Services Contracts	$85,938

Technology Integration & Distance Learning Contracts	$121,069
Texas Panhandle P-16 Council	$42,600
Title I Migrant	$322,017
Title I NCLB Support	$60,204
Title I Revenue	$256,416
Title II Technical Assistance and Monitoring	$42,009
Title III, Part A Basic Services	$41,288
TOTAL	$41,917,721

2021-2022 RESOURCES $41,917,721



Local Funds
29%

Federal Funds
64%

State Funds
7%

REGION 16 STRATEGIC PLAN

AP 1: Recruit, Retain and Support Quality Teachers and Principals

1.1 – TEACHER INCENTIVE ALLOTMENT INITIATIVE TECHNICAL ASSISTANCE AND SUPPORT

- Region 16 will provide technical support to districts in completing applications and implementing TIA at the local level. TIA allows teachers to be designated as Recognized, Exemplary, or Master teachers based on performance standards that are grounded in teacher observations, and student performance.

1.2 – CONDUCT EDUCATION AS A CAREER CHOICE SEMINAR FOR ALL HIGH SCHOOL JUNIORS AND SENIORS

- Region 16 will provide two full day orientations to teaching as a profession for regional junior and seniors through P-16 Council activities.

1.3 – PROVIDE JOB POSTING SERVICES FOR DISTRICTS

- Region 16 will offer job fairs for districts and education job seekers.

AP 2: Build a Foundation of Reading and Math

2.1 – READING ACADEMIES

- Region 16 will launch the Texas Reading Academies with three differentiated paths for participants: General and Special Education teachers; Bilingual teachers and Administrators in the summer of 2020.
- Region 16 will provide technical assistance and support for teachers wanting to pursue National Board Teacher Certification.

2.2 – INSTRUCTIONAL LEADERSHIP SERIES

- Region 16 will hold Instructional Leadership Series for PLC teams that include Math and Reading Data Analysis to Action, Planning Instruction, Principal as Process Champions, and Intervention and High Yield Review for State Assessments.

2.3 – NUMERACY PROFESSIONAL DEVELOPMENT

- Region 16 Instructional Support Numeracy Contract will target schools with low performing 3rd Grade STAAR Math Scores to build a stronger foundation in grades K-2 mathematics.

2.4 – HEAD START / EARLY HEAD START READING AND MATH PROFICIENCY STANDARDS AND PROFESSIONAL DEVELOPMENT

- Region 16 Head Start program will maintain the CLASS program average domain scores to be at or above the national average for Head Start.
- Region 16 Early Head Start will maintain the ITERS-3 ratings above national average comparability scores.
- Region 16 Head Start program will increase the EOY overall measure in Phonological Awareness to 75% for all students: 80% for 3s and 72% for 4s.
- Region 16 Head Start program will increase EOY overall measure in Math to 85% for 4s.
- Region 16 Early Head Start center-based child outcome scores for Early Head Start will meet or exceed expectations.

2020 to 2022

AP 3: Connect High School to College and Career

3.1 – TRANSITION FAIR

- Region 16 will provide information regarding college programs that support students with disabilities to include Transition Career Fair and CTE/Transition Services.

3.2 – COLLEGE AND CAREER DAYS

- Region 16 will provide Career Days with military representation.

3.3 – INDUSTRY CERTIFICATION AND CTE SEQUENCING

- Region 16 will provide professional development to counselors and CTE teachers regarding industry certifications relevant to the Texas Panhandle along with information on the importance of CTE coherent sequences and how they apply to graduation endorsement areas.

AP 4: Improve Low Performing Schools

4.1 – CONTINUOUS IMPROVEMENT TRAINING AND COACHING SUPPORT

- Region 16 will provide training and support in a proven continuous improvement model to D and F rated campuses. Campuses will conduct a needs assessment, identify root cause, set annual goals, and select specific intervention strategies for progress monitoring.

4.2 – ON-SITE COLLABORATION AND TECHNICAL ASSISTANCE THROUGH TEXAS INSTRUCTIONAL LEADERSHIP CAPACITY BUILDING AND SCHOOL IMPROVEMENT SUPPORT

- Region 16 will broaden the scale of Texas Instructional Leadership (TIL) that is designed to build the capacity of the school principal and those who support him or her so that they can continuously improve teaching and learning.

4.3 – STUDENT OUTCOMES SCHOOL BOARD TRAINING

- Region 16 will deliver school board training with a focus on school board and superintendent roles and responsibilities and student outcomes.

AP 5: TEA Grants and Initiatives

5.1 – IMPLEMENT, MONITOR AND MEET DELIVERABLES FOR TEA GRANT INITIATIVES

- Region 16 will effectively and efficiently implement and monitor all TEA grant initiatives including meeting all objectives and deliverables.

The ESC Region 16 Strategic Plan is aligned to the TEA Strategic Priorities, 2020–2021.

Region 16

OVERVIEW OF SCHOOL IMPROVEMENT/ TIL SUMMATIVE GOALS

The Summative Goals will cover nine specific summative goals that evaluate multiple data points for the ESCs. The table below provides a description for each goal.

Campus Data	Summative Goal	Description
Overall A-D Campuses	1. A-D Vetted Improvement Program (VIP) Participation Scale Score Growth	On average, campuses participating in a VIP service from the ESC will show growth in overall scaled score or Domain 2A compared to the state.
	2. A-D Regression	Percentage of 2019 Overall A-D campuses that receive an F rating in the next accountability year.
Campus Data	**Summative Goal**	**Description**
Overall F or Comprehensive Support Campus	3. Engaged Campus Scale Score Growth (Overall or D2A)	Scale score growth, in either overall score or Domain 2A score, of campuses who are engaged with the Division of School Improvement.
	4. Engaged Campus VIP Participation Scale Score Growth	On average, campuses participating in a VIP service from the ESC will show growth in overall scaled score or Domain 2A compared to the state.
	5. Comprehensive Campus Progression	Percentage of Comprehensive campuses that move from Comprehensive Identified to Comprehensive Progress.
	6. F Campus Long-Term Exits	Percentage of campuses with an F rating that move to a rating of C or better after two years.
	7. Comprehensive Campus Exits	Percentage of campuses rated Comprehensive Progress that meet the criterion to exit Comprehensive status.
	8. Long-Term Turnaround Plan (TAP) Campus Growth	Percentage of campuses that have been implementing a turnaround plan for at least 2 years and have earned a rating of C or better.
	9. F campus Long-Term Regression Rate	Percentage of campuses with an F rating that receive and maintain a rating of D or better for three years.

NO DATA AVAILABLE

OVERVIEW OF SCHOOL IMPROVEMENT/TIL FORMATIVE METRICS

The Formative Metrics will cover seven specific formative metrics that evaluate multiple data points for the ESCs. The table below provides a description for each goal.

Campus Data	Summative Goal	Description
Overall A-D Campuses	1. Effective Schools Framework (ESF) Diagnostic Participation Rate	Percentage of A-D campuses opting to receive an ESF Diagnostic Visit.
	2. Vetted Improvement Program (VIP) Service Participation Rate	Percentage of A-D Campuses that participate in a VIP service from the ESC.
Campus Data	**Summative Goal**	**Description**
All Campuses	3. Action Step Mastery Rate	Percentage of educators participating in a Vetted Improvement Program (VIP) service that have shown mastery of an action step.
Campus Data	**Summative Goal**	**Description**
Overall F or Comprehensive Support Campus	4. Fidelity of Implementation (FOI) Rate	Overall FOI score of 90%- 100% for ESC ESF Facilitators as determined by the ESFF FOI rubric
	5. Targeted Improvement Plan (TIP) Submission Quality Rate	Percentage of Comprehensive and/or F rated campuses whose TIP submission received sufficient scores based on quality rubrics for initial and progress submissions.
	6. Turnaround Plan (TAP) Approval Rate	Percentage of Comprehensive and F rated campuses required to submit a Turnaround Plan that do not need to modify the plan after the initial Spring TEA review.
	7. ESF-required Campus VIP Participation Rate	Percentage of Comprehensive and/or F rated SI Engaged Campuses who participate in a VIP service after receiving an ESF Diagnostic visit.

NO DATA AVAILABLE

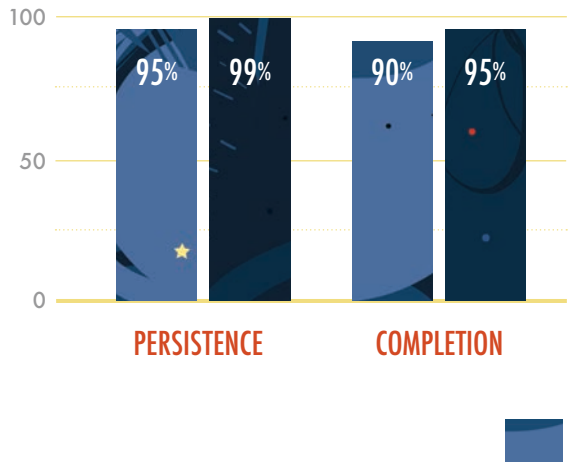
SCHOOL IMPROVEMENT/ TIL PERFORMANCE GOALS 2021

Formative Goals	Approaches Target	Meets Target	Masters Target	# Met/ # Possible
Formative Metric 1: ESF Diagnostic Participation Rate				
Percent of A-D campuses opting to receive an ESF Diagnostic	✓			1/202
Formative Metric 2 : VIP Service Participation Rate				
Percent of A-D Campuses that participate in a VIP service from the ESC			✓	10/208
Formative Metric 3: Action Step Mastery Rate				
Percent of all educations participating in a VIP service that have shown mastery of an action step			✓	12/12
Formative Metric 4: Fidelity of Implementation (FOI) Rate	NO DATA AVAILABLE			
Overall FOI score of 90-100% for ESC ESF Facilitators as determined by the ESF FOI rubric				
Formative Metric 5: Targeted Improvement Plan (TIP) Submission Quality Rate				
Percent of Comprehensive and F rated campuses whose TIP submission received sufficient score based on quality rubrics for initial and progress submissions			✓	38/38
Formative 6: Turnaround Plan Approval Rate	NO DATA AVAILABLE			
Percent of Comprehensive and F rated campuses required to submit a Turnaround Plan that do not need to modify the plan after the initial Spring TEA review				
Formative 7: ESF Required Campus VIP Participation Rate				
Percent of Comprehensive and/or F rated School Improvement (SI) engaged campuses who participate in a VIP service after receiving an ESF diagnostic visit.		✓		3/11

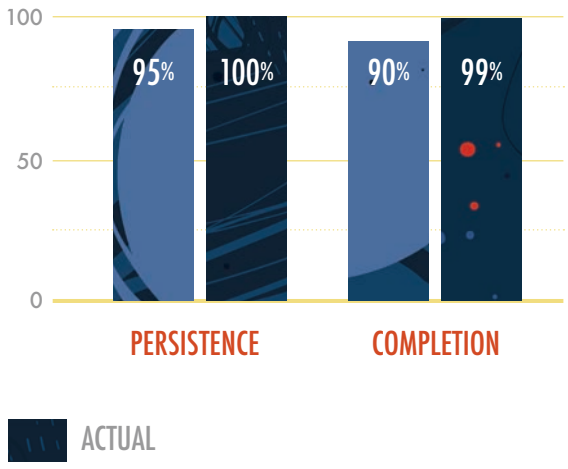
READING ACADEMIES PERFORMANCE GOALS & METRICS 2021

COHORT TYPE	FORMATIVE (PERSISTENCE)	GOAL	REGION 16 PARTICIPANTS	REGION 16 PERFORMANCE	SUMMATIVE (CERTIFICATE)	GOAL	REGION 16 COMPLETERS	REGION 16 PERFORMANCE
Blended	% of participants that persist cumulatively month over month	95%	179	99%	% of participants that earn a certificate (artifact mastery)	90%	NA	95%
Comprehensive	% of participants that persist cumulatively month over month	95%	365	100%	% of participants that earn a certificate (completion)	90%	NA	99%

BLENDED READING ACADEMIES



COMPREHENSIVE READING ACADEMIES



GOAL ACTUAL

The ESC Region 16 Strategic Plan is aligned to the TEA Strategic Priorities, 2020–2021.



VISION

Region 16 Education Service Center will be an indispensable part of the educational community.

MISSION

Enhancing student success by providing quality services.