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STRATEGIC OPERATIONS & TRANSFORMATION

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OPERATIONS CASE STUDY · CHARTER SCHOOLS PROGRAM · TENNESSEE DEPARTMENT OF EDUCATION

From federal award to an executable statewide program.

$24.67M five-year federal award. How I converted a federal award to the state into an executable statewide competition capable of moving funding to new and replicating charter schools.

WHERE THE MONEY WAS DESIGNED TO GO

$24.67M Five-year federal award to the state

The award
CSP State Entity grant, Sept 2022

~$22.5M 90%+ directed to school-level subgrants

The strategy
Most of the award flows to schools

30 × up to $750K Competitive subgrants to eligible operators

The awards
Plan, launch & replicate schools

30 schools NEW CHARTER SCHOOLS TARGETED

~10,000 NEW STUDENT SEATS TARGETED

THE NATURE OF THE PROGRAM

In September 2022, the Tennessee Department of Education received a five-year, ~**$24.67M** Charter Schools Program State Entity grant from the U.S. Department of Education. Unlike a grant awarded directly to a school, this was a **federal award to the state**. TDOE was responsible for converting it into a statewide program through which eligible operators could compete for school-level subgrants to plan and launch new charter schools and replicate successful models.

WHAT I BUILT: THE BRIDGE FROM AWARD TO IMPLEMENTATION

01 **Federal-to-state resolution.** Worked the state-federal relationship to resolve modifications and implementation requirements holding up the award.

02 **Competitive application.** Built the school-facing application: 21 narrative prompts, three budget worksheets, timelines, appendices, and assurances.

03 **Eligibility & requirements.** Translated federal requirements into eligibility rules and planning, implementation, and replication criteria.

04 **Budget & fiscal controls.** Established budget frameworks, allowable-cost and reimbursement rules, grant periods, and milestones.

05 **Review & scoring.** Managed external reviewers with rubrics and orientation so scoring was consistent, documented, and defensible.

06 **Grant management & monitoring.** Built the monitoring and grant-management controls governing subgrants through implementation.

THE RESULT

My work moved Tennessee's CSP award from a federally approved initiative with unresolved requirements to an **executable statewide competition**, with a school-facing application, defined eligibility and fiscal requirements, standardized scoring, reviewer processes, timelines, and grant-management controls. The accomplishment was not obtaining the grant; it was building the **operating bridge between the award and implementation**, turning federal commitments into a structured, competitive, administratively workable program through which funding could reach schools.

"Translate complicated policy, funding, and compliance requirements into a practical operating system that applicants can navigate, administrators can manage, decision-makers can defend, and organizations can execute repeatedly at scale."

Program reference: U.S. Department of Education, CSP State Entity grant abstract (Award S282A220010).