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To Whom It May Concern,

I am pleased to write this reference letter on behalf of **Carmen Flores**, who served as a **Bilingual Specialist** in Fort Bend ISD from 2020 to 2023. During that time, I had the opportunity to work closely with Carmen in support of the district's **One-Way Dual Language (OWDL) program** at Holley Elementary.

Carmen consistently demonstrated deep expertise in bilingual education and a strong commitment to elevating instruction for emergent bilingual students. She played a key role in the implementation and refinement of the OWDL model, ensuring that teachers had the tools, clarity, and ongoing support needed for successful program execution. Her ability to interpret and apply program requirements, communicate expectations clearly, and problem-solve collaboratively was invaluable to our campus teams.

One of Carmen's greatest strengths is her teacher coaching. She provided actionable, evidence-based feedback that helped teachers strengthen their instructional practices and increase student engagement. Carmen coached with empathy, professionalism, and a clear instructional vision, earning the trust and respect of the teachers she supported.

Carmen also contributed significantly to curriculum writing and development, producing high-quality bilingual instructional materials aligned with district goals and TEKS expectations. Her work reflected both deep pedagogical knowledge and a practical understanding of classroom realities. The resources she developed were well-organized, teacher-friendly, and immediately useful in supporting language acquisition and content mastery.

Throughout her time in the district, Carmen demonstrated professionalism, reliability, and a strong work ethic. She was a positive presence on campus, a collaborative partner, and a steadfast advocate for high-quality bilingual education.

I confidently recommend Carmen Flores for any professional opportunity requiring expertise in bilingual program implementation, instructional coaching, and curriculum development. She will be an asset to any educational organization she joins.

If needed, I am happy to provide further information.

Sincerely,

Jose Barrera

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