



**2022-2023 Strategic Compensation Fellowship and Grant
Letter of Interest (LOI) Application Due 11:59 p.m. CT, February 4, 2022**

NOGA ID [redacted]

Authorizing legislation **ESEA as amended by P.L. 114-95, ESSA, Title II, Part A, Section 2101(c)(4)(A)**

This LOI application must be submitted via email to competitivegrants@tea.texas.gov.

The LOI application may be signed with a digital ID or it may be signed by hand. Both forms of signature are acceptable.

TEA must receive the application by **11:59 p.m. CT, February 4, 2022**.

Application stamp-in date and time

Grant period from **April 15, 2022 to June 30, 2023**

Pre-award costs are **not** permitted for this grant.

Required Attachments

1. Excel workbook with the grant's budget schedules (linked along with this form on the TEA Grants Opportunities page)
2. Current salary pay scale as detailed on page 5 of the program guidelines
3. Attachment A

Amendment Number

Amendment number (For amendments only; enter N/A when completing this form to apply for grant funds):

Applicant Information

Organization CDN Campus ESC DUNS

Address City ZIP Vendor ID

Primary Contact Email Phone

Secondary Contact Email Phone

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 Title

Email Phone

Signature Date

Shared Services Arrangements

Shared services arrangements (SSAs) are **not** permitted for this grant.

Pathway Selection

Please select **ONE** pathway.

- Pathway 1 Pathway 2 Pathway 3 (ESCs only)

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.

1. 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.
2. 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.
3. The applicant provides assurance to adhere to all the Statutory and TEA Program requirements as noted in the 2022-2023 Strategic Compensation Fellowship and Grant Program Guidelines.
4. The applicant provides assurance to adhere to all the Performance Measures, as noted in the 2022-2023 Strategic Compensation Fellowship and Grant Program Guidelines, and shall provide to TEA, upon request, any performance data necessary to assess the success of the program.
5. **All Applicants:** The LEA or ESC, on behalf of partnering LEAs, assures that they understand and agree to make all efforts to make salary updates to their current compensation system, to align with the goals of rewarding and recruiting high-quality teachers. LEAs assure that any changes will apply to all teachers in the district.
6. **All Applicants:** The LEA or ESC, on behalf of partnering LEAs, assures that they will make available to the public the following items: Engagement Reports, Strategic Compensation Options and Compensation Handbook
7. **All Applicants:** The LEA or ESC, on behalf of partnering LEAs, assures that it will remain in compliance with all requirements related to the Teacher Incentive Allotment.
8. **All Applicants:** The LEA or ESC, on behalf of partnering LEAs, assures that this Letter of Intent has the support of the superintendent and other relevant senior LEA officials.
9. **All Applicants:** The LEA or ESC, on behalf of partnering LEAs, assures that they will make every effort to publish materials and make them publicly available for stakeholders and other districts.
10. **All Applicants:** The LEA or ESC assures that it will make every effort to hire a staff member by August 15, 2022, to serve as the primary point of contact and implementer of this grant.
11. **All Applicants:** The LEA or ESC, on behalf of partnering LEAs, assures that its Chief Financial Officer (CFO), or applicable role, will remain aware of this work and involved in matters related to compensation and finance. Additionally, the LEA assures that the CFO will join quarterly check-ins where there are financial matters to discuss, including relevant milestones.
12. **Pathway 1 or 2 Applicants only:** The LEA assures that a Senior Leader, who reports to the Superintendent, will be identified to oversee this work and will meet quarterly with the TEA program to review outcomes, milestones, and obstacles.
13. **Pathway 2 Applicants only:** The LEA assures that they will submit an application for Cohort E Teacher Incentive Allotment and work to meet all TIA requirements.

Statutory/Program Assurances Cont'd

14. **Pathway 3 Applicants only:** The ESC assures that a Senior Leader will be identified to oversee this work and will meet quarterly with the TEA program to review outcomes, milestones, and obstacles. ESC will also work to identify a senior leader at each partnering district.
15. **Pathway 3 Applicants only:** The ESC assures to provide ongoing support to identified LEAs and to work to maintain a cohort of at least three LEAs.

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.

If awarded, funding will allow Region 14 (R14) to hire one FTE to coordinate, train, and provide technical support to at least 3 but no more than 6 LEAs in R14. This FTE, known as either the Strategic Compensation Coordinator or the Grant and Fellowship Coordinator, will be hired no later than August 15, 2022. Additional funding will provide supplies and travel, including but not limited to, training supplies, cost of travel for required TEA training, and travel to provide face-to-face district support. At least half of all LEAs served will meet the rural definition referenced in the Program Guidelines for this grant opportunity. All LEAs served will fall either under Cohort D or E. The new consultant will implement goals outlined in this grant application. Specifically, the FTE hired with grant proceeds will support participating LEAs as they work toward meeting TIA required goals. R14 currently has no funding source for TIA support, but R14 grant funds do hire personnel to support schools with specific initiatives/needs in keeping with R14's mission to provide quality service and support to school districts. Current examples of support include reading academies, TCLAS tutoring, and THL dedicated staff funded by grants. More than 6 LEAs potentially qualify for Cohort D or E in the region. If one of the 4 initially recruited LEAs fails to meet grant requirements, other potential LEAs could qualify to participate and could be recruited as a replacement in order to support the highest number of LEAs possible. Once awarded grant funding ceases for this initiative, the ESC could potentially contract with LEAs wishing the same level of support going forward as district's work to meet TIA 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.

Purpose of program: to support 3-6 LEAs in R14 as they plan and implement strategic compensation systems.
 Mission of ESC 14: Service for World Class Schools.
 Participating LEA Needs: Time and personnel to build a strategic compensation plan and meet other Teacher Incentive Allotment (TIA) goals. Other needs include unfilled teacher positions, missed teacher recruitment goals, low teacher retention percentages, limited teacher compensation, increased percentage of teacher turn-over, and unqualified/ineffective teachers presently utilized by participating LEAs.
 Overview: Because of no TIA personnel funding, R14 consultants presently share the responsibility of supporting TIA districts. Without full-time TIA personnel, R14 staff must "add on" TIA support to their other full-time responsibilities, which limits the amount of support offered. Funds to hire a consultant to run this grant will provide much needed Strategic Compensation support to LEAs. Existing R14 staff presently supporting TIA districts will assist the Strategic Compensation Coordinator by helping this new consultant build strong TIA cross-team relationships with participating LEAs while also supporting formal reporting structures. The proposed program will support participating Cohort D and E LEAs as they review approved TIA spending plans and implement strategic compensation systems. Specifically, R14 will assist LEAs to recruit and select teachers, retain teachers, develop salary plans, and select a strategic compensation model. At least half of the participating districts will be rural as defined by NCES. All LEA participants will qualify under Pathway 1 or 2 as defined in the Program Guidelines for this grant opportunity. No participating LEA will have existing salary-based strategic compensation systems that apply to all teachers. (See Appendix A for documented LEAs wishing to participate.) R14's Strategic Compensation Coordinator will provide training and support to 4 LEAs and will support participating districts as they track and collect data for all required TIA reporting. This coordinator will report to R14 personnel at the component director level. Upon grant award, R14 will post this position ASAP, interview once at least 3 viable candidates apply, then offer the position once successful interviews have ended. The new consultant will begin on or before August 15, 2022.

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
<p>The proposed Fellowship and Grant Coordinator/Consultant will support participating LEAs in Cohort D or E with planning and implementation of TIA implementation plans. The FTE supports districts as they track and report all data as needed to satisfy the requirements of this grant-funded program. The consultant will work with participating school district CFOs, programmatic senior leaders, and other district personnel as needed. The consultant will organize, engage, coordinate, and oversee meetings with district personnel to ensure the development of a robust strategic compensation plan.</p>	<ul style="list-style-type: none"> *Bachelor's degree with at least 5 years of related work experience. Master's degree preferred. *Previous experience engaging school community members *Ability to effectively communicate with a wide group of stakeholders *Previous experience in project management preferred. *Strong long-term planning and project management skills, including establishing outcomes, determining evaluative measures, and tracking progress *Outstanding interpersonal, teamwork, and management skills. *Excellent written and oral communication skills

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: To improve student growth which can be realized by maximizing teacher effectiveness through recruitment, retention of quality teachers, and incentivization to keep highly-effective teachers in the classrooms and in districts by providing professional-level pay.

Activity 1: Support LEAs as they modify existing TIA spending plans built on salary-based compensation systems by established Cohort deadline.

Activity 1, Strategy 1: Strategic Compensation Consultant/Fellowship and Grant Coordinator facilitates review of LEAs' current strategic plans and helps LEAs identify areas for concentration and improvement.

Activity 1 Strategy 2: Fellowship and Grant Coordinator establishes systems to facilitate planning and track progress.

Activity 2: Upon successful plan modification, Fellowship and Grant Coordinator will assist LEAs as they work to integrate strategic compensation plans into HR processes.

Activity 2 Strategy 1: Fellowship and Grant Coordinator facilitates review of LEA's HR processes and helps LEAs integrate revised strategic compensation into new teacher pay scales.

Activity 2, Strategy 2: Fellowship and Grant Coordinator establishes systems to facilitate integration and track progress.

Activity 3: ESC 14 will hire a Fellowship and Grant Coordinator by August 15, 2022 to fully meet these grant program goals. This new consultant will support the work and will meet quarterly with LEA program staff to review outcomes, milestones, and obstacles. ESC 14 will act as a liaison between TEA and LEAs participating with ESC 14 in this grant.

Activity 3, Strategy 1: Post position and select best candidate using existing ESC hiring protocols.

Activity 3, Strategy 2: Fellowship and Grant Coordinator demonstrates job qualifications met through meeting attendance documentation, positive feedback from LEAs regarding trainings offered, annual employment reviews demonstrating standards met, etc.

Activity 4: Fellowship and Grant Coordinator assists participating LEAs as they identify and deploy the Senior Programmatic Leader and Chief financial officer for the district.

Activity 4, Strategy 1: Fellowship and Grant Coordinator supports both district positions as they progress through the TIA grant goal requirements as specifically linked to their job responsibilities.

Performance and Evaluation Measures

Describe the performance measures identified for this program which are related to student outcomes and are consistent with the purpose of the program. Include the tools used to measure performance, as well as the processes that will be used to ensure the effectiveness of project objectives and strategies.

Tools to measure performance: surveys to identify impediments to Cohort D and E TIA implementation; screenshots from districts that track TEA submissions that demonstrate progress toward Cohort D and E goal implementation; positive ESC 14 survey result ratings for Strategic Compensation training support; documented regular phone and email correspondence from ESC personnel tracking progress and support with participating Cohort D and E LEAs.

ESC 14 will engage LEAs to ensure they remain in compliance with all requirements related to the Teacher Incentive Allotment. Engagement will be measured through: 1) Documentation of date, logistics and attendees for any engagements around teacher compensation, 2) Positive and/or informative survey results for called engagements.

Strategic Compensation Model compliance will be measured with: 1) Submission of final model options, and 2) Written rationale for model selection.

Teacher Recruitment and Selection will be measured through: 1) informal audits of LEA teacher vacancies, 2) annual reports of teacher recruitment and selection efforts, and 3) ESC support of participating LEAs as they monitor district-specific recruitment goals and adjust those goals to improve recruitment and hiring.

Teacher Retention will be measured through a review of annual teacher retention metrics beginning with the 2018-19 school year by LEA, school, tenure, and grade level for each LEA participating in the grant.

Planning and logistics implemented by the Grant and Fellowship Coordinator (GFC) will monitor LEA ongoing progress toward meeting TIA grant goals. The GFC will address specific obstacles to progress in real time as they arise so that all LEAs participating in this grant will successfully implement Strategic Compensation plans by TEA deadlines. ESC 14 will support participating LEAs to make applicable Strategic Compensation documentation available to the public as requested.

TEA Program Requirements

1. Strategic Compensation Planning: What role does compensation play in the district's teacher recruitment and retention strategy? Describe the current work and outcomes around teacher recruitment and retention. Include specific data points on each. What are the goals and current challenges for recruitment and retention? What strategies are currently being used to meet these goals? Describe the reporting structure for this work and how the applicant will ensure goals and decision making align with the timeline and district-level processes? How will the applicant ensure a high-quality candidate is selected for the Strategic Compensation Coordinator role? ESCs should respond based on planned work for districts.

The Teacher Incentive Allotment (TIA) provides LEA funding to financially recognize exceptional teachers and to publicize those financial incentives for recruiting purposes. Furthermore, TIA offers LEAs the means to attract and retain the highest caliber of teaching talent for the benefit of Texas students. Strong TIA plans help LEAs maintain competitive salary structures that help retain and recruit highly effective teachers. Critical to hiring the best teachers, LEAs must provide competitive and attractive compensation. In all school districts in Texas, better compensation tends to attract the best teachers, which represents a challenge for districts in R14 which are mostly rural and with limited tax bases. Presently, rural districts often must hire any teachers who apply since they cannot offer salaries high enough to compete with more urban districts. Specifically, teachers in districts in both Cohorts D and E within Region 14 face lower teacher pay, multiple preps, additional duties as assigned, long commute times to work, school culture issues, student behavior issues, and difficult work environments. Sometimes roles go unfilled, especially for hard-to-hire positions like math and science teachers. Athletic success at schools can at times offset some of these more negative impediments to hiring, but filling every teacher position with a certified teacher sometimes is all that LEAs can hope for. To achieve the goal of hiring even certified teachers, some districts in Region 14 have offered competitive salaries, stipends, and even 4-day school weeks. Other incentives offered by some LEAs in Region 14 include comp days, free/reduced childcare for teachers' children, at least one holiday per month, and a relaxed dress code. Also helpful in recruiting and retaining teachers, LEAs solicit support from local school boards, administration, community members, parents, and even other teachers to build a safe and pleasant work environment. With this support, attractive working conditions result from open-door administrative policies, positive school culture growth, cameras on campus, and resource officer recruitment and hiring.

TEA Program Requirements Cont'd**1. Strategic Compensation Planning: Cont'd**

The ultimate goal is for districts to hire highly-qualified teachers, if available. To help LEAs hire the best teachers, Region 14 currently sponsors job fairs, posts openings on Region 14 job boards, and provides alternative certification programs to help LEAs grow their own teachers. Additionally, Region 14 provides high quality training and support for new and veteran teachers during the summer, fall, and spring semesters. Other support offered by Region 14 that helps improve the teacher workforce includes Texas Instructional Leadership (TIL) support, Mentor Teacher training, a Paraprofessional Academy, and other similar training. Also, ESC 14 has over time built a TIA Support Team with members who have established relationships with LEAs in the region. The FTE hired with funding from this grant will coordinate future TIA support for participating LEAs in the areas of selecting a strategic compensation model, recruiting new staff, developing plans to retain effective teachers, and collecting necessary data to submit to the TEA. To support LEAs as they collect meaningful data to measure progress, Region 14 offers Data Validation Workshops. To meet the goal of hiring the most qualified teachers, ESC 14 will support participating LEAs as they implement the Teacher Incentive Allotment Initiative (TIA) by training and supporting LEAs to follow established strategic plans. Additionally, the service center will establish intentional meeting dates, require check ins, place phone calls, offer encouragement, continue to build and maintain personal relationships with LEAs, and seek guidance of TEA as needed. To ensure that the Strategic Compensation Coordinator hired by ESC 14 is of highest quality, the ESC will screen and interview candidates that best meet posted job requirements and experience. Face-to-face interviews, including scenarios and presentations, will confirm that the candidate exhibits characteristics expressed in the job application. Key qualifications for this position include soft skills that foster teamwork, organizational skills, metric development, and data collection. The person hired must complete TIA training.

2. Payroll and Compensation Implementation: Pathway 1 and 2 applicants submit the current salary structure and method for calculating a teacher's salary and annual changes. Pathway 3 applicants should submit the current salary structure of their partnering districts and may provide additional narrative. All applicants must describe the organization of the payroll work and how the payroll team partners with other relevant teams, including finance, teacher recruitment, and school leaders. How will sustainability planning be approached? How will the applicant ensure all the grant timeline and all grant goals will be met?

Region 14 can support LEA payroll processes, including how district payroll personnel communicate with other related teams, through the use of collaborative/shared calendars, face-to-face meetings, and technical assistance as needed. Region 14 has collected and included in this grant application teacher salary schedules provided by superintendents from districts participating in the grant program. (See attached.) Due to limited tax bases, teacher pay in rural Region 14 LEAs mostly equals state base or slightly higher. Also attached is the required Attachment A with superintendent signatures and school board president signatures for each participating district. For LEAs presently utilizing Region 14 payroll and/or other business office support, collaboration toward implementation of grant goals will be facilitated through the existing Business Services Contracts. As mentioned in the Strategic Compensation Planning section of this grant, ESC 14 will ensure business/HR-related grant timelines and goals will be met establishing intentional meeting dates, requiring check ins, placing phone calls to districts, offering encouragement, building and maintaining personal relationships, providing face-to-face visits with LEAs, and seeking guidance from TEA as needed. To ensure cross-team collaboration, ESC 14 will facilitate relationship building between business managers, district and campus staff. Region 14 can track cross-team collaboration through the use of shared documents with checklists describing steps to meet compliance deadlines. Meeting notes and collaborative calendars can also track collaboration. Additionally, to ensure accountability, ESC 14 will utilize shared checklists of steps tracking deadlines met and maintain documentation of collaboration. Data from this accountability step will document degrees of collaboration and spotlight areas where improvement may be needed.

TEA Program Requirements Cont'd

2. Payroll and Compensation Implementation: Cont'd

These actions will support 4 Cohort D or E districts in ESC 14 as they submit TIA data to satisfy TEA deadlines. Internal hiring policy and procedures in place at ESC 14 will ensure the highest possible quality candidate be hired as the Strategic Compensation Coordinator or Fellowship and Grant Coordinator for the service center. For sustainability, ESC 14 could set up contracts with district superintendents who want continued support for TIA Strategic Compensation planning.

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	<input type="text"/>	Barrier	<input type="text"/>
Group	<input type="text"/>	Barrier	<input type="text"/>
Group	<input type="text"/>	Barrier	<input type="text"/>
Group	<input type="text"/>	Barrier	<input type="text"/>

PNP Equitable Services

Are any private nonprofit schools located within the applicant's boundaries?

- Yes No

If you answered "No" to the preceding question, stop here. You have completed the section.

Are any private nonprofit schools participating in the program?

- Yes No

If you answered "No" to the preceding question, stop here. You have completed the section.

5A: Assurances

- The LEA assures that it discussed all consultation requirements as listed in Section 1117(b)(1) and/or Section 8501(c)(1), as applicable, with all eligible private nonprofit schools located within the LEA's boundaries.
- The LEA assures the appropriate Affirmations of Consultation will be provided to TEA's PNP Ombudsman in the manner and time requested.

5B: Equitable Services Calculation

1. LEA's student enrollment	<input type="text"/>
3. Total enrollment of LEA and all participating PNPs (line 1 plus line 2)	<input type="text"/>
2. Enrollment of all participating private schools	<input type="text"/>
5. LEA reservation for direct administrative costs, not to exceed the program's defined limit	<input type="text"/>
4. Total current-year program allocation or grant award	<input type="text"/>
7. Per-pupil LEA amount for provision of ESSA PNP equitable services (line 6 divided by line 3)	<input type="text"/>
6. Total LEA amount for provision of ESSA PNP equitable services (line 4 minus line 5)	<input type="text"/>
7. Per-pupil LEA amount for provision of ESSA PNP equitable services (line 6 divided by line 3)	<input type="text"/>
LEA's total required ESSA PNP equitable services reservation (line 7 times line 2)	<input type="text"/>

Appendix I: Amendment Description and Purpose (leave this section blank when completing the initial application for funding)

An amendment must be submitted when the program plan or budget is altered for the reasons described in the "When to Amend the Application" document posted on the [Administering a Grant](#) page. The following are required to be submitted for an amendment: (1) Page 1 of the application with updated contact information and current authorized official's signature and date, (2) Appendix I with changes identified and described, (3) all updated sections of the application or budget affected by the changes identified below, and, if applicable, (4) Amended Budget Request. Amendment Instructions with more details can be found on the last tab of the budget template.

You may duplicate this page

Amended Section

Reason for Amendment