



**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): [redacted]

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.

Joshua ISD does not currently employ a full time equivalent (FTE) who specializes in strategic compensation analysis along with recruiting and retention. The district would utilize the grant to employ a highly qualified individual whose primary goal is to implement and oversee a strategic compensation system designed to recruit and retain highly qualified teachers and staff. This position will work closely with each department at the district level for planning and implementation, but also closely with the Teacher Incentive Allotment Coordinator to plan a strategic compensation system aligned with the Teacher Incentive Allotment (TIA) local designation system. Joshua ISD will utilize this grant to develop and implement initiatives to aid in recruiting, hiring and retaining effective teachers and staff. This position will provide a significant impact to the HR life cycle through vertical and horizontal integration. In addition, the grant would be used to purchase necessary supplies, office equipment, any technical assistance, and travel for professional development to best promote success for the employee and for the district. Once the initial TIA plan is approved, the district will continue to work with stakeholders to allow for more teachers to be eligible to receive designations. The long term plan would allow for all teachers to be eligible to earn designations. If awarded the grant, JISD intends to continue this HR public-facing position after the grant expires using local funds for continued success.

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.

This grant will allow Joshua ISD to employ a public-facing, dedicated staff member whose primary responsibility will focus on the engagement, coordination, implementation and documentation creation related to strategic compensation systems. This employee will report directly to the Chief Human Resources Officer who reports directly to the Superintendent and is a part of the Executive Team. The Strategic Compensation Coordinator will be part of the Teacher Incentive Allotment Committee which meets on a monthly basis. The employee will focus on strategic recruitment strategies including a well-designed compensation system that will ensure fairness and the worth of the district's employees through recruitment, support and retention. The compensation system must be designed to value equity among staff and clearly define wage and salary to promote and motivate staff to perform to the highest levels of achievement. The public facing HR member will focus on designing and developing a strategic compensation system that will attract effective teachers to our district and campuses. The strategic compensation will help struggling campuses to employ talented educators in all areas, but particularly hard to fill positions. This grant will also support the district in securing additional technical assistance around strategic compensation. This public-facing human resources position will work diligently with each department to ensure the achievement of organizational objectives and that the vision of the district is met. Joshua ISD will be a highly acclaimed model of educational excellence. If awarded this grant, Joshua ISD will ensure that a highly-qualified candidate is selected no later than August 15, 2022 by posting this position on TASBO, TASANET, Indeed and our job portal to search for a candidate that meets the qualifications of the job description and the vision of the district. We will have an interview committee of district leaders from each department for the selection of a candidate that meets the goal of a holistic approach. We will rely on guidance from the technical assistance providers provided by TEA throughout the selection process if needed.

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

Title: Strategic Compensation Coordinator

Establishes systems and structures to support planning, in alignment with grant; Collaborating with Technical Assistance Provider to coordinate an action plan that results in the creation of a model for the initiative by the end of Year 1; Ensures grant compliance within the district and with the TEA and communicating those expectations to all stakeholders of the initiative; Build relationships with various internal departments, school staff, families, and community stakeholders to drive collaboration and projects; Coordinates, tracks, and presents project information to maintain stakeholder engagement.

Bachelor's degree and/or five to seven years of related work experience; 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; Results orientation coupled with a strong work ethic, and excellent organization, coordination, and time management skills; Flexibility and comfort with ambiguity

Goals, Objectives and Strategies

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

The goal of the Strategic Compensation Coordinator is to plan and implement a strategic compensation system to reward, retain and recruit highly qualified educators. This compensation system will work towards the implementation and continuation of the local designation system. Additionally, the goal is to design a strategic compensation system to promote the engagement of potential and current employees, the adoption and continuation of strategic compensation systems that are based on salary and aligned with district priorities, and to incorporate sustainable salary and budget practices. Joshua ISD will take a holistic approach by ensuring this position focuses on the whole interconnected entity in regards to strategic compensation systems by engaging with all stakeholders and working with each department head to ensure the utmost success for Joshua ISD. Many districts including Joshua ISD take a reactionary approach to recruiting and retaining staff by posting on a job portal and hoping the applications come in. This approach works at times, but as educators begin to leave the field it is becoming more difficult to recruit and retain. It is highly important to implement an approach that supports the long term goals and objectives of the district. This position will focus on a strategic, well thought out plan to drive success for years into the future. Joshua ISD's goal is to retain 90% of its teachers on an annual basis. For the 2020-2021 year, the district saw a decrease in teacher retention to 81%. It is crucial that we work diligently to correct this by researching why not only teachers are leaving, but all employees, and develop plans of action in our recruitment and retention strategies.

<https://www.joshuaisd.org/Page/11> - Joshua ISD's current strategic plan

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.

Planning and Logistics: Planning a well thought out compensation system that includes an effective recruitment and retention strategy. The plan will include researching data points on how to recruit and retain highly qualified educators. The plan will also review data throughout the year from stakeholders through Thought Exchange and through the annual climate survey. Last, the plan will include reviewing exit interviews to determine how the district can address concerns. Upon developing this strategy, the district will be able to obtain a teacher workforce to meet the changing educational needs of the students. Additionally, this planning and logistics strategy will enable the district to anticipate changes and to develop strategies that will allow the district to adapt to changes as they come.

Engagement: Focusing on all stakeholders including each department head to take a holistic approach to ensure the vision of the district is met. The district will continue to conduct surveys to all stakeholders to gather feedback around teacher compensation.

Strategic Compensation Model: Compensation is more than a salary. It is the entire package that an employer is able to provide to its employees. The compensation model will focus with this in mind. JISD ' s local designation system will work in conjunction with teachers ' salary as stipends.

Teacher Recruitment and Selection: Identifying, monitoring and benchmarking teacher retention and turnovers.

Salary Plans: The development of a well thought out strategic compensation plan that is adopted by the Joshua ISD Board of Trustees on an annual basis. The local designation system will be paid in accordance with the district's approved TIA plan no later than August of each year.

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.

JISD encompasses 76 square miles in the Burleson, Crowley, Joshua, Egan and Cleburne communities of Johnson County. Serving a population of approximately 28,500, Joshua provides a variety of quality educational opportunities in an outstanding instructional program for Pre-K through 12th grade. Our student population, totaling 5900, currently has the 7th highest starting teacher salary in the western metroplex of Dallas/Fort Worth area. However, JISD ' s revenue primarily stems from homes as we do not have many businesses in our district. We compete with many districts in the DFW area who have more resources available to develop a strategic compensation system and to recruit and retain staff. Our starting teacher salary plays a role in recruiting first year teachers, but at pay step 5 and above we begin losing staff members as our pay drops in comparison to neighboring districts. We understand that a strategic, well designed compensation system that is equitable amongst all staff could be a driving force to retain highly qualified staff. We pride ourselves in providing exemplary professional development through the PLC and offer a wide range of training and resources. It is essential that we retain the staff that we are mentoring and developing as this will ultimately help with student growth and achievement. JISD ' s goal is to retain 90% of its teachers on an annual basis. For the 2020-2021 year, the district saw a decrease in teacher retention to 81%. It is crucial that we work diligently to correct this by researching why not only teachers are leaving, but all employees, and develop plans of action in our recruitment and retention strategies. JISD strives to have our compensation play a significant role in our recruitment and retention strategy, however compensation is understandably not just salary. We offer several employer paid benefits in addition to salary: Basic Life Insurance, Hospital Indemnity Plan, Telehealth for the employee and their immediate family, Employee Assistance Program, five paid bereavement days and \$300 towards health insurance. Upon onboarding new employees, we see that they are not aware that the district offers these benefits, although they are advertised on the " Join Our Team " page, so we can identify that this is not a deriving factor towards recruiting staff.

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

A goal for the district is to work to better advertise the benefits that we offer along with our salary to promote Joshua ISD as having competitive compensation. As a crucial part of the competitive compensation system, JISD will submit the TIA application through Cohort E by April 15, 2022. The local designation plan will allow teachers to earn a designation of either Recognized, Exemplary, or Master. A designated teacher will be able to earn stipends based on their level of designation and these stipends will be included in the competitive compensation plan. The development of the local designation plan included using a variety of committees to plan and receive feedback on the development of the district's teacher incentive allotment plan. TIA District Committee consists of District Leadership and the Superintendent's Cabinet. The Strategic Compensation Coordinator will become an important part of this committee through continuous improvement. In addition, a goal is to update our entire compensation system so that all staff are paid equitably based on their years of experience and are equitable with the current market. Understanding the budget implication, this design and plan has to be well thought out so the district can maintain our FIRST (Financial Integrity Rating System) "Superior" rating. Currently, the Chief Human Resources Officer does salary and stipend studies amongst districts we compete with on an annual basis by contacting the schools or locating on their district website their teacher salaries. These are compared with JISD to see where changes could be made. Additionally, JISD participates in TASB HR Services annual personnel survey. Once it is available, we review all of our positions to ensure they are paid at least 90% of the market by comparing the student population range of 5000 to 7000. These comparisons are important, but it is not efficient enough to develop a well designed compensation system along with a strategic recruitment and retention strategy. The district will utilize the public-facing human resources position to not only look at market comparisons provided by TASB HR Services, but to work with the stakeholders in our community to develop a strategic compensation system that will recruit and retain highly qualified staff. JISD does not currently have the resources or availability to focus on developing this strategic plan. By being awarded this grant, JISD will focus on developing this plan to the utmost highest standards and while continuing to be a highly acclaimed model of educational excellence. JISD will ensure that a highly-qualified candidate is selected by posting this position on TASBO, TASANET, Indeed and our job portal to search for a candidate that meets the qualifications of the job description and the vision of the district. We will have an interview committee of district leaders from each department to ensure that we select a candidate that will ensure that our goal of a holistic approach is met. We will rely on guidance from the technical assistance providers provided by TEA throughout the selection process if needed.

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?

Joshua ISD's current compensation manual and pay structure can be located here

<https://www.joshuaisd.org/cms/lib3/TX21000353/Centricity/Domain/27/2021-2022%20Compensation%20Manual.pdf>

Teacher salary is calculated based on the service record provided or if they are a new hire they start on a step 0. The district offers additional stipends for certain job duties also located in the compensation plan. In addition to teacher salary, the district has a compensation pay procedure we utilize to determine salary placement. At times, this compensation pay procedure is not effective and we have to provide additional equity adjustments to ensure new hires are paid equitably with staff in the same pay grade with similar years of experience.

Compensation Procedures can be located here

https://docs.google.com/document/d/1U3mBRMYYPx1ISzWAoiYauC_KWLg5bnneJwOMq_HqZA8/edit

TEA Program Requirements Cont'd

2. Payroll and Compensation Implementation: Cont'd

Payroll is located in the business office and ensures all payroll deadlines are met. However, the human resources department has an employee who enters all pay information, deductions etc. so that there is an adequate separation of duties for internal control. The payroll office reports to the CFO who is a part of the TIA committee and district leadership. The CFO and CHRO work closely so that budget timelines, salary adjustments, and the planning for each year's school budget are sustainable and also promote recruitment and retention of staff. In addition to the CFO and the CHRO, the Chief Administrative Services Officer and Chief Academic Officer work in a joint effort towards the district vision through a collaborative approach. If awarded this grant, the district leadership team will develop clear expectations to the Strategic Compensation Coordinator to ensure the employee is meeting deadlines and has a support system while developing the strategic compensation plan.

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"/>

CDN 126905

Vendor ID 1756001879

Amendment #

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