



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

NOGA ID

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.

Doral Academy of Texas is proposing the following budget to meet the goals of the grant: Reward, Retain and Recruit effective educators, by creating a self-sustaining Comprehensive Strategic Salary Plan. Doral's proposed budget: (61XX) - Payroll: will help pay for the salary of our grant Project Coordinator who will coordinate meetings with our campus, district teams, technical support partner, assist in preparing any Texas Education Agency reports, develop systems for tracking strategies, identifying best practices and supporting broader dissemination; ensures grant compliance by collaborating within the district, TEA, and communicating those expectations to all stakeholders in the initiative.(62XX) - Contracted Services: Pay for our technical support partner who will provide guidance in the development of our sustainable Comprehensive Strategic Salary plan. (6300) - Supplies and Materials: this cost will pay for any supplies and material to promote the goals of the grant, print promotional material for retention and recruitment efforts. These materials will play a major part during our recruitment efforts, Job Fairs (in-person and/or virtual) and will also be uploaded on to our District/Campus websites. (6400) - Travel: these funds will be utilized to pay for any training that our Project Coordinator will attend to further their knowledge of this grant, attend workshops sponsored by our technical support partner.

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.

The overview of this program to be implemented with grant funds will be to evaluate Doral Academy's current teacher pay scale and compare it to surrounding districts. This process will provide us with teacher base salary pay data. With assistance from our technical support partner, Doral will initiate meetings with stakeholders, campus and district teams. These meetings will provide time for our teams to brainstorm topics including, but not limited to, creating innovative changes to Doral's salary compensation model that will result in an increase of teacher recruitment, retention and reward efforts that will support the mission of Doral Academy of Texas.

Doral Academy of Texas currently needs technical assistance in the development of a sustainable Comprehensive Strategic Salary Plan. The mission of Doral Academy of Texas is to deliver an exceptional educational experience that engages students in rigorous learning through STEM education, empowering them to be lifelong learners and successful future leaders. In order for Doral Academy of Texas to meet our mission, we must offer a Strategic Compensation plan that will enable the district to Reward, Retain and Recruit talented educators.

With the assistance of the grant funds, Doral Academy of Texas will create a strategic, research-based evaluation system that will provide School Administrators with a comprehensive classroom observation tool in order to rate teacher effectiveness and student outcomes. Based on the developed Comprehensive Strategic Salary Plan, Highly Effective and Effective educators will be compensated for their student's academic results.

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>Title: Project Coordinator, Responsibilities: coordinate, track, and present project information to maintain stakeholders engagement & shared understanding across district teams & other stakeholders. Establish systems and structures to support planning, in alignment with all grant deliverables. Collaborating with Technical Support Partner, who will help coordinate an action plan that results in the creation of a model for the initiative by the end of year 1, ensures grant compliance by collaborating within Doral and TEA and communicating those expectations to all stakeholders. Develops systems for tracking strategies, identifying best practices, supporting dissemination.</p>	<p>Qualifications: Bachelor's degree and/or five years of related work experience; engaging school community members; effectively communicate with a wide group of stakeholders; strong long-term planning, project management skills, establishing outcomes, determining evaluative measures and tracking progress; outstanding interpersonal, teamwork, and management skills, excellent written and oral communication skills, flexibility and comfort with ambiguity; results orientation coupled with a strong work ethic, excellent organization, coordination and time management skills.</p>

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 1) Doral will develop a sustainable Comprehensive Strategic Salary Plan. Activities: Doral team (all stakeholders) will review the current teacher pay scale and compare it to surrounding district teacher pay scale. Doral will also select a technical support partner that will collaborate and provide guidance toward the development of our sustainable Comprehensive Strategic Salary Plan. Doral will host meeting (bi-weekly or monthly) with all stakeholders to assure that progress towards our goals are occurring. The objectives of this goal is to reward, retain and recruit effective educators through the planning and adoption of innovative changes to our current teacher pay scale.
- Goal 2) Doral will develop criteria to identify effective educators. Activities: Doral Academy, in collaboration with our technical support partner will research, identify, and brainstorm elements and/or outcomes of effective educators, identify best-practices, and develop innovative ideas. The findings will be presented to all stakeholders and together, will determine how to apply the results to our sustainable Comprehensive Strategic Salary Plan.
- Goal 3) Doral will create committees to support this initiative. Activities: The Grant Coordinator and the Superintendent of Schools will invite parents, community leaders, business leaders, elected officials, teachers, campus and district administrators to join our committee meetings. In collaboration with our technical support partner, we will have active participation (bi-weekly or monthly) meetings. Every member's voice, suggestions, and/or opinions will be heard and the objective of this goal is to create a diverse multi-disciplinary team.

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: The selection process for the Grant Coordinator will include the job advertisement of this position, applications will be reviewed to assure potential candidates meet the position qualifications. Qualified candidates will be interviewed. Open-ended interview questions will be pre-written and pre-selected to allow the potential candidate to express their experience, knowledge, and skills.

Engagement: The diverse multi-disciplinary team will be selected by creating a survey to encourage the active participation from the following groups: parents, community leaders, business leaders, elected officials, teachers, campus and district administrators. Once the team is created, meeting dates and time, topics of discussion, and other needs will be established.

Strategic Compensation Model: All sustainable Comprehensive Strategic Salary Plans will be considered. The team will develop a "Pros and Cons" score-card to select the best sustainable Comprehensive Strategic Salary Plan. Some "Pros and Cons" may include but may not be limited to: sustainability, projected revenues, student academic outcomes, years of experience, closing the academic gap, TEKS mastery.

Teacher Recruitment and Selection: A list of teacher vacancies by school and subject will be created to specifically target potential candidates, an annual narrative on recruitment and selection efforts will be created to measure the success of each job fair. The narrative will include: how many candidates were recruited, track how long the candidates remain with Doral, and report student academic outcomes.

Teacher Retention: A PEIMS report: teacher retention/turnover rate will be developed beginning in 2022-2023 school year. This will be our baseline data to measure the effectiveness of our sustainable Comprehensive Strategic Salary Plan.

Salary Plans: All teacher salary data will be considered in the development of our sustainable Comprehensive Strategic Salary Plan and guidelines will be created by our team in coordination with our technical support partner.

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.

Compensation plays a huge role in Doral's teacher recruitment and retention strategy. Current economic conditions are not favorable, as the COVID pandemic has created an environment causing teachers to experience "educator fatigue". New teachers to the profession are leaving shortly after employment. This "new normal" for educators involves dealing with mask policies, social distancing, in-person or virtual learning options, just to name a few. Texas teachers with zero years of experience are going into their second year experiencing a 12.5 percent turnover rate. Texas is experiencing a teacher shortage and college students are no longer considering the teaching profession as career of choice. At the beginning of the 2021-2022 school year, Houston ISD had more than 700 open positions, Killeen ISD had 270 teaching positions open and Waco ISD had 200 vacancies. According to TEA, Texas has seen about a 27 percent decrease in the number of newly certified teachers.

Current Work and Outcomes: Doral Academy's current goal is to be fully staffed for the 2022-2023 school year. We started recruitment efforts in November, including: attending in-person or virtual job fairs, advertisement, district-to-district competitive teacher pay, word of mouth recruitment. Our challenge is that we are not fully staffed yet and have not developed a comprehensive and sustainable Comprehensive Strategic Salary Plan with the intent of retaining our teachers. Once Doral Academy of Texas is awarded with this grant, the Grant Coordinator will collect all reporting documentation from team meetings (agendas, sign-in sheets, copies of handouts, copies of sustainable Comprehensive Strategic Salary Plans). A timeline and district level process will be created by the team to assure our goals are met in accordance with the grant. Doral Academy of Texas falls into Pathway 2 (Cohort E). During the 2021/2022 - 2022/2023 Doral will complete the following tasks: Model Option Development, Engage and begin the Change Management training. During the 2022/2023 - 2023/2024 Doral will finish the Change Management training, complete the Infrastructure and Final Planning task and commence the new sustainable Comprehensive Strategic Salary Plan goal.

TEA Program Requirements Cont'd

1. Strategic Compensation Planning: Cont'd

During the final year of the grant (2024-2025). Doral Academy of Texas will complete the sustainable Comprehensive Strategic Salary Plan, complete the Human Capital Integration/Execution and sustainability plan. The implementation will commence after Board approval.

How will Doal Academy of Texas ensure a high-quality candidate is selected for the sustainable Comprehensive Strategic Salary Coordinator role? The selection process for the Grant Coordinator will include the advertisement (in-district and Out-of-District) of this position, applications will be reviewed to assure potential candidates meet the position qualifications. Qualified candidates will be interviewed. Open-ended interview questions will be pre-written, pre-selected to allow the potentail candidate to express their experience, knowledge, and skills that apply to this position. The potential candidate must have the following Qualifications: Bachelor's degree and/or five years of related work experince; engaging school community members; effectively communicate with a wide group of stakeholders; strong long-term planning, project management skills, establishing outcomes, determining evaluative measures and tracking progress; outstanding interpersonal, teamwork, and management skills, excellent written and oral communication skills, flexibility and comfort with ambiguity; results orientation coupled with a strong work ethic, excellent organization, coordination and time management skills.

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?

Doral current salary structure and method for calculating a teacher's salary and annual changes:

Years of Experience	Salary	Years of Experience	Salary
0	\$52,000.00	15	\$60,370.39
1	\$52,520.00	16	\$60,974.09
2	\$53,045.20	17	\$61,583.83
3	\$53,575.65	18	\$62,199.67
4	\$54,111.41	19	\$62,821.67
5	\$54,652.52	20	\$63,449.88
6	\$55,199.05	21	\$64,084.38
7	\$55,751.04	22	\$64,725.22
8	\$56,308.55	23	\$65,372.48
9	\$56,871.63	24	\$66,026.20
10	\$57,440.35	25+	\$66,686.46
11	\$58,014.75		
12	\$58,594.90		
13	\$59,180.85		
14	\$59,772.66		

TEA Program Requirements Cont'd

2. Payroll and Compensation Implementation: Cont'd

Stipends:

Advanced Degree	\$2,000.00
Gifted/Talented Trained	\$1,000.00
STEM Lead	\$2,500.00
Special Education Case Manager	\$2,500.00
Department Chair	\$1,000.00
Elementary/Middle School Lead	\$1,000.00
New Teacher Mentor	\$1,500.00
Club Sponsor	\$500.00

Organization of payroll work and the payroll team partners with other relevant teams: The payroll team will work closely with their teams including, finance teams, teacher recruitment coordinator, and school leaders. Employee payroll verification sheets and contracts will be distributed to each district employee to verify their total salary amount. These reports will also be verified by campus leaders to ensure the correct budget code was utilized. If the staff members met any of the sustainable Comprehensive Strategic Salary Plans, appropriate compensation will be included in the staff members salary. The total salaries will be reviewed and shared with the finance team to ensure that the district is financially solvent during the budgeting period. The teacher recruitment team will benefit from these reports to create and publish the sustainable Comprehensive Strategic Salary plan and display it for recruitment efforts.

Doral will ensure that all the grant timelines and goals are met once the sustainable Comprehensive Strategic Salary Plan is approved by the Doral Board of Trustees. Timelines will be closely monitored by the Grant Coordinator. An analysis of educator reward, retention and recruitment will occur on an ongoing basis. The data should indicate positive correlations between the new sustainable Comprehensive Strategic Salary Plan and teacher/student success.

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