

October 27, 2026

Human Capital

Human Resources



District Goal # 2

Priorities

01

Compensation

02

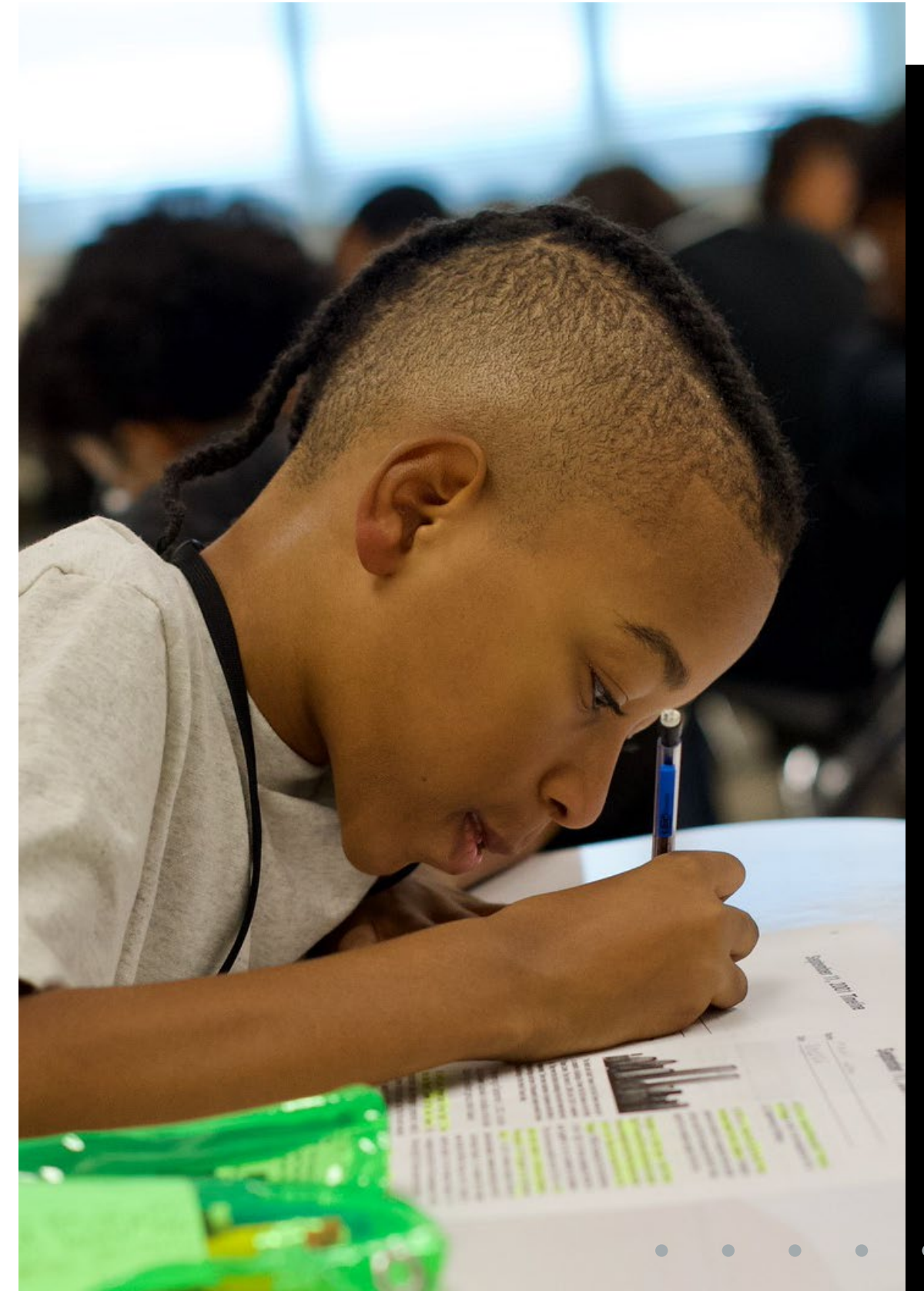
Staffing

03

Professional
Development

04

Feedback & Evaluation





Competitive Compensation

Key Actions:

- 1. Within three years, design a performance-based compensation system for campus administrators and teachers**
- 2. Within three years, design a compensation plan for non-exempt employees that is in the top quarter of a group of comparison districts**
- 3. Within three years, maintain a top level of benefits when compared to competing districts**



Designing a Performance-Based Compensation System

Key Action 1

Current Status:

2026-27 – Design year

- Working with TEA and Steady State Impact to expand TIA eligibility and to design a strategic compensation system based on performance for campus administration.

What is Strategic Compensation?

Strategic Compensation Theory of Action



For teachers and administrators, if we...

- Prioritize **differentiation of pay** based on effectiveness,
- Develop comprehensive **evidence-based evaluation systems**,
- Align **district and TIA funds** to work in tandem, and
- Relentlessly **prioritize increasing compensation based on effectiveness** to elevate the perception of the profession as a whole,

Then we will...

- Increase the **retention rate** of teachers and administrators at scale,
- Increase **educator satisfaction**,
- Increase **student performance** and satisfaction, thereby
- Increasing the **quality and quantity of educators** entering the profession.

Goals	
➤ Increase the number districts with a high-quality strategic compensation system	➤ Increase the number of districts with an approved TIA system for ALL teacher categories
➤ Increase the number of TIA eligible teachers	➤ Increase teacher retention

What is Strategic Compensation?

Strategic Compensation

Strategic compensation is a performance-based human resource management **strategy** that involves **designing and implementing** a compensation plan that is **strategically aligned with district objectives and culture**.

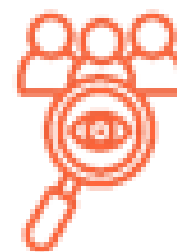
Enhanced TIA

Enhanced TIA is a **designation** a district can **apply for** and receive **after establishing a high-quality strategic compensation system based on performance**. Once obtained, this designation **allows districts to access an additional 10% of their TIA funds** to support this new system.

Strategic compensation and Enhanced TIA are both based on:



Student Outcomes



Observations



Other District Priorities

What is Strategic Compensation?

HB 2 Goals for Strategic Compensation/Enhanced TIA



Develop a refined administrator evaluation system for principals and assistant principals



Develop and adopt a TIA-compliant teacher evaluation system for all



Replace the traditional step and ladder pay system and transition to one based on bands of effectiveness



Consider all possible funding sources to ensure financial sustainability



Adopt an approach to teacher and administrator assignment based on student need

For ALL teachers and administrators

Strategic Compensation Process

1

Define

Create a local definition of effectiveness for Principals, Assistant Principals, and Teachers

2

Measure

Determine how to measure the local definition of effectiveness, including identifying assessments, calculations, and weights

3

Implement

Align compensation to effectiveness and align staffing and support structures to educator needs

From TIA to Strategic Compensation

Teacher Incentive Allotment (TIA)

Teacher effectiveness is measured primarily through a single student growth measure and T-TESS.

Teachers receive an allotment for 5 years after they are designated, regardless of annual performance.

Only teachers are eligible for the allotment.

Designations don't always align to campus outcomes.



Strategic Compensation (Enhanced TIA)

Effectiveness frameworks leverage multiple measures, including state and local assessments as well as other indicators aligned to district priorities.

Compensation will be determined based on an annual effectiveness rating.

Principals, Assistant Principals, and Teachers (at minimum) will be included in the system.

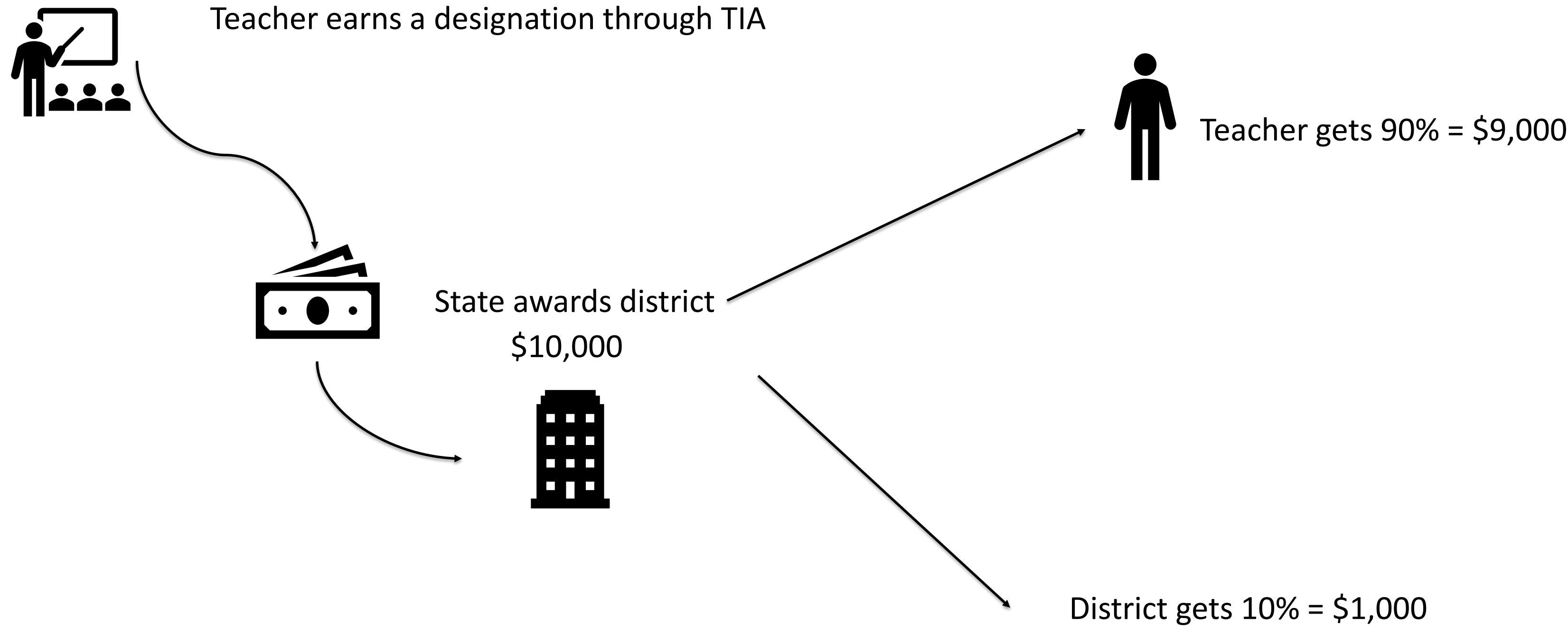
Campus outcomes can be included in the effectiveness framework to ensure alignment.



Key Action 1

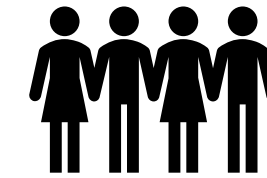
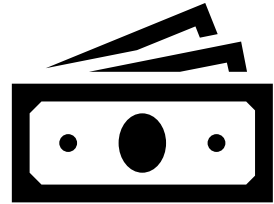
Teacher Incentive Allotment

Current District Payout Model



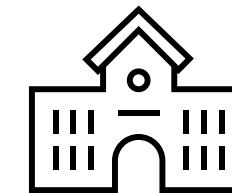
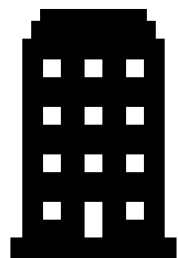
How It Works

\$1,000 granted for district use



PLC splits \$1,000 if overall student growth meets or exceeds 55%

OR

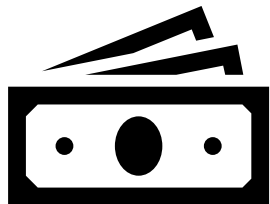


School receives funds to spend on professional development by August 31*

*Funds not used by August 31 are returned to district general fund.

Current KISD Plan

Current KISD Plan:
Payout

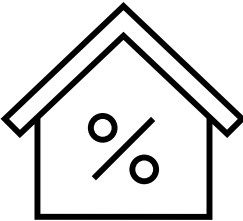


\$9,000



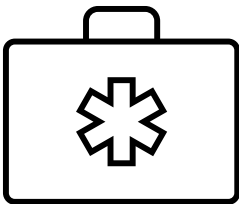
Medicare (1.45%) x \$9,000

\$9,000.00
- 130.50
\$8,869.50



TRS (8.25%) x \$9,000

\$8,869.50
- 742.50
\$8,127.00



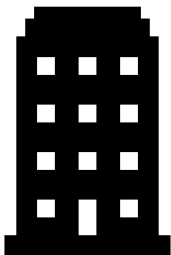
TRS Care (0.65%) x \$9,000

\$8,127.00
- 58.50
\$8,068.50



IRS Federal Tax Rate 22% x (\$9,000 – \$742.50 TRS)

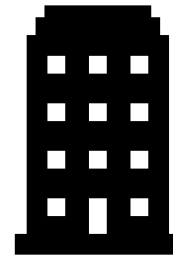
\$8,068.50
- 1,816.65
Net Paycheck: \$6,251.85



Required District Match:

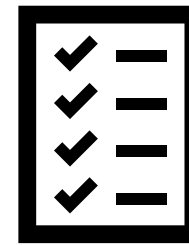
Medicare (1.45%) – \$130.50
TRS Contribution (8.25%) – \$742.50
TRS Care (0.75%) – \$67.50
Total: \$940.50 – Local Cost



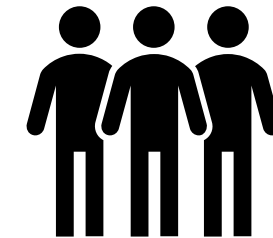


To manage TIA district has the following expenses:

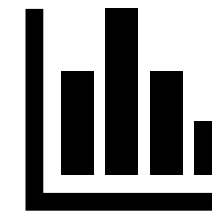
- Tests



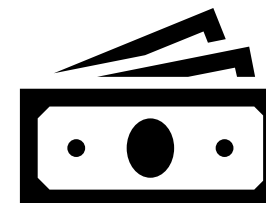
- Personnel (1 Director, 1 Specialist, 1 Tech)



- Data management platform



- Employer Fees



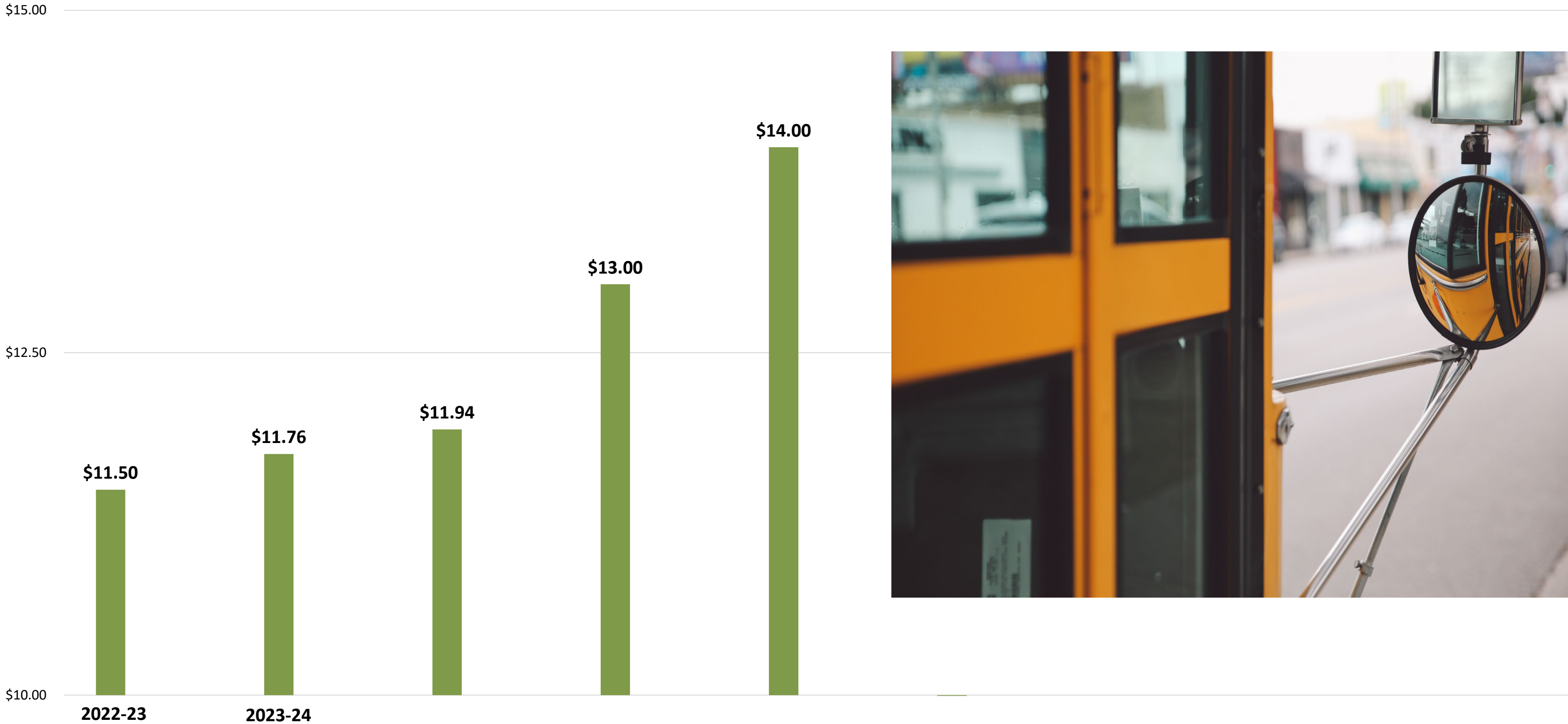
*Local funds plus unused TIA funds

Strategic Compensation Timeline

Workstream	Milestone	26-27	27-28	28-29	29-30	30-31
TIA	Expand TIA Eligibility to 95%+			Apply for Enhanced TIA Designation		
Administrator Compensation	Design Principal & Assistant Principal Compensation System					
	Capture data to determine administrator effectiveness					
	Compensation based on 27-28 effectiveness rating, with hold harmless protection					
	Compensation fully aligned to effectiveness					
Teacher Compensation	Design Teacher Compensation System					
	Capture data to determine teacher effectiveness					
	Compensation based on 28-29 effectiveness rating, with hold harmless protection					
	Compensation fully aligned to effectiveness					

Key Action 2

Starting Pay for Non-exempt Hourly Staff



Key Action 3

Medical Contribution: History & Peer Position

\$425

KISD employer contribution PEPM
2025–26 and 2026–27

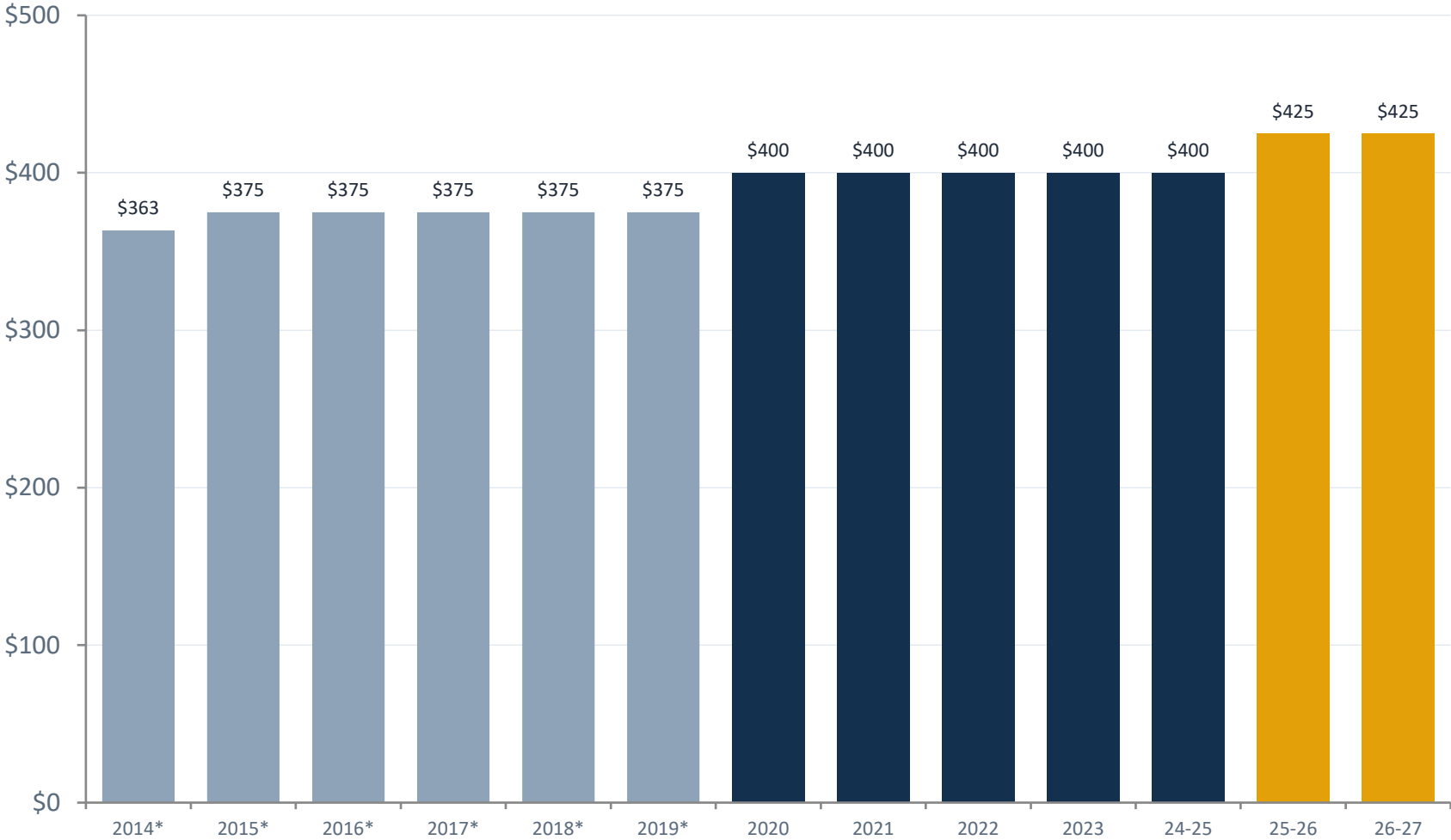
+\$68

Above Region 12 TRS average
Region 12 average: \$357 (PY2026)

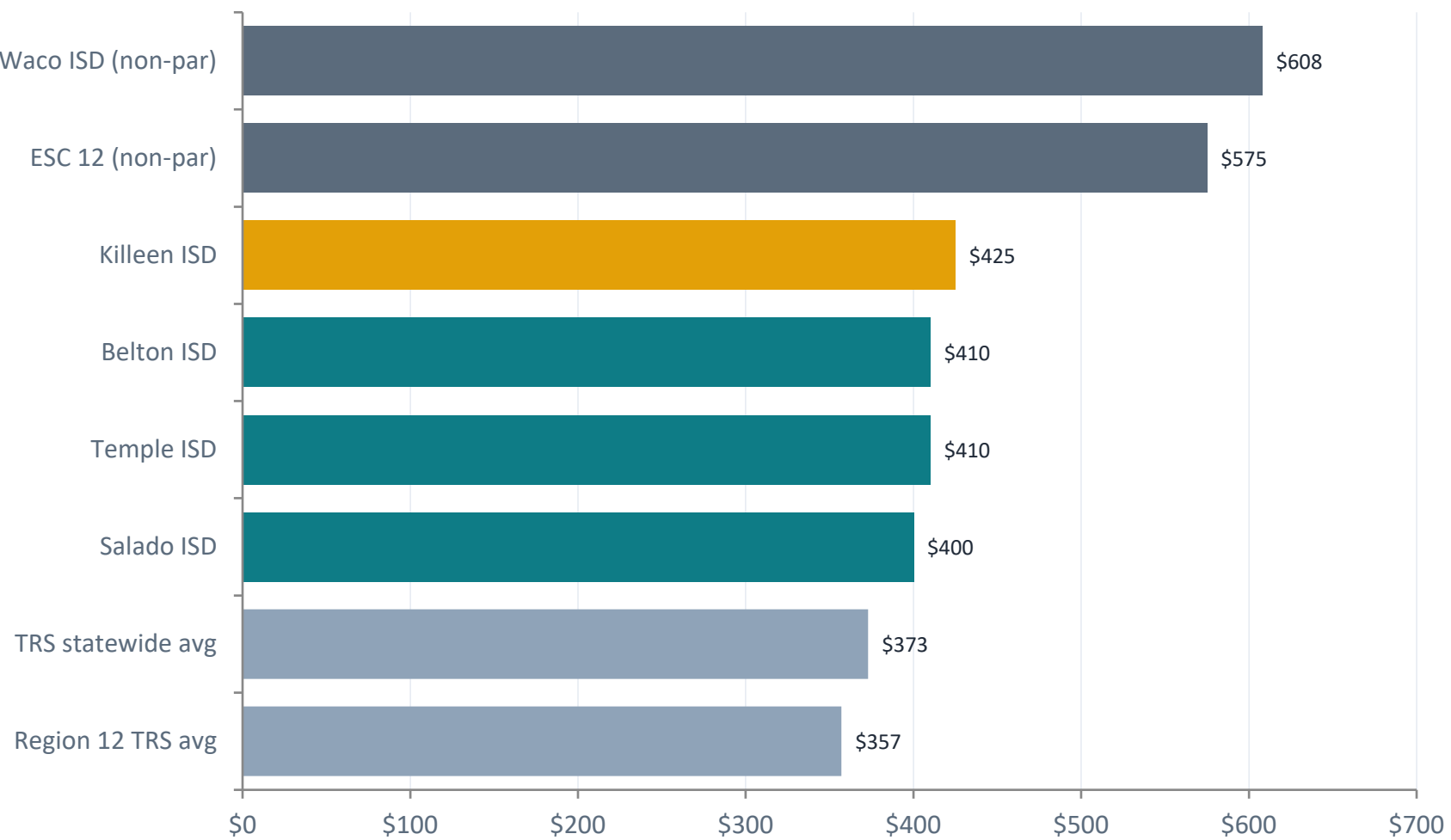
+\$52

Above TRS-ActiveCare statewide average
Statewide average: \$373 (FY2025)

KISD Employer Contribution (PEPM)



Employer Contribution vs. Peers (PY2026)



*Combined district + state: 2014 = \$288.40 + \$75; 2015–2019 = \$300 + \$75 (BKCW records). Peer figures from TRS Region 12 slide (PY2026); non-par = not in TRS-ActiveCare. Older comparison showed Copperas Cove \$446, Pflugerville \$435, Georgetown \$422 (not yet updated).

How the KISD Benefits Package Compares

vs. 9 Central Texas peers: Belton, Copperas Cove, Georgetown, Lampasas, Midway, Pflugerville, Salado, Temple, Waco ISDs

Where KISD leads



\$11.12/mo

District-paid dental

Only district of 10 contributing to dental



\$25,000

District-paid basic life

Highest of 10; peers \$10K–\$20K



\$2,400/yr

Cash in lieu of health (conditional)

Salado: \$900 credit; most peers none



Up to \$1M

Supplemental life (4x salary)

GI \$300K; peer maximums \$150K–\$500K



2 plans

Vision from \$5.96/mo

\$150/\$200 allowance every year



6 sessions

Employee Assistance Program

Counseling per issue; Belton offers 3



FINPATH financial awareness training Financial wellness education for all employees

Plus a full menu of voluntary, employee-paid coverage

Short-term disability

Long-term disability

Accident

Hospital indemnity

Critical illness

Cancer



Opportunities

TRS rates are outpacing employer contributions

+9.4%

TRS rate increase, 2026–27

\$0

Change in district contribution

Increases are averaging ~10%/yr, as forecast at the 2023 move to TRS. Employees absorb the full 2026–27 increase (Primary+ EE-only +\$56/mo). District contribution up 6.25% total since 2024.

Emergency / medical transport

Not offered today; 6 of 9 peers offer a plan

Sources: District Benefit Comparison (BKCW, date not stated); TRS Region 12 rates from May 2026 KISD board benefits update.

Staffing



Key Actions:

- 1. Within three years, increase the number of campuses with fully staffed teaching positions at the beginning of the school year by 20%.**
- 2. Within three years, 95% of all KISD teachers will be certified.**
- 3. Within three years, 90% of all campus-based special education positions will be filled.**

Drew Holloway

Business Head

Manager



Fully Staffed Campuses

Key Action 1

Retention Rates:

1. Retention Rate for teachers for 26-27 was just under 86%
2. Highest retention rate was for librarians (90%)
3. Lowest retention rate was for nurses (67%)

Fully Staffed Campuses on First Day (Teachers)

Seven – Pathways, Skipcha, Saegert, Pershing Park, Haynes, Cedar Valley, Alice Douse

Teacher Staffing Rates for First Instructional Day of 26-27:

Elementary – 96% (1% improvement over 25-26)
Middle School – 93% (3% improvement over 25-26)
High School – 96% (2% improvement over 25-26)

Total – 95% (1% improvement over 25-26)

**Total Campus Position Fill Rate – 92%
(1% improvement)**

Certified Teachers

Key Action 2



Instructors

- 155 Instructors hired as of September 2026
- Just under 6% of teachers are instructors



Current KISD Teacher Pipelines

Visiting International Teacher

- 37 Visiting International Teachers
- 9 began 2026-2027 school year

KISD Teach

- 43 Teacher Associates
 - Partnership with Teachworthy and Indiana Wesleyan University
 - 19 participants have earned bachelor degrees to date

Teacher Resident Program

- 8 TAMUCT Teacher Residents (7 Elementary and 1 Middle)
- 1 will graduate in December
- UMHB added as a partner for the 2027-2028 school year





Future Teacher Development

Killeen Teacher Apprenticeship Program (KTAP)

Employees remain in the paraprofessional role

- Multi-step selection process (137 Applicants)
- 32 Apprentices (10 of which are new hires)
- Ongoing support from a coach with specific training events through the year
- Partnership with edwell
- TEA funding





Professional Development

Key Actions:

- 1. Provide opportunities for all staff to grow professionally and fill critical positions**
- 2. Develop campus professionals to fill leadership positions**



Killeen ISD Leadership Development

ASPIRE Principal Academy –
Developing Assistant Principals

Emergent Leader Academy –
Developing Teacher Leaders



LEADERSHIP DEVELOPMENT FRAMEWORK

Five interconnected components

A shared development model across both leadership academies





ASPIRE Principal Academy

Aspiring School Principals' Instructional Readiness Experience

The **ASPIRE Principal Academy** prepares high-performing assistant principals and principal-certified leaders for the principalship through practice-based learning, coaching, and job-embedded leadership experiences. Supervisors play an important role by supporting participants as they apply each session's learning on their campuses.



ASPIRE Principal Academy

- 20 applicants were selected for the 2026-2027 school year
- Information Flyer was sent to all employees interested in the Academy
- Applicants provided information about their leadership experience, career aspirations and area of strengths
- Principal Recommendation
- Standardized Candidate Review Process by Committee

The committee's goal was to ask:

Based on the evidence, who demonstrates the leadership potential, readiness, and capacity for growth that makes the right time for participation in the ASPIRE Principal Academy?



ASPIRE PRINCIPAL ACADEMY

Assistant Principal → Principal | Schoolwide leadership readiness

01 Principal Identity	Principal mindset, leadership strengths, growth goals, leadership philosophy and entry planning.
02 Instructional Improvement	Instructional leadership walks, data story, school improvement strategy and evidence of impact.
03 People and Culture	Culture/climate reflection, staff development plan and coaching/development reflection.
04 Operational Decisions	Campus operations, school law/finance/ethics and principal decision-making case studies.
05 Readiness Demonstration	Coached campus visits, leadership portfolio, school improvement plan and principal-readiness capstone.

OUTCOME • Evidence of principal-level judgment, instructional leadership and schoolwide readiness



Emergent Leaders Academy

The **Killeen ISD Emergent Leaders Academy** is designed to identify and develop educators with strong leadership potential. Through professional learning, mentorship, and hands-on experiences, participants strengthen their leadership skills and prepare for future leadership opportunities while supporting student success and district growth.





Emergent Leaders Academy

Multi-Measure Evaluation Process

- Information Flyer was sent to all employees interested in the Academy
- 20 applicants chosen for first cohort
- Applicants were evaluated using a proposed 100-point scoring framework that incorporated five measures
- These measures allow the committee to consider instructional effectiveness, demonstrated leadership behaviors, professional performance, initiatives, collaboration, and readiness for future leadership responsibilities.



EMERGENT LEADERS ACADEMY

Teacher → Instructional Leader | Job-embedded leadership pathway

01 Leadership Identity	Leadership strengths inventory, professional growth goals, reflection and accountability.
02 Instructional Leadership	Campus learning walks, instructional practice analysis, student-data snapshots and responses.
03 Coaching and Collaboration	Coaching reflection, professional learning experience, team leadership and stakeholder engagement.
04 Authentic Application	Campus visits with coaching, instructional action steps and a one-page strategic action plan.
05 Evidence of Growth	Leadership portfolio, beginning/end-of-year reflections and capstone presentation.

OUTCOME • Stronger teacher leadership capacity and readiness for instructional leadership roles



Killeen ISD Leadership Development

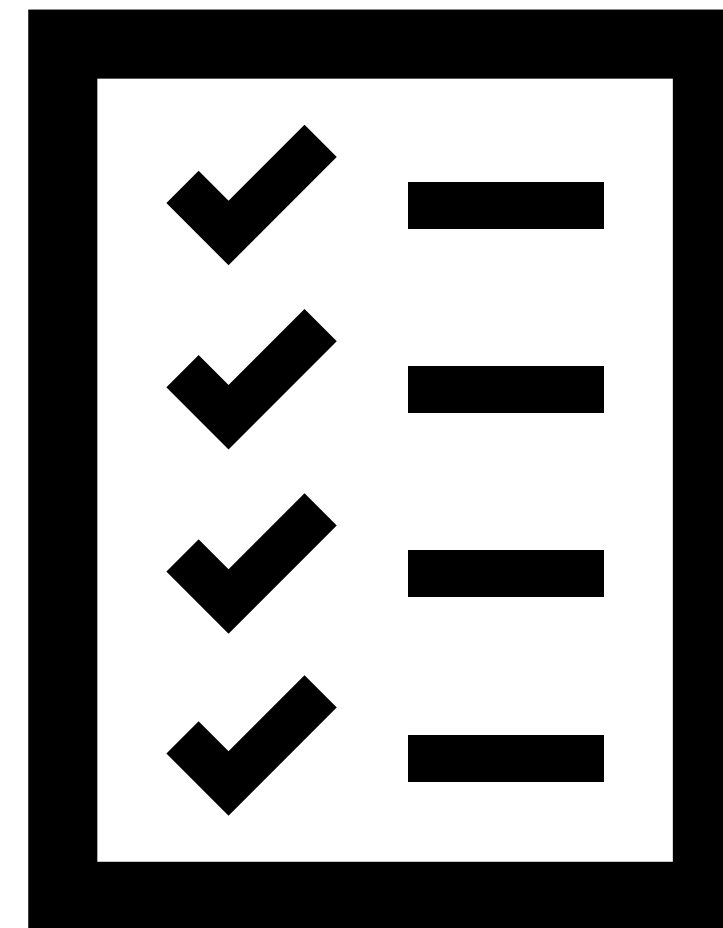
Killeen Independent School District Commitment

Killeen ISD is committed to building a strong internal leadership pipeline by providing educators with meaningful opportunities for professional growth and leadership development



Evaluation

- Key Actions
 - The district will design a performance scorecard incorporating T-TESS for teachers and T-PESS for administration as part of its strategic compensation system
 - All non-campus employees will be provided a standard evaluation system





QUESTIONS?

