

Killeen Independent School District

Board of Trustees Meeting Minutes, Workshop Meeting October 6, 2026, at 5 p.m. in the Killeen ISD Boardroom

Board Members Present

- Oliver Mintz, Vice President (joined the meeting at 5:33 p.m.)
- Brenda Adams, Secretary
- Marvin Rainwater, Member
- Tina Capito, Member
- Susan Jones, Member
- **Board Member Absent:** Brett E. Williams, President and Rodney Gilchrist, Member

Quorum: Established

Call to Order

The meeting of the Killeen Independent School District Board of Trustees was called to order by President Brett E. Williams at 5 p.m.

The meeting was recorded and streamed publicly.

Agenda Item 1: Public Forum

No members of the public signed up to speak during the forum.

Agenda Item 2: Closed Session

The Board entered closed session at **5:03 p.m.** for:

2A. Consultation with the District's Legal Counsel regarding Pending Litigation, a Settlement Offer, or other Issues Confidential under the Attorney-Client Privilege (Texas Government Code 551.071).

2B. Deliberate the Purchase, Exchange, Lease, or Value of Real Property (Texas Government Code 551.072).

2C. Deliberate the Appointment, Employment, Evaluation, Reassignment, Duties, Discipline, or Dismissal of a Public Officer or Employee
(Texas Government Code 551.074).

2E. Deliberate a Matter Regarding a Public School Student in which Personally Identifiable Information About the Student will Necessarily be Revealed
(Texas Government Code 551.0821).

No action was taken in closed session.

The Board reconvened in Open Session at **5:32 p.m.**

Secretary Brenda Adams called to move forward to Agenda item 4F

Agenda Item 4: Information Items for Discussion

4F. Discussion of Financial Integrity Rating System of Texas (FIRST) Rating Report and Public Hearing

Presenter: Kallen Vaden

Ms. Vaden presented the annual Financial Integrity Rating System of Texas (FIRST) report, which evaluates the quality of financial management, financial accountability, and the appropriate use of resources for instructional purposes. The presentation outlined the 21 performance indicators used to determine the District's financial rating, including critical financial requirements, solvency measures, and financial management competencies. It was reported that the District maintained 121 days of cash on hand, exceeding the local policy requirement of three months of operating expenses, while long-term liabilities represented approximately 31 percent of total assets, well below the 60 percent benchmark. The District also satisfied requirements related to staffing ratios, enrollment projections, timely financial obligations, internal controls, and compliance with applicable laws and regulations. Based on audited financial information for the 2024–2025 fiscal year, Killeen Independent School District earned a perfect score of 100 points, resulting in an A rating and demonstrating the District's strong financial management and fiscal responsibility. The presentation concluded with an overview of the five required management disclosures, including reimbursements, outside compensation, gifts, business transactions involving Board members, and the Superintendent's contract.

Secretary Brenda Adams announces at 5:35 p.m. that Vice President Mintz will now preside over the remainder of the meeting

4F. Public Hearing Regarding the Financial Integrity Rating System of Texas (FIRST) Rating Report

The public hearing was opened and closed with no citizen comments submitted.

Vice President Mintz called to move forward to Agenda item 4G, 4H, and 5A

4G. Discussion of Quarterly and Annual Investment Reports for the Period Ending August 31, 2026

Presenter: Kallen Vaden

Ms. Vaden presented the District's quarterly and annual investment reports for the period ending August 31, 2026, reporting a total investment portfolio of approximately \$313 million, reflecting a \$66 million decrease attributed to seasonal reductions in property tax collections and state funding during the summer months. She reported that the District earned approximately \$3.2 million in quarterly interest income and concluded the fiscal year with more than \$13 million in investment earnings, exceeding the budgeted \$11 million by approximately \$2 million, or 18 percent. Ms. Vaden explained that the District's investment portfolio consisted primarily of highly liquid investment pools, along with U.S. government and agency securities, and emphasized that all investment decisions continued to prioritize safety, liquidity, and yield in accordance with Board policy. She further reviewed the District's average investment balances, maturity schedules, and portfolio composition, noting that investment levels remained generally consistent with the previous year.

4H. Discussion of Cooperative Purchasing Management Fees Report for School Year 2025-2026

Presenter: Kallen Vaden

Ms. Vaden presented the Cooperative Purchasing Management Fees Report for the 2025–2026 school year, explaining that the Texas Education Code requires school districts to annually disclose contract-related fees, including management fees, associated with cooperative purchasing agreements during an open meeting of the Board of Trustees. She reported that the District participates in several cooperative purchasing programs, most of which have no membership fees, with the exceptions of the State of Texas Cooperative Purchasing Program and the Central Texas Purchasing Alliance, which require annual membership fees of \$100 and \$150, respectively. During Board discussion, Trustee Marvin Rainwater inquired about additional fees associated with previous school bus purchases through cooperative purchasing programs, and Ms. Vaden clarified that an approximately \$800 fee was specifically associated with school buses purchased through BuyBoard.

Agenda Item 5: Consent Agenda

5A. Receive and Approve Minutes for September 15, 2026, Workshop Meeting

- **Motion:** Brenda Adams
- **Second:** Tina Capito
- **Vote:** 4-0-1-2
 - **For:** Oliver Mintz, Brenda Adams, Marvin Rainwater, Tina Capito
 - **Against:** None
 - **Abstained:** Susan M. Jones
 - **Absent:** Brett E. Williams and Rodney Gilchrist

Vice President Mintz called for a recess at 5:51 p.m.

The Board reconvened from recess at **6:00 p.m.**

Vice President Mintz called to move back in the Agenda to item 3 and continue according to the posted agenda

Agenda Item 3: Public Forum (Continuation of 5:00 pm Public Forum)

Speaker: Joseph Baez

Mr. Baez of Harker Heights addressed the Board of Trustees regarding concerns with the Senate Bill 1882 partnership between Killeen Independent School District and Third Future Schools for the operation of Manor Middle School. He questioned the Board's decision to approve the partnership, expressing his belief that District leadership had failed to provide the necessary support for the campus and had shifted responsibility and accountability to Third Future Schools. Mr. Baez referenced enrollment projections, noting that the campus had an actual enrollment of 367 students compared to a projected enrollment of 589, and raised concerns regarding student recruitment efforts and the additional state funding associated with the partnership. He further questioned Third Future Schools' record of improving student achievement, citing accountability ratings at other campuses and alleging concerns regarding the organization's previous contractual commitments with Beaumont Independent School District and Austin Independent School District. Mr. Baez concluded by challenging the District's characterization of Third Future Schools as a proven school turnaround partner and emphasizing the importance of accountability, transparency, and measurable improvements in student academic performance.

Agenda Item 4: Information Items for Discussion

4A. Third Future Schools Interim Brief

Presenter: Scott Hequembourg

Mr. Hequembourg presented an interim update regarding Third Future Schools, addressing enrollment, contractual obligations, financial arrangements, campus operations, and performance expectations at Manor Middle School. He reported that current enrollment stood at 366 students, below initial projections, while the campus maintained an average daily attendance rate of approximately 94 percent, exceeding the budgeted rate of 92 percent. He clarified that Third Future Schools serves as the legal employer of campus personnel, manages daily instructional operations, and operates under a three-year contract subject to annual performance evaluations by the District. Mr. Hequembourg further explained that the District retains responsibility for facility maintenance and certain support services, with Third Future Schools reimbursing the District for applicable contracted services. Superintendent Zach Craddock provided an instructional update, expressing confidence in the campus's strong start to the school year and highlighting positive classroom observations, student engagement, and the quality of student writing. He reported that the campus had completed 207 formal classroom observations and that the academic growth target had been increased to two years of growth on the NWEA MAP assessment. In response to trustees' concerns regarding declining enrollment and financial stability, Mr. Craddock explained that staffing adjustments, including the reduction of eight positions, had been implemented to maintain a balanced campus budget. Trustees also requested clarification regarding purchased services, including nursing, custodial support, transportation, school security, and student information systems, which were discussed as part of the financial and operational agreement. Additional discussion addressed communication with families regarding differences between the Third Future Schools academic calendar and the District's calendar, particularly during upcoming school holidays and breaks. Mr. Craddock assured the Board that campus leadership would communicate schedule changes through multiple channels and reiterated Third Future Schools' commitment to maintaining strong instructional practices, responsible financial management, and continued student academic growth.

4B. Report on Systems of Great Schools (SGS) - Killeen ISD Quality Seats Analysis

Presenter: Dr. Donald Stewart

Dr. Stewart presented the Killeen Independent School District Quality Seats Analysis as part of the Systems of Great Schools initiative, highlighting several months of collaborative work involving District leadership, campus administrators, and the MGT consulting group. He explained that the initiative provides opportunities to examine innovative educational models, strengthen instructional practices, and identify strategies to improve student achievement across the District. Dr. Stewart outlined the District's North Star Goal of having 80 percent of students enrolled in A- or B-rated campuses by 2030, with no students attending D- or F-rated campuses. He reported that approximately 47.8 percent of students currently attend A- or B-rated campuses, emphasizing the importance of improving existing campuses rather than simply relocating students to higher-performing schools. The analysis identified approximately 15,000 available seats across District facilities, presenting opportunities to evaluate building capacity, declining enrollment, and the efficient utilization of educational resources. Dr. Stewart identified several areas requiring continued attention, including kindergarten readiness, middle school mathematics, campus performance consistency, college, career, and military readiness,

and graduation rates. He noted that although the District has experienced improvements in STAAR performance, middle school mathematics remains a significant instructional priority requiring additional monitoring and targeted intervention. The presentation further examined campus performance trends, identifying schools demonstrating sustained achievement, improvement, declining performance, persistent underperformance, or stagnant academic results. Dr. Stewart explained that the District is developing differentiated support systems designed to address individual campus needs while strengthening instructional leadership and ensuring that improvement strategies produce measurable results. Board members discussed the importance of teacher effectiveness, instructional capacity, campus overcrowding, and the potential impact of student reassignment or rezoning on educational outcomes. Additional discussion focused on the Teacher Incentive Allotment program, particularly concerns regarding the alignment between teacher designations, student academic growth, and campus accountability ratings. Dr. Davis and Dr. Stewart acknowledged the need to evaluate existing incentive criteria and explore opportunities to strategically place highly effective teachers at campuses requiring additional instructional support. He also shared feedback obtained through community engagement sessions, during which families emphasized equitable access to academic programs, quality early childhood education, transportation services, and improved communication regarding student learning opportunities. Trustees expressed appreciation for the comprehensive analysis while emphasizing the importance of responsible facility planning, strategic staffing decisions, teacher retention, and the long-term sustainability of academic improvements. Dr. Stewart concluded by reaffirming the District's commitment to using data, community feedback, and proven educational practices to guide future decisions and advance the goal of providing high-quality educational opportunities for all students.

4C. Board Update - Goal 1 - Student Success

Presenter: Dr. Donald Stewart, Dr. Jo-Lynette Crayton, Dr. Susan Buckley, Dr. Carrie Parker, and Dagmar Harris, Dr. Julie Sims, Mary Lynn Gawryszewski

Administration presented a Student Success Board Update addressing progress toward the Board's academic goals and the systems supporting instructional improvement. The presentation focused on strengthening Tier One instruction, improving early childhood literacy and numeracy, accelerating middle school achievement, and preparing students for postsecondary success. Administrators explained that targeted professional development, classroom walkthroughs, and timely instructional feedback are central to the District's improvement efforts. Staff reported that approximately 91% of staff participated in the August job-alike professional development sessions, with additional required sessions scheduled throughout the school year. Staff described content-specific learning sequences, optional training opportunities, makeup sessions, and induction supports designed to meet the needs of both experienced and new teachers. Trustees asked whether professional learning could be more intentionally aligned to teacher assignments and whether participation could eventually be connected to student achievement outcomes. Administrators acknowledged that sufficient assessment data were not yet available to establish a relationship between training participation and student performance, but indicated that further analysis could be explored as the year progressed. Trustees also discussed the challenges of after-school participation and the potential value of self-paced learning and campus-based professional development. Administrators reported 4,906 campus administrator walkthroughs

during the initial reporting period, with average weekly walkthrough totals remaining below the district's expectation of eight per administrator. The district is also monitoring the timeliness of written feedback and expects three coaching conversations annually for each teacher. Under the expanded Wednesday Walks initiative, district teams had visited 29 campuses and observed approximately 300 classrooms involving more than 5,500 students. Administrators reported that 91% of observed students were engaged in their assigned learning activities and identified positive classroom culture and use of instructional materials as strengths. Areas for continued improvement included structured student-to-student academic discourse, more purposeful checks for understanding, and consistent use of language objectives. Trustees emphasized that district walkthroughs should identify systemwide instructional patterns, guide campus leadership, and build capacity rather than function as individual teacher evaluations. For early childhood achievement, administrators reviewed annual literacy and numeracy targets and explained differences between the CIRCLE assessment for prekindergarten and MAP assessments for older students. They noted that prekindergarten students were expected to make substantial gains during the year, while several kindergarten through second-grade measures were already approaching annual targets. The discussion of elementary and middle school achievement highlighted the need for stronger mathematics performance, including the elementary mathematics redesign and secondary double-block instruction. Administrators indicated that subsequent benchmark and progress-monitoring results would be shared with the Board to evaluate movement toward the District's goals. The District also introduced a campus tiering framework that uses multiple academic, instructional, leadership, climate, operational, and staffing indicators to assign universal, targeted, or intensive support according to campus needs. Trustees expressed support for data-informed accountability while emphasizing sustainability, principal well-being, responsive campus assistance, and the importance of motivating students through goal setting and recognition of their progress.

4D. Discussion of District, Campus, and Local Improvement Plans for the 2026-2027 School Year

Presenter: Christianne Shinn and Dawn Sills

Ms. Shinn presented an overview of the District, Campus, and Local Improvement Plans for the 2026–2027 school year, emphasizing the continuous improvement process used to align instructional strategies with the Board's adopted goals and priorities. The presentation explained that improvement planning is an annual, collaborative, data-driven process incorporating student performance results, comprehensive needs assessments, stakeholder feedback, and ongoing evaluations to guide district and campus decisions. Ms. Shinn highlighted four primary areas of focus: academic achievement and student success, recruitment and retention of qualified personnel, financial stewardship, and safety and security. Although district and campus improvement plans share common goals, individual campuses develop specific objectives and strategies based on their unique student populations and identified needs. The Board was informed that ten Killeen ISD campuses are required to incorporate Local Improvement Plan strategies into their Campus Improvement Plans based on state or federal accountability criteria. Ms. Sills explained the identification requirements for campuses needing

additional support, including state accountability ratings and federal performance measures for specific student groups, and outlined the criteria for exiting improvement status. During the discussion, Trustee Marvin Rainwater requested clarification regarding federal identification requirements for campuses such as Pathways and Roy J. Smith, and Ms. Sills explained that federal designations are determined by student group performance rather than overall campus accountability ratings. Administration requested that the improvement plans be placed on the consent agenda for the October 27th Board meeting.

Vice President Mintz called for a recess at 8:12 p.m.

The Board reconvened from recess at **8:22 p.m.**

4E. Discussion of Bilingual and English as a Second Language Program Annual Review

Presenter: Eli Lopez

Ms. Lopez presented the annual evaluation of the Bilingual and English as a Second Language (ESL) programs for the 2025–2026 school year, as required by the Texas Education Code and Texas Administrative Code. The presentation highlighted the District's diverse student population, representing more than 89 languages, and reviewed the instructional models designed to support emergent bilingual students, including dual language, transitional bilingual late exit, and ESL programs. Ms. Lopez reported that the District served 5,266 emergent bilingual students, including 1,347 students enrolled in bilingual programs and more than 3,000 participating in ESL programs. Student performance data from the Texas English Language Proficiency Assessment System (TELPAS) and State of Texas Assessments of Academic Readiness (STAAR) reflected continued academic progress, including improvements in reading performance and English language proficiency. Ms. Lopez further reported that 415 students successfully met the requirements for reclassification during the 2025–2026 school year, with continued academic monitoring and additional instructional support provided as needed. During the discussion, a Board member requested information regarding the long-term academic success of previously reclassified students, and Ms. Lopez explained that these students continue to be monitored and have demonstrated strong academic performance, including outperforming native English-speaking peers on certain assessments. She also addressed teacher certification requirements, noting that ESL certification waivers decreased from 178 to 141, while the District continued providing certification preparation, reimbursement opportunities, and professional development to strengthen instructional support. Additional professional learning opportunities were highlighted, including training in language objectives, instructional accommodations, newcomer support, and bilingual education strategies to ensure teachers across all content areas are equipped to serve emergent bilingual students. Ms. Lopez concluded by recognizing the accomplishments of emergent bilingual students in industry-based certifications, Advanced Placement and dual credit coursework, and College Board recognition programs, emphasizing the District's commitment to expanding academic and career opportunities for all students.

Agenda Item 6: Action Items for Consideration

6A. Consideration of the Engineer Contract for Fiscal Year 2027 Roofing Life Cycle Replacement Capital Improvement Project

Presenter: Adam Rich

Mr. Rich presented the proposed Fiscal Year 2027 Roofing Lifecycle Replacement Capital Improvement Project, recommending roof replacements at the Harker Heights High School field house and auditorium and the Audie Murphy Middle School gymnasium based on facility assessments and identified maintenance needs. Mr. Rich recommended approval of a \$169,800 proposal from Engineered Exteriors, LLC, for design and engineering services, with a total project budget of \$2,012,030 funded through Capital Improvement Project funds and construction anticipated to begin in May 2027, with substantial completion scheduled for July 30, 2027.

- **Motion:** Tina Capito
 - **Second:** Marvin Rainwater
 - **Vote:** 5-0-0-2
 - **For:** Oliver Mintz, Brenda Adams, Susan M. Jones, Marvin Rainwater, Tina Capito
 - **Against:** None
 - **Abstained:** None
 - **Absent:** Brett E. Williams and Rodney Gilchrist
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6B. Consideration Regarding Early College High School Lease Agreement with Fort Hood

Presenter: Adam Rich

Mr. Rich presented the proposed 25-year lease agreement between Killeen ISD and the Department of the Army for approximately 30.3 acres associated with Early College High School at Fort Hood, effective September 1, 2026, through August 31, 2051. The agreement maintains substantially the same termination and property restoration provisions as the previous lease while removing the Fort Hood Stadium locker room facilities, which are no longer needed for District operations and may consequently be removed from the District's property insurance coverage.

- **Motion:** Brenda Adams
- **Second:** Tina Capito
- **Vote:** 4-1-0-2
 - **For:** Oliver Mintz, Brenda Adams, Susan M. Jones, Tina Capito
 - **Against:** Marvin Rainwater

- **Abstained:** None
- **Absent:** Brett E. Williams and Rodney Gilchrist

Agenda Item 7: Discussion of Future Board Meeting Agendas and Trustee Remarks

No Comments

Agenda Item 8: Adjournment

The meeting was adjourned.

- **Motion:** Tina Capito
- **Second:** Brenda Adams
- **Vote:** 5-0-0-2
 - **For:** Oliver Mintz, Brenda Adams, Susan M. Jones, Marvin Rainwater, Tina Capito
 - **Against:** None
 - **Abstained:** None
 - **Absent:** Brett E. Williams and Rodney Gilchrist

There being no further business, the meeting adjourned at **8:43 p.m.**

Signatures

Oliver Mintz

Board Vice President

Brenda Adams

Board Secretary
