

Killeen Elementary School



Liberty Hill Middle School

Killeen Independent School District

Board Action Item

2026–27 Targeted Improvement Plans

Killeen Elementary School & Liberty Hill Middle School

Comprehensive Support and Improvement (CSI) Campuses

PRESENTERS

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Presentation Overview

Both campuses follow the same structure so the Board can compare plans side by side.

Identification Data	Capacity Building	Milestones & Monitoring	Board Action
Section 1	Section 2	Section 3	Section 4
Accountability results that led to CSI identification for each campus	Curriculum, assessment, Professional Learning Communities, and coaching for teachers and leaders	Effective Schools Framework critical priorities, milestones, performance management, goals, and exit criteria	Approval of the Targeted Improvement Plans for both campuses

Full plans available: The complete Targeted Improvement Plans for both campuses were posted in advance of this meeting for the Board's review.

Killeen Independent School District

Section 1

Identification Data

Why Killeen Elementary School and Liberty Hill Middle School were identified for Comprehensive Support and Improvement in 2026.

IN THIS SECTION

- **Killeen Elementary School** 2026 Accountability Rating
- **Liberty Hill Middle School** 2026 Accountability Rating
- **Both campuses** Exiting Comprehensive Support and Improvement

Killeen Elementary School: 2026 Accountability Rating

Texas Education Agency rates every campus overall and across three domains. Killeen Elementary's overall rating is an F this year, driven by both School Achievement and Closing the Gaps.

OVERALL

F

Scaled Score: 58

F	**Student Achievement**	Scaled: 56	*0% of rating*

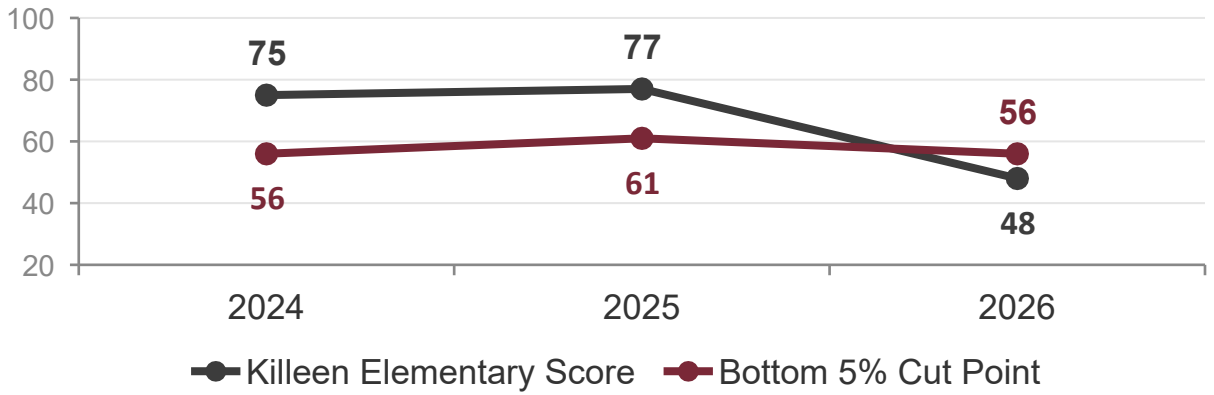
State of Texas Assessments of Academic Readiness Performance: component 30, scaled 56

D	**School Progress**	Scaled: 62	*70% of rating*

Academic Growth: 62 (D) ✓ higher score used • Relative Performance: 58 (F)

F	**Closing the Gaps**	Scaled: 48	*30% of rating — drove the identification*

The Bottom 5% Cut Point – Closing the Gaps



Our score dropped from 77 (2025) to 48 (2026), falling below the cut point of 56 for the first time in three years — triggering Comprehensive Support and Improvement identification.

Due to the overall rating of an F, Killeen has one year of unacceptable performance which would trigger a Targeted Improvement Plan even if the campus was not identified as Comprehensive Support and Improvement.

Liberty Hill Middle School: 2026 Accountability Rating

Texas Education Agency rates every campus overall and across three domains. Liberty Hill's overall rating dropped to a D this year, driven mainly by Closing the Gaps.

OVERALL

D

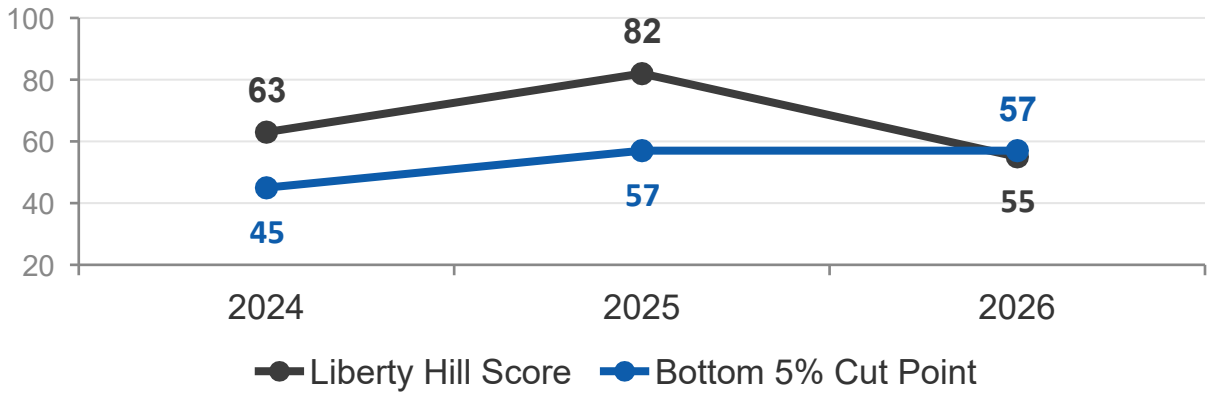
Scaled Score: 65

D	**Student Achievement**	Scaled: 69	*70% of rating*
D	**School Progress**	Scaled: 66	*0% of rating*

Academic Growth: 58 (F) • Relative Performance: 66 (D) ✓ higher score used

F	**Closing the Gaps**	Scaled: 55	*30% of rating — drove the identification*

The Bottom 5% Cut Point – Closing the Gaps



Our score dropped from 82 (2025) to 55 (2026), falling just below the cut point of 57 — triggering Comprehensive Support and Improvement identification for low performance.

What It Takes to Exit Comprehensive Support and Improvement

A campus identified for low performance must meet both conditions for two consecutive years.

1

Rank above the bottom 5%

Not rank in the bottom 5% of Closing the Gaps for its school type, two years in a row.

2

Beat the identification score

By the end of the second year, earn a Closing the Gaps scaled score higher than at identification.

Campus	Closing the Gaps Score at Identification	2026 Bottom 5% Cut Point
Killeen Elementary School	48	56
Liberty Hill Middle School	55	57

Texas Education Agency recalculates the bottom 5% cut point each year by school type.

Killeen Elementary will need to be a C or above to break the unacceptable years of performance. This is an additional layer for this campus.

If a Campus Does Not Exit

The campus faces escalating intervention, including the requirement to develop and implement a Turnaround Plan.

Killeen Independent School District

Section 2

Capacity Building

High-quality instructional materials, collaborative planning, and job-embedded coaching for teachers and leaders.

IN THIS SECTION

- **Both campuses** Shared Foundation
- **Killeen Elementary School** Curriculum & Capacity Building
- **Liberty Hill Middle School** Curriculum & Capacity Building

Shared Foundation Across Both Campuses

Both plans follow the Intensive Curriculum & Instruction Improvements strategy, developed with Education Service Center Region 12.

High-Quality Instructional Materials

District-adopted High-Quality Instructional Materials held constant all year for a stable foundation.

District Professional Learning Community Protocol

Teams unpack Texas Essential Knowledge and Skills; internalize, annotate, and rehearse lessons; analyze quantitative and qualitative data, and plan reteach.

Observation & Feedback

At least 6 walkthroughs and 2 coaching sessions per teacher each year; feedback within 48 hours. Specific support provided to teachers based upon tiers.

Leadership Development

Weekly principal coaching from the Executive Director of Schools; Relay Leverage Leadership training for administrators and select teachers.

Calibration

Monthly Instructional Leadership Team calibration walks keep expectations and feedback consistent.

Special Populations

Job-embedded support on accommodations, language supports, and inclusive practices for Special Education, Emergent Bilingual, and Section 504.

Killeen Elementary School: Curriculum & Capacity Building

Curriculum & Instruction

- K–5 High-Quality Instructional Materials: i-Ready Classrooms, Savvas Reading Language Arts, Benchmark Phonics, Houghton Mifflin Harcourt Science
- Math: 450 minutes/week (K–5)
- Reading & Language Arts: 700 minute/week (K–3); 525 minutes/week (4–5)
- Support checks, 9-week progress checks and benchmarks
- Weekly 110-minute grade-level Professional Learning Communities with the district planning protocol

Capacity Building

- Weekly job-embedded coaching for the Principal
- Monthly walkthroughs for Tier I teachers; weekly–biweekly walkthroughs for Tier 2 –3 teachers
- Coaching and individualized support for all teachers, and mentoring for novice teachers
- 2 district instructional coaches (monolingual), and 1 biliteracy learning specialist (dual language).
- Executive Coaching from Steenport Leadership Coaching for Principal and Executive Director of Schools

Killeen Elementary uses grade-level, high-quality instructional materials paired with differentiated coaching.

Liberty Hill Middle School: Curriculum & Capacity Building

Curriculum & Instruction

- 6–8 High-Quality Instructional Materials: i-Ready Math Classrooms, Savvas Reading Language Arts & Science
- 450 minutes/week for 6th and 7th Grade Reading Language Arts & Math; 225 minutes/week 8th Grade Reading Language Arts & Math, and 6-8th Science & Social Studies
- Weekly warm-ups plus, progress checks and 9-week benchmarks aligned to the State of Texas Assessments of Academic Readiness
- Daily, five-day Professional Learning Community cycle: plan, internalize, rehearse, analyze data, reflect

Capacity Building

- Weekly 1 on 1 coaching for the Principal from the Executive Director of Schools.
- 8+ classroom walkthroughs/week; every teacher gets 6 walkthroughs + 2 coaching walks/year. Monthly for Tier 1 teachers, and weekly/bi-weekly for Tier 2-3 teachers.
- Feedback within 48 hours; monthly leadership calibration walks
- Two District Instructional Coaches (one Reading Language Arts, one math).
- Extra coaching and targeted training for teachers needing more support, focusing on novice or developing teachers

Every Liberty Hill classroom uses grade-level, high-quality instructional materials paired with weekly, job-embedded coaching.

Killeen Independent School District

Section 3

Milestones & Performance Monitoring

What each campus will accomplish this year and how progress is monitored along the way.

IN THIS SECTION

- **Both campuses** Effective Schools Framework Critical Priorities
- **Killeen Elementary School** Milestones
- **Killeen Elementary School** Performance Management
- **Liberty Hill Middle School** Milestones
- **Liberty Hill Middle School** Performance Management

Milestones Built on the Effective Schools Framework Critical Priorities

The Texas Education Agency requires each plan to align with the four critical priorities for turnaround.

CRITICAL PRIORITY	ESSENTIAL ACTIONS	KILLEEN ELEMENTARY SCHOOL	LIBERTY HILL MIDDLE SCHOOL
Strategic Staffing & Instructional Leadership	Essential Action 2.1 Intentional Roles and Staffing Essential Action 5.1 Instructional Leadership	1	1, 7
Tightly Aligned Instructional Core & Managed Instruction	Essential Action 4.1 Multi-tiered Academic Experience Essential Action 4.2 Management of Curriculum Implementation	2, 3, 5, 9	2, 10
Quality Observation & Feedback	Essential Action 5.2 Instructional Planning for Effective Classroom Instruction	4, 8	3, 8
Supported Student Interventions & Data Tracking	Essential Action 4.1 Multi-tiered Academic Experience Essential Action 5.3 Data-Driven Instruction, Assessment Reflection, and Targeted Supports	6, 7, 10	4, 5, 6, 9

Numbers refer to each campus's milestones on the following slides.

Killeen Elementary School: Milestones

All 10 milestones Killeen Elementary will be completed this year to carry out this plan.

1. August 2026: Draft roles & responsibilities for campus leadership
2. August 2026: Train teachers trained on High-Quality Instructional Materials implementation usage
3. September 2026: Utilize a common data-analysis process in Professional Learning Communities
4. September 2026: Provide targeted intervention to identified students
5. October 2026: Conduct bi-monthly calibrated walkthroughs with campus leaders
6. October 2026: Provide tiered observation/feedback system; 8+ walkthroughs/week
7. November-December 2026: Differentiate intervention and acceleration systems
8. January 2027: Evaluate mid-year data and plan adjustments
9. April 2027: Final instructional monitoring cycle targeting a C (75) rating
10. July-August 2027: Review end-of-year data, strategically adjust staff placements and assign students accordingly

Killeen Elementary School: Performance Management

How district and campus leaders monitor progress and adjust support throughout the year.

Who Monitors

Weekly Principal / Executive Director of Schools check-ins reviewing data, barriers, and next steps.

How Often

Reviewed weekly (Instructional Leadership Team), monthly (district check-ins), and quarterly (Executive Leadership Team).

How Data Is Collected

Walkthrough trackers, Professional Learning Community and coaching artifacts, and assessment results, centralized in a weekly-updated milestone tracker.

How It's Shared

Weekly leadership summaries, monthly staff updates, and monthly family newsletters / quarterly engagement events.

Liberty Hill Middle School: Milestones

All 10 milestones Liberty Hill will be completed this year to carry out this plan.

1. September 2026: Launch instructional improvement framework aligned to 2027 targets
2. October 2026: Protected daily Professional Learning Communities in 100% of state-tested content areas
3. October 2026: Tiered observation/feedback system; 8+ walkthroughs/week
4. November 2026: Data-analysis and reteach process after every assessment
5. December 2026: Differentiated intervention, acceleration and enrichment system
6. January 2027: Targeted achievement plans for identified student groups
7. January 2027: Midyear program evaluation and plan adjustments
8. May 2027: Final instructional monitoring cycle targeting a B (81) rating
9. June 2027: Develop school year 27-28 Instructional Plan based on school year 26-27 end of year findings.
10. August 2027: Launch revised improvement plan and train staff.

Liberty Hill Middle School: Performance Management

How district and campus leaders monitor progress and adjust support throughout the year.

Who Monitors

Weekly Principal / Executive Director of Schools check-ins reviewing data, barriers, and next steps.

How Often

Reviewed weekly (Instructional Leadership Team), monthly (formal data meetings), and quarterly (district/Executive leadership).

How Data Is Collected

Walkthrough trackers, Professional Learning Community and coaching artifacts, and assessment results, centralized in a weekly-updated milestone tracker.

How It's Shared

Weekly leadership summaries, monthly district check-ins, quarterly presentations, and family updates via the Site-Based Decision-Making committee and newsletters.

This layered, weekly-to-quarterly cadence keeps every level of leadership focused on the same evidence and the same goals.

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Questions & Public Comment

2026–27 Targeted Improvement Plans

Consent Agenda Request

2026–27 Targeted Improvement Plans

Request: Place the 2026–27 Targeted Improvement Plans for Killeen Elementary School and Liberty Hill Middle School on the consent agenda for the November 10, 2026 Board meeting.

Killeen Elementary School

10 milestones from roles and High-Quality Instructional Materials training through end-of-year growth

Closing the Gaps score of 48 vs. cut point of 56 at identification

Liberty Hill Middle School

10 milestones, September 2026 through August 2027 focusing on high-quality instruction and student growth.

Closing the Gaps score of 55 vs. cut point of 57 at identification

The complete Targeted Improvement Plans for both campuses were posted for the Board's review prior to this presentation. Consent agenda action on November 10 comes ahead of the November 20, 2026 Targeted Improvement Plan submission date.

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Thank You

2026–27 Targeted Improvement Plans