



LEADERSHIP CFISD

Learn. Connect. Impact.

Kickoff Session

Tuesday, September 22, 2026 | 9:00 a.m. – 12:00 p.m. | MHAB
Conference Room A

Session Agenda & Overview

9:00 – 9:15 AM

Welcome & Session Overview

Brandy Baker, Chief of Staff

9:15 – 9:35 AM

Icebreaker: "CFISD By The Numbers"

Brandy Baker, Chief of Staff

9:35 – 10:15 AM

State of the District Address

Dr. Douglas Killian, Superintendent

10:15 – 10:30 AM

Executive Cabinet Introductions

District Leadership Team

10:30 – 10:40 AM

Networking & Stretch Break

Cohort Collaboration

10:40 – 11:00 AM

School Finance & Texas Realities

Karen Smith, CFO

11:00 – 11:10 AM

Long-Range Planning Framework

Matt Morgan, COO

11:10 – 11:20 AM

Connecting the Ballot: Election 2026

Dr. Douglas Killian, Superintendent

11:20 – 11:50 AM

VPAC Behind-the-Scenes Tour

Jermaine Goodwin, VPAC Director, Brandy Baker, Chief of Staff

11:50 – 12:00 PM

Debrief & Adjournment

Brandy Baker, Chief of Staff

Session Logistics & Housekeeping

Maximizing Our Time Together |



Restroom Facilities

CONTINUOUS ACCESS

Location: Out main doors and to the left.

Availability: Fully open across presentations and activities.



Submit Questions via QR Code

INTERACTIVE PORTAL

Real-Time Q&A: Scan your table QR code to submit questions.

Agenda Integrity: Protects session timing while recording all inquiries.



Table & Room Etiquette

TABLE STEWARDSHIP

Continuous Care: Please police your table workspace regularly.

Transition Cleanliness: Dispose of items prior to scheduled tours and at the end of session.



Cohort Engagement

ACTIVE PARTICIPATION

Collaborative Focus: Connect, collaborate, and share bold insights.

Campus Voice: Represent your campus or campus/community perspective actively.

Program Pillars: Learn, Connect, Impact



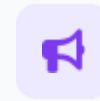
Learn

Develop deep knowledge and understanding of CFISD while gaining fresh perspectives on the complexity and inner operations of our district.



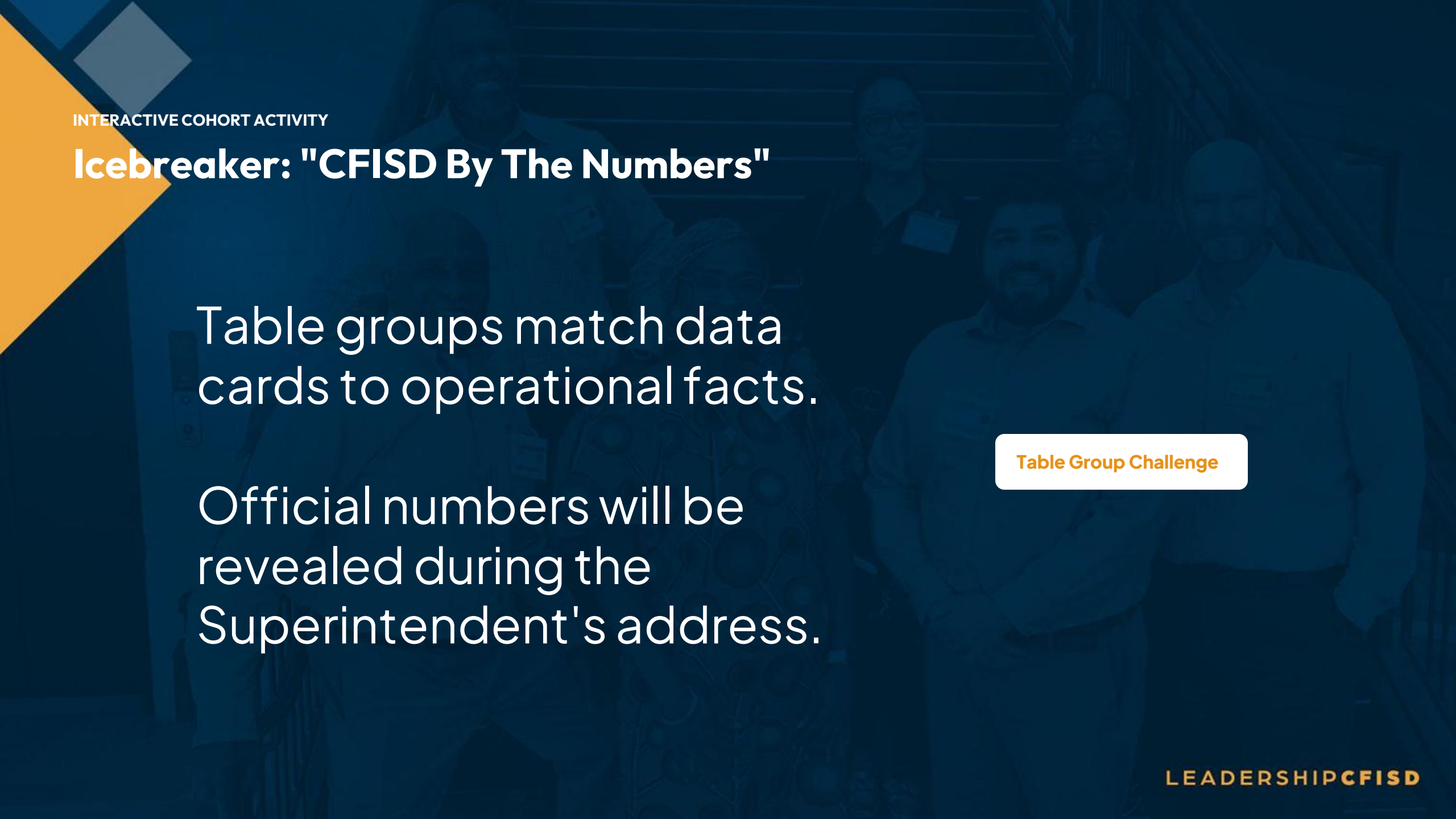
Connect

Interact and develop lasting relationships with district leaders, parents, and business and community partners.



Impact

Turn knowledge and connections into action—actively serving our district and fostering a legacy of community leadership.



INTERACTIVE COHORT ACTIVITY

Icebreaker: "CFISD By The Numbers"

Table groups match data cards to operational facts.

Official numbers will be revealed during the Superintendent's address.

Table Group Challenge

KEYNOTE PRESENTATION

State of the District Address



Dr. Douglas Killian
Superintendent of Schools

An in-depth briefing on Cypress-Fairbanks ISD opportunities, academic excellence and achievements.



Icebreaker Answer Reveal

Exact numbers and district scope.





STATE *of* THE DISTRICT



CYPRESS-FAIRBANKS ISD

— 2026-2027 —



Our **STUDENTS**

- **59%** economically disadvantaged
- **15%** special education
- **20%** emergent bilingual
- More than **100** languages spoken by CFISD students and families



de
Colorear
Las estrellas

Cuando coloreamos nosotros.....



nos quedamos en la
línea



lo llenar

Proceso de escritura

Writing Process



ACADEMIC *Achievement*

- 67 CFISD campuses earned an “A” or “B” accountability rating
- All 12 high schools earned an “A” or “B”
- 225 distinctions
- 1,000+ students earned National Merit and College Board recognition





GRADUATION *and* CAREER READINESS

- 9,000+ Class of 2026 graduates
- 918 College Academy candidates for graduation
- 16,000 industry certifications
- \$665,000 raised for student projects at the CFISD Livestock Show & Sale





Fine **ARTS**

- **51** TMEA All-State musicians
- **10** years as a Best Communities for Music Education
- **6** years as a Texas Art Education Association District of Distinction
- **3** years as a District of Distinction for Theatre Education





[Music]

STUDENT *Athletes*

- 4 UIL State champions:
 - Bridgeland HS Girls' Varsity Cross Country Team
 - Jackson Hartzler (Bridgeland HS)
 - Eguonome Akpobassa (Bridgeland HS)
 - Carrie Cresser (Jersey Village HS)





Our COMMUNITY

- **11,689** active volunteers
- **657** mentors
- **193 overall** partners, with **98** campuses & departments adopted
- **\$95,000** raised for student scholarships through the Superintendent's Fun Run







Financial **STEWARDSHIP**

- **24th** among **24** Houston-area districts in state and local funding
- **20%** Local Optional Homestead Exemption
- **\$1,450** fewer student expenditures than peer districts
- **1.7%** of CFISD's budget is administrative expenditures
- **24** years earning TEA Superior Achievement Schools **FIRST** rating

WHERE WE GO *from here*



WHERE WE GO *from here*



One DISTRICT Our STORY



**CAMPUSES EARNED
AN "A" OR "B"
ACCOUNTABILITY
RATING**



9,000+
**STUDENTS
GRADUATED
WITH THE
CLASS OF
2026**



59%
**OF CFISD STUDENTS
ARE ECONOMICALLY
DISADVANTAGED**



51
**STUDENTS WERE NAMED
TEXAS MUSIC EDUCATORS
ASSOCIATION ALL-STATE
MUSICIANS**



12 of 12
**CFISD HIGH SCHOOLS
EARNED AN "A" OR "B"
ACCOUNTABILITY RATING**

100+
**LANGUAGES ARE
SPOKEN BY CFISD
STUDENTS AND
THEIR FAMILIES**



16,000+
**INDUSTRY CERTIFICATIONS
WERE EARNED BY STUDENTS**

1.7%

**OF CFISD'S OPERATING
BUDGET IS ALLOCATED TO
ADMINISTRATIVE
EXPENDITURES**

657
**MENTORS
SERVED
CFISD STUDENTS**



4

**STATE
CHAMPIONSHIPS
WERE EARNED
IN ATHLETICS**

IMPORTANT NUMBER: *One*



District Governance & Operational Structure



Elected Governing Body

Board of Trustees

Sets district policy, adopts budgets, establishes tax rates, and evaluates the Superintendent.



Chief Executive Officer

Superintendent of Schools

Directs day-to-day district operations, enforces board policy, and oversees the Executive Cabinet.

EXECUTIVE CABINET OPERATIONAL DIVISIONS



Academics & Campuses

PK-12 curriculum, campus principals, counseling, CTE, and special education.

Chief Academic Officer • Chief of School Leadership



Finance & Operations

Annual budget, financial audit, campus construction, transportation, and nutrition.

Chief Financial Officer • Chief Operations Officer



Support & Governance

Staffing, board policy, legal compliance, communications, and athletics.

Chief of HR • General Counsel • Chief of Staff

Executive Cabinet Introductions

Dr. Tonya Goree

Chief Academic Officer

PK-12 Curriculum, Fine Arts, CTE, Special Ed, & Accountability

Karen Smith

Chief Financial Officer

Budgeting, Financial Services, Risk Mgmt, Tax Office, & Tech

Matt Morgan

Chief Operations Officer

Facilities, Maintenance, Transportation, Purchasing, & Nutrition Services

Dr. Deborah Stewart

Chief of Employee & Student Services

HR, Staffing, Compensation, & Discipline

Irene Ruiz

Chief Officer for School Leadership

Principal Supervision, Counseling, & Health Services

Marney Collins Sims

General Counsel

School Board Policy, Legal Services, & Governance Compliance

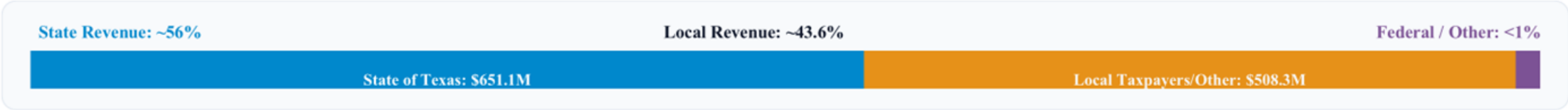
Brandy Baker

Chief of Staff

Communications, Community Engagement, Athletics & MHAB/VPAC

Where Does CFISD Get Its Funding?

General Operating Revenue: ~\$1.17 Billion



PRIMARY FUNDING SOURCE

State Revenue

\$651.1M (55.8%)

Primarily funded through the Texas Foundation School Program (FSP) based primarily on **Average Daily Attendance (ADA)** and weighted student demographics.

Controlled by legislative formulas

PRIMARY FUNDING SOURCE

Local Revenue

\$508.3M (43.6%)

Primarily collected from residential and commercial properties within CFISD after applying the **20% Local Optional Homestead Exemption (LOHE)** and **\$140k state exemption**.

Impacted by state compression rules

TARGETED FUNDS

Federal & Other

\$6.7M (0.6%)

SHARS (School Health and Related Services Medicaid reimbursement), JROTC, and federal grant indirect costs.

Restricted federal funding

The Budget Reality: Roughly 89% of all CFISD operational funding goes directly to people (teachers, campus staff, bus drivers, and student support). **LEADERSHIP CFISD FINANCE**

School Finance 101: The Household Analogy

Texas law mandates school districts operate two completely distinct checkbooks.

CHECKBOOK 1



M&O Operating

Household Operations

- ✓ **Staff Salaries:** Teachers, bus drivers, and support
- ✓ **Daily Utilities:** Electricity, water, and gas bills
- ✓ **Supplies & Fuel:** Classroom books and diesel fuel

CHECKBOOK 2



I&S Debt Service

Household Mortgage

- ✓ **Financing of New Construction:** New campuses and additions
- ✓ **Financing of Facility Renovation:** Roofs, HVAC, and capital assets
- ✓ **Financing of Technology & Buses:** Long-term network infrastructure

⊘ Cannot fund staff salaries or daily supplies by law.

The "Two Buckets" Demystified

Dimension	Maintenance & Operations (M&O)	Interest & Sinking (I&S)
Primary Purpose	Day-to-day operations and instruction	Financing of capital investments and payment of debt service
Funded Items	Staff payroll, benefits, fuel, and supplies	Financing of new buildings, roof replacements, and buses
Statutory Rules	Strictly capped by state funding baselines	0% can legally pay staff or classroom supplies
Voter Approval	Requires VATRE for additional tax pennies	Requires Capital Bond Elections

Deep Dive: Maintenance & Operations (M&O)

85-90%

Payroll Driven

The vast majority of M&O funds district educators, support staff, and daily personnel.



State Base Caps

Baseline tax rates set by state legislature. Local growth above caps triggers state compression.



VATRE Mechanism

Voter-Approval Tax Rate Elections authorize additional pennies directly for district operations such as educator compensation.

Non-discretionary operational costs include utility bills, bus diesel, campus insurance, and instructional materials.

Deep Dive: Interest & Sinking (I&S)



New Campuses

Financing of new school construction, classroom wings, and site land purchases.



Capital Renewal

Financing of roof replacements, central HVAC units, and bus fleet upgrades.



Safety & Tech

Financing of security vestibules, surveillance, radios, and core network servers.



Strict Legal Firewall: I&S bond proceeds are audited separately under state statute and can never offset operating budget deficits.

Three Realities of Texas School Finance

01

Attendance vs. Enrollment

State revenue formula primarily based on student presence in seats (ADA), not roster headcount.

Funding Metric: ADA

02

Appraisals & Compression

Rising property values lower district tax rates and state funding rather than increasing total district revenue.

Formula: Tax Compression

03

Inflation vs. Allotment

The basic student entitlement is fixed in statute and does not automatically track market inflation.

Baseline: Legislative Action

Attendance vs. Enrollment (ADA)

Enrollment (Roster Count)

Determines Operational Overhead

Total students registered in CFISD classrooms. Operational staffing and facility capacity must be prepared for 100% capacity daily.

ADA (Average Daily Attendance)

Determines District Revenue

Actual attendance recorded during morning snapshots. Texas funding formulas compensate primarily based on students seated.

FISCAL SCALE

Every +1% increase in district attendance restores millions to classrooms.

+1% ADA

Significant Operating Gains

Property Appraisals & Tax Compression

COMMON MISCONCEPTION

"When property values surge by 15%, the school district budget automatically grows by 15%."



Tax Rate Compression

As local tax values rise, the state formula forces down (compresses) local tax rates to prevent district revenue windfalls.



Net Funding Effect

Total per-student funding remains flat. Local taxes pay a larger share of the entitlement while state contributions decrease.

Local School Property Tax Relief: Understanding the CFISD 20% LOHE

60% of Home Taxable Value
Reduced



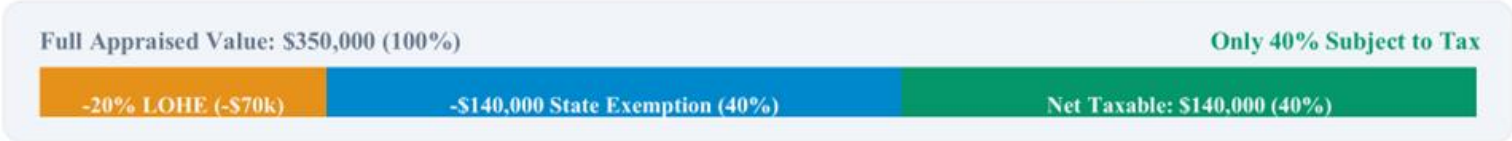
Baseline Scenario

\$350,000 Home

CFISD grants the **maximum statutory 20% Local Optional Homestead Exemption**, ranking among the few Texas districts providing this maximum local tax relief.

Total Reduced Value

\$210,000 Untaxed (60%)



1. CFISD 20% LOHE (Local Relief)

Deducts full 20% directly off appraised home value

-\$70,000

Value drops to \$280,000

2. State Homestead Exemption

Statutory deduction applied to remaining value

-\$140,000

Value drops to \$140,000

Final Net Taxable Value

Homeowner is only taxed on 40% of total home value

\$140,000

60% Tax Value Reduction

Inflation vs. Fixed Per-Student Baselines



Basic Allotment Cap

Fixed dollar amount set by the Texas Legislature. Does not automatically adjust for market inflation.



Compounding Costs

Double-digit cost increases across fuel, electricity, insurance premiums, and daily classroom goods.



Market Wage Needs

Competitive wage pressure for teachers, bus operators, and campus safety and security staff in a regional economy.

Result: District purchasing power diminishes as operations absorb market inflation under fixed state allotments.

The Blueprint: Community Long-Range Planning

Step 01

Facility Assessments

5-Year Maintenance Plan.
Department meetings.
Critical infrastructure and capital equipment lifecycle evaluations, safety and security, transportation, and program requirements.

Step 02

Growth Data

Demographic projections, residential developments, and future enrollment corridors.

Step 03

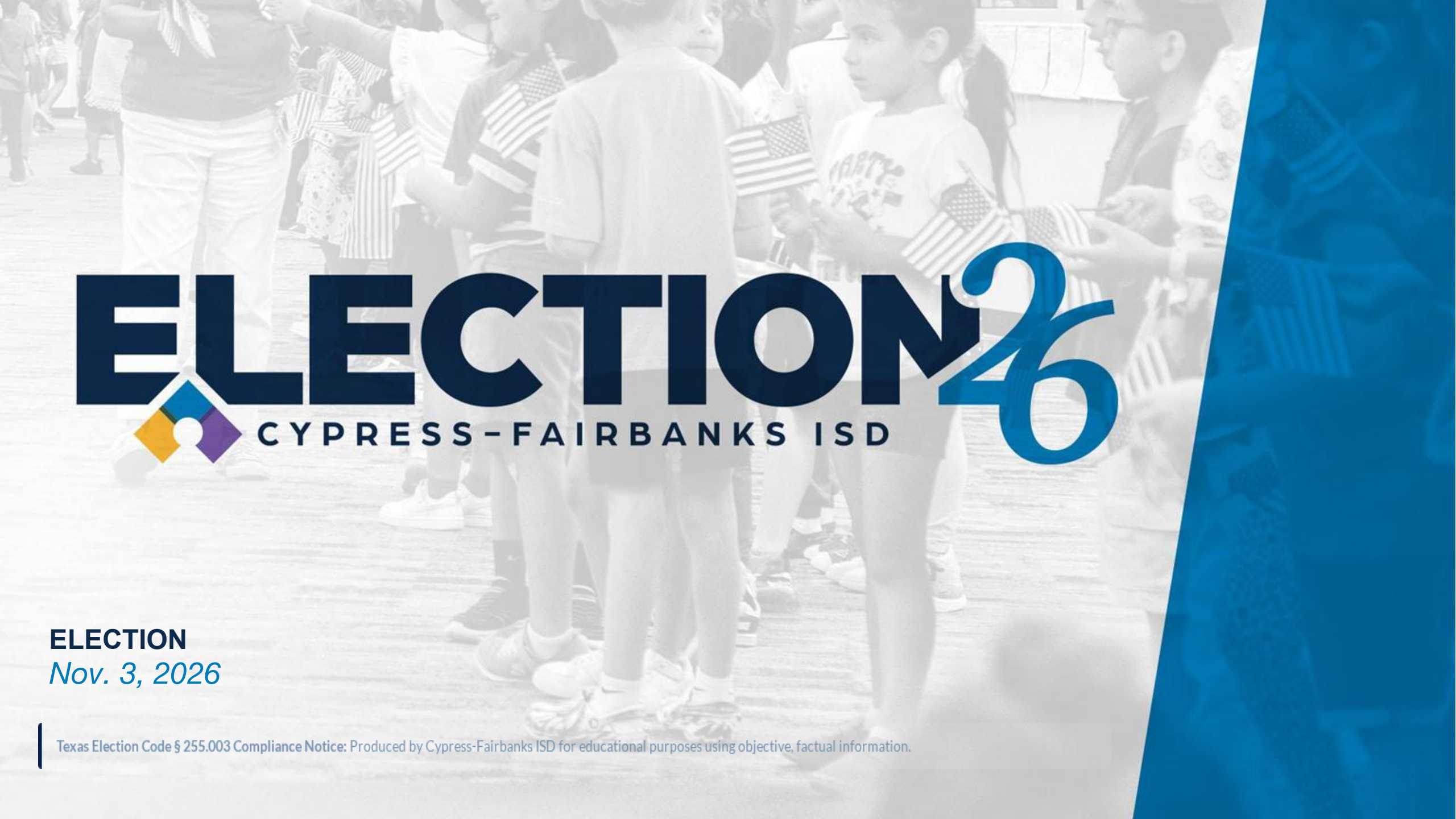
Committee

Citizen-led committee composed of parents, business partners, civic leaders, principals, teachers, and students.

Step 04

Master Plan

Prioritized 6-year capital blueprint submitted for Board of Trustees consideration.



ELECTION 26



CYPRESS-FAIRBANKS ISD

ELECTION
Nov. 3, 2026

Texas Election Code § 255.003 Compliance Notice: Produced by Cypress-Fairbanks ISD for educational purposes using objective, factual information.

Why? Structural Revenue Deficit

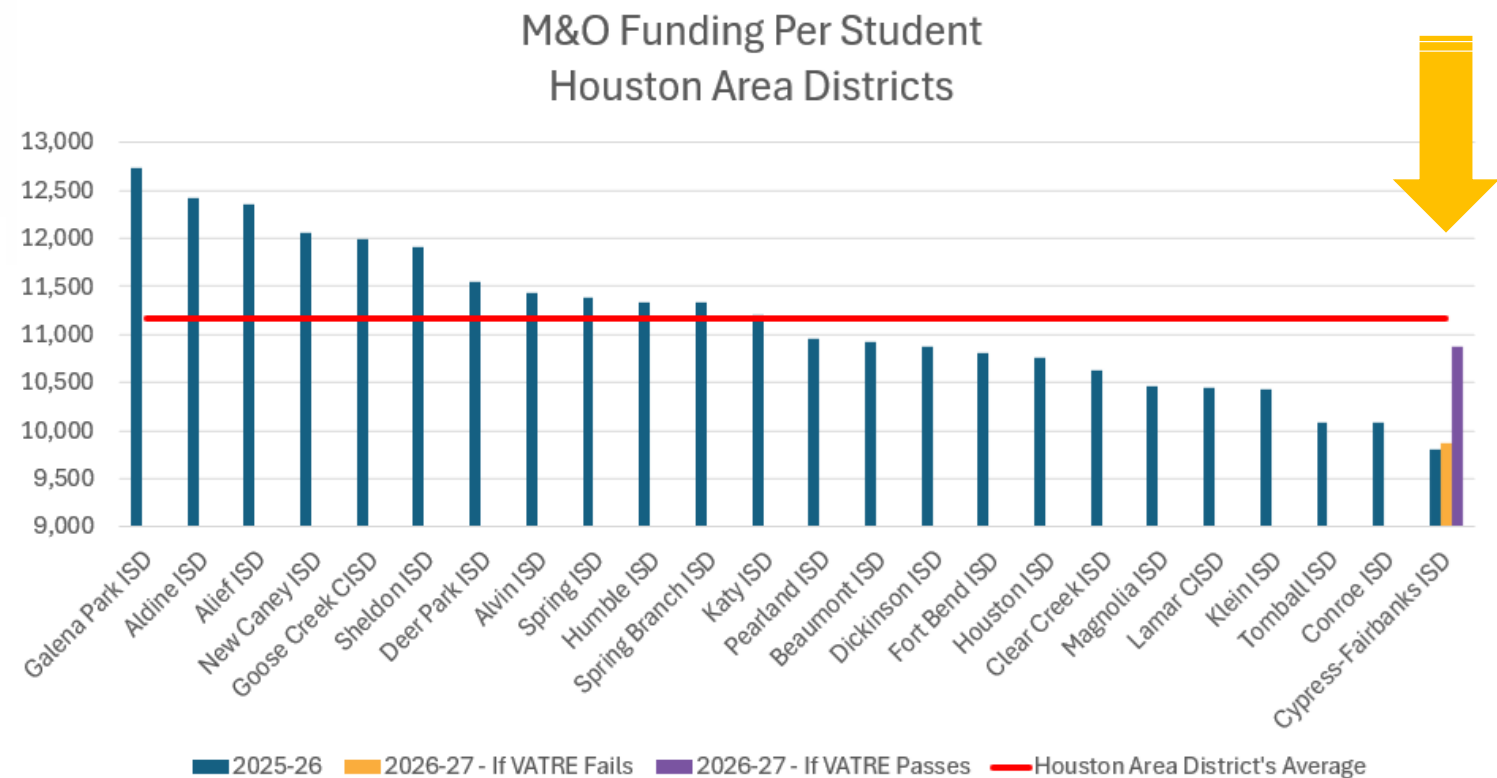


20% LOHE

Local Tax Option: CFISD maintains the maximum 20% Local Optional Homestead Exemption.

Provides Savings: Keeps property taxable value 20% lower.

Funding Formula: State funding formulas do not backfill local homestead exemptions.



Factual Context: The operating deficit stems from multi-year inflation, frozen historical state allotments, enrollment shifts, and the LOHE- Not uncontrolled spending.

Why? Structural Revenue Deficit



State Funding vs. Inflation

20%+ Inflation: Utility , fuel, and insurance costs surged since 2019.

HB 2: Net purchasing power deficit.

Static State Allotments: Some state allotments (2002/1987) remain static' coupled with expanded unfunded state safety, SPED, and testing requirements.



Enrollment & ADA Declines

Enrollment Realities: Drop of 3700 from Oct 23-Oct 25

ADA Revenue Loss: Texas funds per student average daily attendance (ADA); districts staff based on enrollment.

Fixed Costs Don't Shrink Proportionally: Utilities, bus routes, insurance, and classroom teachers cannot be fractionally reduced.

Factual Context: The operating deficit stems from multi-year inflation, frozen historical state allotments, enrollment shifts, and the LOHE- Not uncontrolled spending.

Why? Demonstrated Fiscal Accountability

\$94.4M

Proactive Operating Reductions

Enacted across Fiscal Years 2025 through 2027 to manage inflation and structural revenue gaps.

Proactive Operational Adjustments

- **Administrative Overhead:** Cut central office & department operating budgets.
- **Staffing Restructures:** Reduced district and campus staffing models, including librarian and support positions.
- **Classroom Focus:** 89% of operating budget goes directly to personnel; 65%+ allocated to direct instruction.

Why? VATRE & Capital Bond Proposals

Proposition A (VATRE)

Purpose: Daily Maintenance and Operating Budget
("Checking Account")

Focus: RETAIN certified teachers and support staff,
academic, CTE, Athletic, and Fine Arts programs, class sizes,
safety resources, and transportation.

Propositions B–E (Capital Bonds)

Purpose: Capital Assets & Facilities ("Mortgage").

Focus: MAINTAIN infrastructure and school buildings;
such as Roofs/HVAC, technology, safety radios and
vehicles, classroom tech, and buses.

Statutory Limit: Bond funds *cannot* pay salaries or utilities.

CYPRESS FERRERBANKS



cfisd.net/election26

ELECTION26

CYPRESS-FAIRBANKS ISD

TAX RATE ELECTION & BOND

(See Bond information on opposite side)

PROPOSITION A: TAX RATE ELECTION (VATRE)

Daily School Maintenance & Operations

WHAT IS PROP A?

Prop A is a Voter-Approval Tax Rate Election for daily school maintenance and operations (M&O). CFISD currently ranks 24th out of 24 in M&O funding as compared to surrounding Houston-area school districts. Based on the efficiency audit for the 2024-25 fiscal year, CFISD receives \$1,201 less in local and state revenue per student compared to peer districts and \$1,596 less per student compared to the state average.

What Would Proposition A Do?



Unleash State Funding:
Generate an estimated \$20 million in state-guaranteed funds directly for local classrooms.



Classroom Instruction & Resources:
Support daily classroom instruction, instructional resources, and the maintenance of class size ratios.

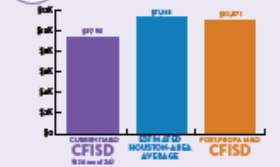


Student Programs & Transportation:
Provide funding to continue current district bus routes and support Fine Arts, Athletics, and Career & Technical Education (CTE) programs.



Staffing & Competitive Pay:
Maintain staffing levels aligned with student enrollment and supports competitive teacher and staff salaries.

HOUSTON-AREA FUNDING PER STUDENT



District	Funding per Student
CFISD	\$6,100
Houston-Area	\$7,200
PROPOSITION A	\$7,200

FINANCIAL SNAPSHOT



\$94M ↓

CFISD enters this election operating with the fourth-lowest administrative cost ratio in Texas, carrying its lowest property tax rate in 39 years, and having executed \$94.4 million in strategic budget reductions over the last three fiscal years.

OPERATIONS TAX RATE CHANGE

2025-2026 M&O TAX RATE

\$0.6669

PER \$100 PROPERTY VALUATION

↓

PROP A M&O TAX RATE

\$0.7869

PER \$100 PROPERTY VALUATION

TOTAL TAX RATE ADJUSTMENT



12% INCREASE

PER \$100 PROPERTY VALUATION



-30c DECREASE*

PER \$100 PROPERTY VALUATION

9c NET INCREASE**

PER \$100 PROPERTY VALUATION

Register to vote by Oct. 5 | Early voting: Oct. 19-30 | Election Day: Nov. 3

CFISD.NET/ELECTION26

*As compared to the 2024-25 fiscal year. **As compared to the 2024-25 fiscal year.



ELECTION 26

CYPRESS-FAIRBANKS ISD

TAX RATE ELECTION & BOND

(See Tax Rate Election information on opposite side)

WHAT'S INCLUDED?



PROPOSITION B
Building Infrastructure, Safety & Transportation
(\$1.2B)
Highway construction and maintenance, including toll roads and expanding public transit, including airport.



PROPOSITION C
Educational Technology
(\$25.0M)
Student, teacher, and classroom technology requirements.



PROPOSITION D
Existing High School Athletic Stadium
(\$40.0M)
Track, field, swimming, and basketball stadium at existing high school.



PROPOSITION E
Existing Pools
(\$20.0M)
Expanding and replacing existing pool at existing park.



TOTAL BOND REQUEST: \$1.6 BILLION

100% of proposed bond projects focus on repairing, updating and securing existing CFISD schools, buses and technology — maintaining the facilities our community has already built.

HOW YOUR TAXABLE VALUE IS CALCULATED



\$350,000 HOME VALUE
- **\$70,000** OVERWEIGHT REDUCTION
= **\$280,000** EXEMPT VALUE
+ **\$140,000** TRANSFER ADDITION
= **\$420,000** TAXABLE VALUE

NET TAX RATE

12¢ MAINTENANCE & OPERATIONS TAX RATE INCREASE (PROP A)
- **3¢** DEBT SERVICE TAX RATE DECREASE* (PROP B-C)
9¢ NET OVERALL TAX RATE CHANGE**

*The weighted debt service is applied only to the \$420,000 taxable value.
**The weighted net change in property taxes will be 9¢.



ESTIMATED NET COST ON A \$350,000 HOME

\$10.50 PER MONTH



SENIOR CITIZEN TAX FREE PROTECTION

\$0.00 TAX INCREASE

For homeowners over age 65+ or disabled with an Over-65 Disability exemption (see page 10 of ballot and addendum)

COMPARISON OF SCHOOL PROPERTY TAX RATES TO PEERS

SCHOOL PROPERTY TAXES ON C \$350,000 Home Value



School District	Property Tax Rate
Cypress-Fairbanks ISD	12.00%
Spring Branch ISD	10.00%
Spring Branch ISD	9.00%
Spring Branch ISD	9.00%
Spring Branch ISD	9.00%

Register to vote by Oct. 5 | Early voting: Oct. 19-30 | Election Day: Nov. 3

CFISD.NET/ELECTION26

Behind the Scenes: VPAC Tour



Visual & Performing Arts Center

Facilitator: Jermaine Goodwin, VPAC/MHAB Building Director, Brandy Baker, Chief of Staff

Fly-Loft & Rigging Systems

Tour the overhead counterweight flies and automated stage mechanics.

Production Control Booths

State-of-the-art audio mixing consoles and multi-zone lighting rigs.

Green Rooms & Stage Storage

Backstage dressing suites, scene shop access, and orchestra shells.

VPAC Impact & Fiscal Performance

74%

Student Educational Priority

811 direct academic bookings.

+99%

Annual Revenue Surge

\$691,000 earned in Year 3.

26%

Outside Dollar Offset

Commercial rentals subsidize operations.

✓ **Fiscal Responsibility Takeaway**

\$691,000 revenue exceeds \$389,199 budgeted allocation



Session Adjournment

Facilitator: Brandy Baker, Chief of Staff

**Return to MHAB or leave from
VPAC**

Evaluation Survey
Reflection and feedback

Next Session
Oct 27, 2026

