



SUPERINTENDENT'S STUDENT LEADERSHIP COMMITTEE

Kickoff Session

Tuesday, September 23, 2026 | 4:00 p.m. – 6:00 p.m. | MHAB Conference Room A

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 essential leadership skills and gain insight into the key topics and decisions impacting our campuses and district.



Connect

Interact directly with the Superintendent, Executive Cabinet, campus and district staff, students, and key stakeholders



Impact

Provide student voice and feedback on district issues while serving as informed ambassadors who positively promote CFISD.

PROGRAM SCHEDULE

Evening Session Agenda

4:00 – 4:30 PM	Dinner & Cohort Networking Informal arrival, cohort check-in, and peer collaboration	All Participants
4:30 – 4:40 PM	Welcome & Cohort Orientation Program mission, annual roadmap, and cohort expectations	Brandy Baker, Chief of Staff
4:40 – 4:55 PM	District Governance Structure Board authority, executive roles, and Cabinet introductions	Brandy Baker & Cabinet
4:55 – 5:10 PM	Icebreaker: "CFISD By The Numbers" Table challenge matching key district metrics and scope	Cohort Collaboration
5:10 – 5:35 PM	State of the District Address District excellence, student achievement, and metrics reveal	Dr. Douglas Killian, Superintendent
5:35 – 5:55 PM	Connecting the Ballot: Election '26 School finance realities, 20% LOHE, VATRE & Capital Bonds	Dr. Douglas Killian & Leadership
5:55 – 6:00 PM	Debrief & Adjournment Evaluation survey and preview of November session	Brandy Baker, Chief of Staff

The Redesigned SSLC Model



2-Year Cohort Cycle

Extends participant engagement over two full school years to build lasting peer networks, deeper institutional knowledge, and sustained leadership impact.

✓ Sustained continuity



5 Strategic Sessions / Year

Meets once every two months on designated Wednesdays.

🕒 High-impact, concentrated format



On-Site Operational Immersion

Rotates through specialized facilities across CFISD—including Police headquarters, Transportation, Food Production, and the Texas Capitol in Austin.

👁️ Behind-the-scenes perspective



Council Purpose: SSLC connects campus and department leaders directly with Executive Cabinet members to examine system-wide governance, district operations, policy, and legislative advocacy.

2026–2027 Meeting Schedule

Foundation, Safety & State Advocacy

SESSION 01 Sep 23, 2026 Kickoff: MHAB Boardroom Lead: Brandy Baker Orientation, organizational structure, State of the District, and Election '26 overview. District Foundations	SESSION 02 Nov 18, 2026 History of CFISD & Curriculum and Instruction Tonya Goree & Irene Ruiz History of CFISD, heritage preservation, and district archives exploration as well an inside look into Curriculum and Instruction Archives & Heritage & Curriculum	SESSION 03 Jan 27, 2027 Safety and Security: CFISD Police Department Lead: Chief Mendez Campus security systems, law enforcement coordination, and MHIT protocols. Safety & MHIT	SESSION 04 Feb 24, 2027 Athletics: Pridgeon Stadium & Natatorium Lead: Brandy Baker Athletic program leadership, stadium management, and student activity scope. Athletics & Facilities	SESSION 05 Apr 28, 2027 90th Legislative Session: Austin, Texas Leads: Brandy Baker & Irene Ruiz Texas Capitol day, 90th Legislative Session observation, and policy advocacy. Legislative Session
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2027–2028 Meeting Schedule

Operations, Logistics, Finance & Fine Arts

SESSION 01 Fall 2027 Kickoff: MHAB Boardroom Lead: Brandy Baker Cohort Year 2 orientation, executive structure check-in, and State of the District. Year 2 Orientation	SESSION 02 Late Fall 2027 Finance and Operations: MHAB Boardroom Leads: Matt Morgan & Karen Smith School finance, M&O vs. I&S funds, capital construction, and facility maintenance. Finance & Operations	SESSION 03 Winter 2028 Child Nutrition: Food Production Lead: Matt Morgan Child Nutrition Services, warehouse supply chains, and district meal distribution. Child Nutrition	SESSION 04 Late Winter 2028 Transportation: Jarvis Transportation Lead: Matt Morgan Fleet maintenance, daily route dispatching, bus safety, and driver operations. Transportation	SESSION 05 Spring 2028 Fine Arts: VPAC Leads: Tonya Goree and Brandy Baker Fine arts instructional showcase, theater staging, and two-year cohort commencement. Fine Arts & VPAC
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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 • Chief of Police



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

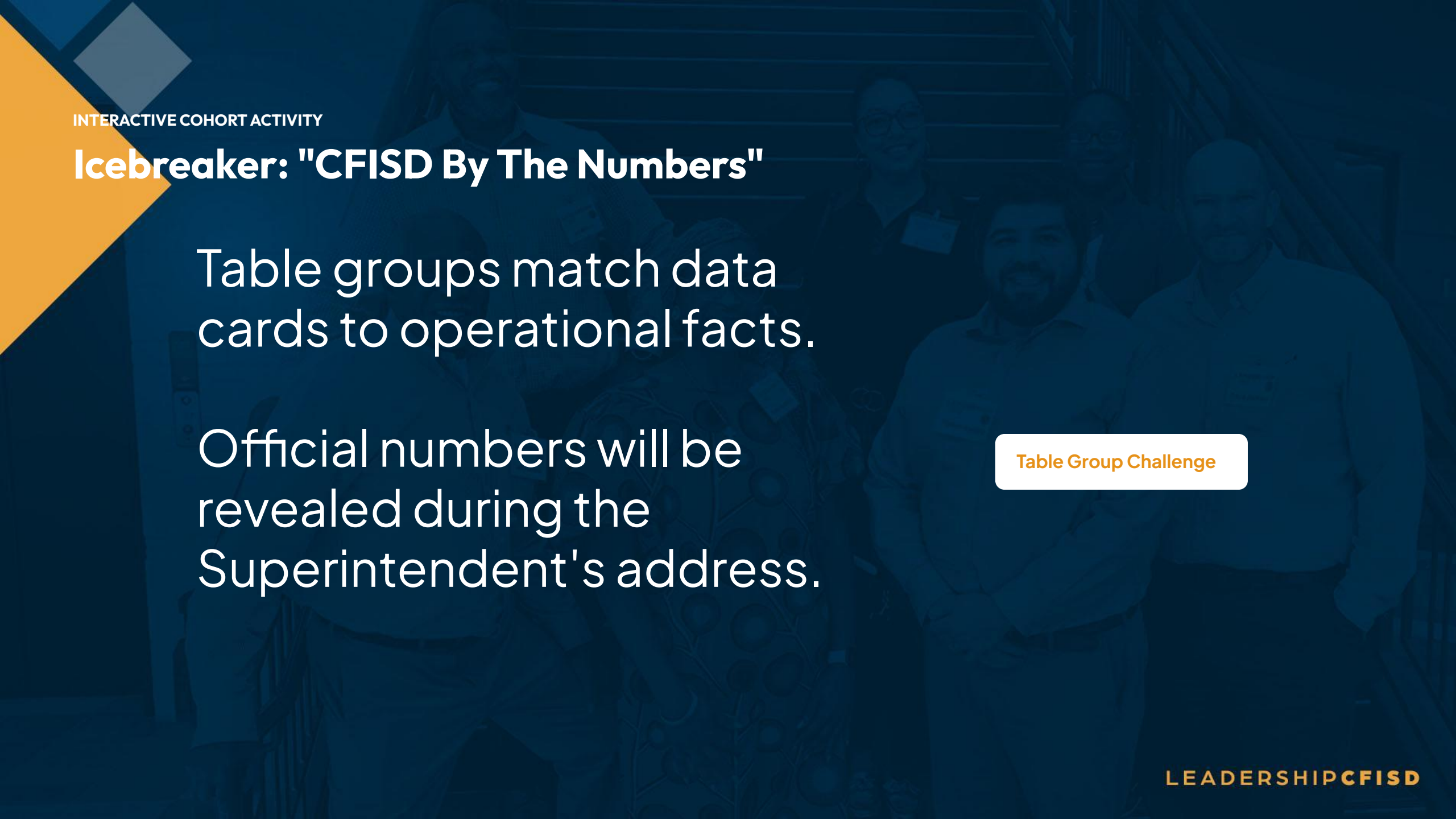
General Counsel

School Board Policy, Legal Services, & Governance Compliance

Brandy Baker

Chief of Staff

Communications, Community Engagement, Athletics & MHAB/VPAC



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

Quando coloreamos nosotros.....



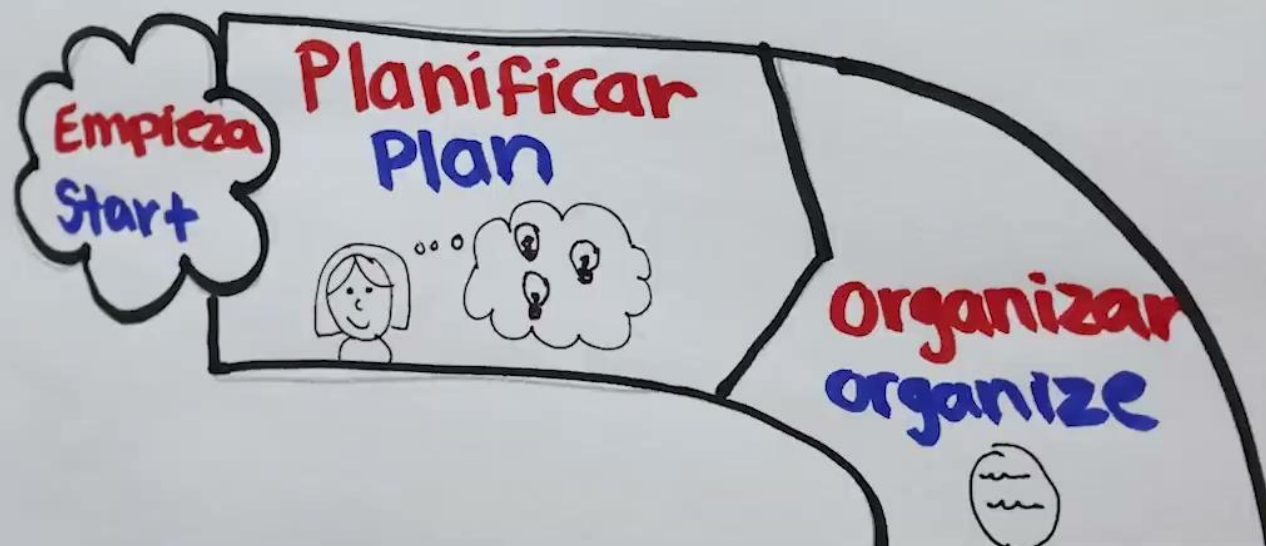
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línea



lo llenar

Proceso de escritura

Writing Process



ACADEMI *Achievement*

- C** 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 graduates
- 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

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

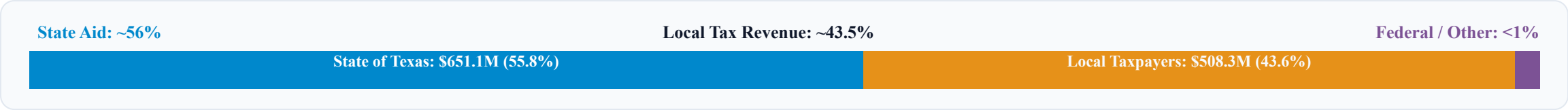
**STATE
CHAMPIONSHIPS
WERE EARNED
IN ATHLETICS**

IMPORTANT NUMBER: *One*



Where Does CFISD Get Its Funding?

General Operating Budget: ~\$1.17 Billion



PRIMARY FUNDING SOURCE

State Revenue

\$651.1M (55.8%)

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

Controlled by legislative formulas

LOCAL TAX BASE

Local Property Taxes

\$508.3M (43.6%)

Collected from residential and commercial properties within CFISD after applying the **20% 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), tuition, facility rentals, and investment interest.

Restricted operational grants

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 Checking Account

- ✓ **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 & Savings

- ✓ **New Construction:** New campuses and additions
- ✓ **Facility Renovation:** Roofs, HVAC, and capital assets
- ✓ **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	Capital investments and debt service
Funded Items	Staff payroll, benefits, fuel, and supplies	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 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 educator compensation.

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

Deep Dive: Interest & Sinking (I&S)



New Campuses

New school construction, classroom wings, and site land purchases.



Capital Renewal

Roof replacements, central HVAC units, and bus fleet upgrades.



Safety & Tech

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 strictly funds student presence in seats (ADA), not roster headcount.

Funding Metric: ADA

02

Appraisals & Compression

Rising property values lower district tax rates 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

REALITY #1

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 strictly 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 Relief: Understanding the CFISD 20% LOHE

60% of Home Value Shielded



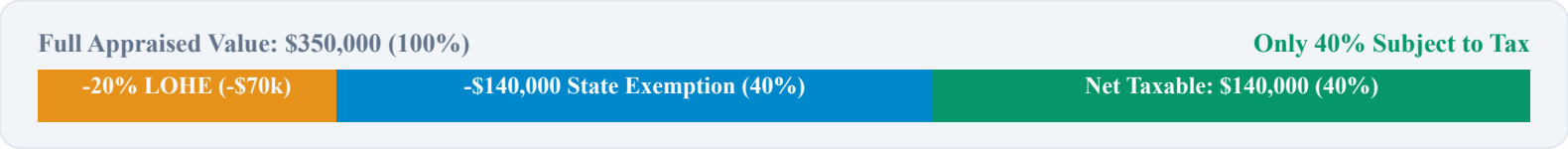
Baseline Scenario

\$350,000 Home

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

Total Protected Value

\$210,000 Untaxed (60%)



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
Architectural conditions,
structural assessments,
and mechanical lifecycle
evaluations.

Step 02

Growth Data

Demographic projections,
residential developments,
and future enrollment
corridors.

Step 03

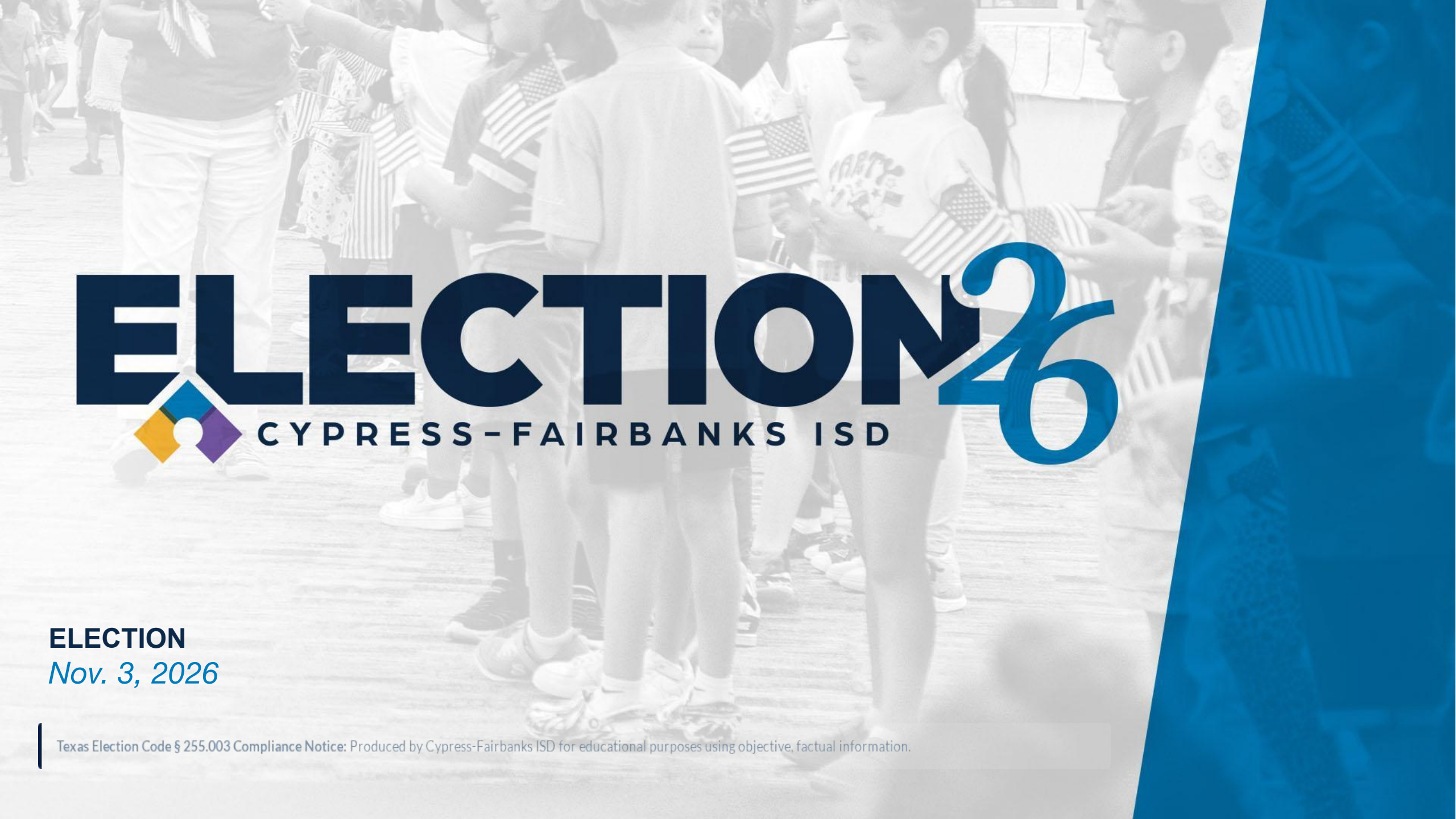
Committee

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

Step 04

Master Plan

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



ELECTION₂₆



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

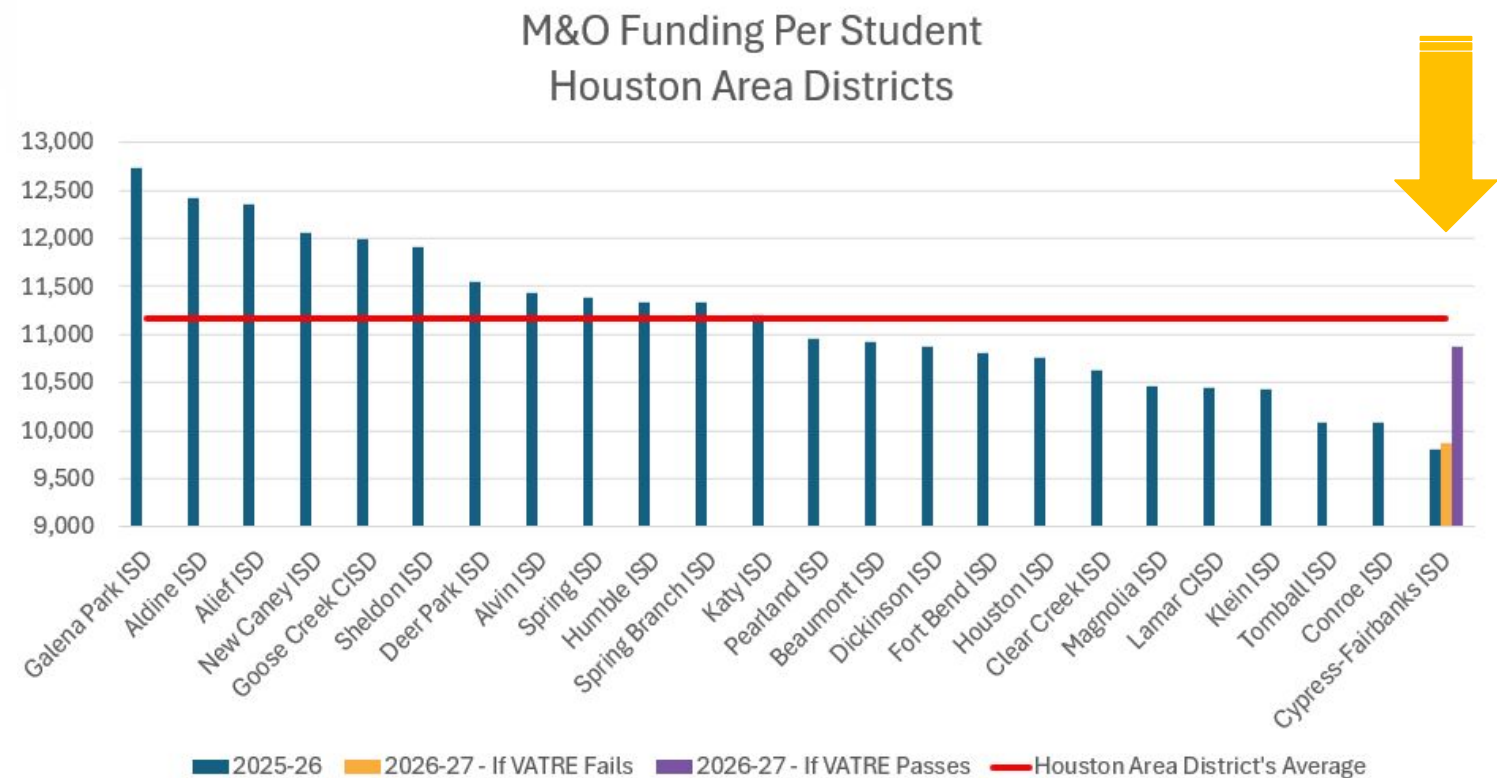


20% LOHE

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**



HANDOUTS

cfisd.net/election26

ELECTION 26
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-Approved 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.

HOUSTON-AREA FUNDING PER STUDENT

District	Funding per Student
CFISD	\$1,201
HOUSTON AREA AVERAGE	\$2,797
PEER DISTRICTS	\$2,997

What Would Proposition A Do?

- Unlock 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.

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 sequestered \$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

PROPOSITION A
12¢ INCREASE
PER \$100 PROPERTY VALUATION
-3¢ DECREASE*
PER \$100 PROPERTY VALUATION
9¢ NET INCREASE**
PER \$100 PROPERTY VALUATION

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

CFISD.NET/ELECTION26

ELECTION 26
CYPRESS-FAIRBANKS ISD

**TAX RATE
ELECTION & BOND**
(See Tax Rate Election information on opposite side)

WHAT'S INCLUDED?

- PROPOSITION B: Building Infrastructure for Safety & Transportation** (\$1.2B)
Staff, M&O, CTE and other non-instructional facilities, emergency preparedness, technology and equipment, and other safety-related projects.
- PROPOSITION C: Facilities and Technology** (\$250M)
Student, teacher and classroom technology equipment.
- PROPOSITION D: Existing High School Athletic Stadiums** (\$40.8M)
Turf fields, seating bleachers, and other improvements to existing high schools.
- PROPOSITION E: Existing Pools** (\$20.5M)
Refurbishing and replacing equipment at existing pools.

TOTAL BOND REQUEST: \$1.6 BILLION
100% of proposed bond projects focus on acquiring, 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** (CYPRUS MEDICAL CENTER EXEMPTION)
- **\$140,000** (EXEMPTIONS)
= **\$140,000** (TAXABLE VALUE)

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

ESTIMATED NET COST ON A \$350,000 HOME
\$10.50 PER MONTH

SENIOR CITIZEN TAX FREE PROTECTION
\$0.00 TAX INCREASE
For homeowners aged 65+ or disabled with an Over-65 Disability or senior citizen (senior citizen and over-65) exemption.

COMPARISON OF SCHOOL PROPERTY TAX RATES TO PEERS

District	Property Tax Rate
CFISD	0.6669
HOUSTON AREA AVERAGE	0.7869
PEER DISTRICTS	0.9970

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

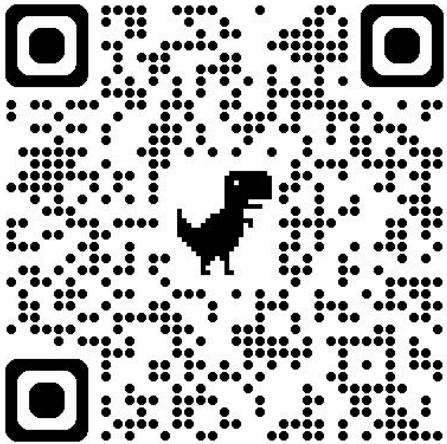
State-of-the-art audio mixing consoles and multi-zone lighting rigs.

Green Rooms & Stage Storage

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



Session Adjournment



Evaluation Survey

Reflection and feedback

Next Session

11/18/2026