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A meeting of the Board of Trustees of the Bryan Independent School District will be held on Monday, January 12, 2026, beginning at 6:00 PM in the Boardroom of the Administration Building, 801 South Ennis Street, Bryan, Texas 77803, where a quorum of the Board of Trustees will be present.

The subjects to be discussed, considered, or upon which any formal action may be taken are listed below. Items do not have to be taken in the order shown on this meeting agenda. A closed meeting may be held at any time during the open meeting as authorized by various sections of the Texas Government Code. When this occurs, a formal statement will be made by the president or presiding officer of the Board of Trustees.

**1. Call to Order**

**2. Welcome**

**3. Pledges of Allegiance to the United States and Texas Flags**

**4. Spotlight**

4.A. Celebrating Bryan High School and Rudder High School students selected for All-Region Band, Choir, or Orchestra



# All Region



## BAND

### *RUDDER*

Gabriel Winn   Matthew Lawry   Jose Ledezma  
Gabriel Aguirre   Erick Lara Cortez

### *BRYAN*

Gabe Nordell   Jesus Alvarez   Johnny Mendez  
Hector Vasquez   Sophia Gonzalez   Collin Ware

## ORCHESTRA

### *RUDDER*

Elliot Lyles   Valentina Gregorio

### *BRYAN*

Grace Wingfield

## CHOIR

### *RUDDER*

Diego Ramirez   Solange De Santiago

### *BRYAN*

Ave Alderette   Paige Perrone   Liz Moeller  
Zaniyah Johnson   Paul Murcia  
Jonathan Medlock   Rafael Corona  
Adrian Santos   Sofia Cruz   Truett Speier  
Keagan Owen   Taylor Mervish   Zy'ann Jackman  
Sandra Codiz Ortiz   David Johanson (1st Alternate)  
Isa Ballesteros (2nd Alternate)  
Jacob Ocon (2nd Alternate)

CONGRATULATIONS

ZANIYAH  
JOHNSON

TEXAS ALL-STATE CHOIR



**5. Public Comment on Agenda Items**

**6. Information Items**

6.A. Campus Improvement Plans Update: Bonham Elementary, Branch Elementary, Mitchell Elementary, Rayburn Intermediate



# CAMPUS IMPROVEMENT PLANS

PRIORITY FOCUS AREAS FOR  
ACADEMIC IMPROVEMENT

January 12, 2026



Children First. Always.

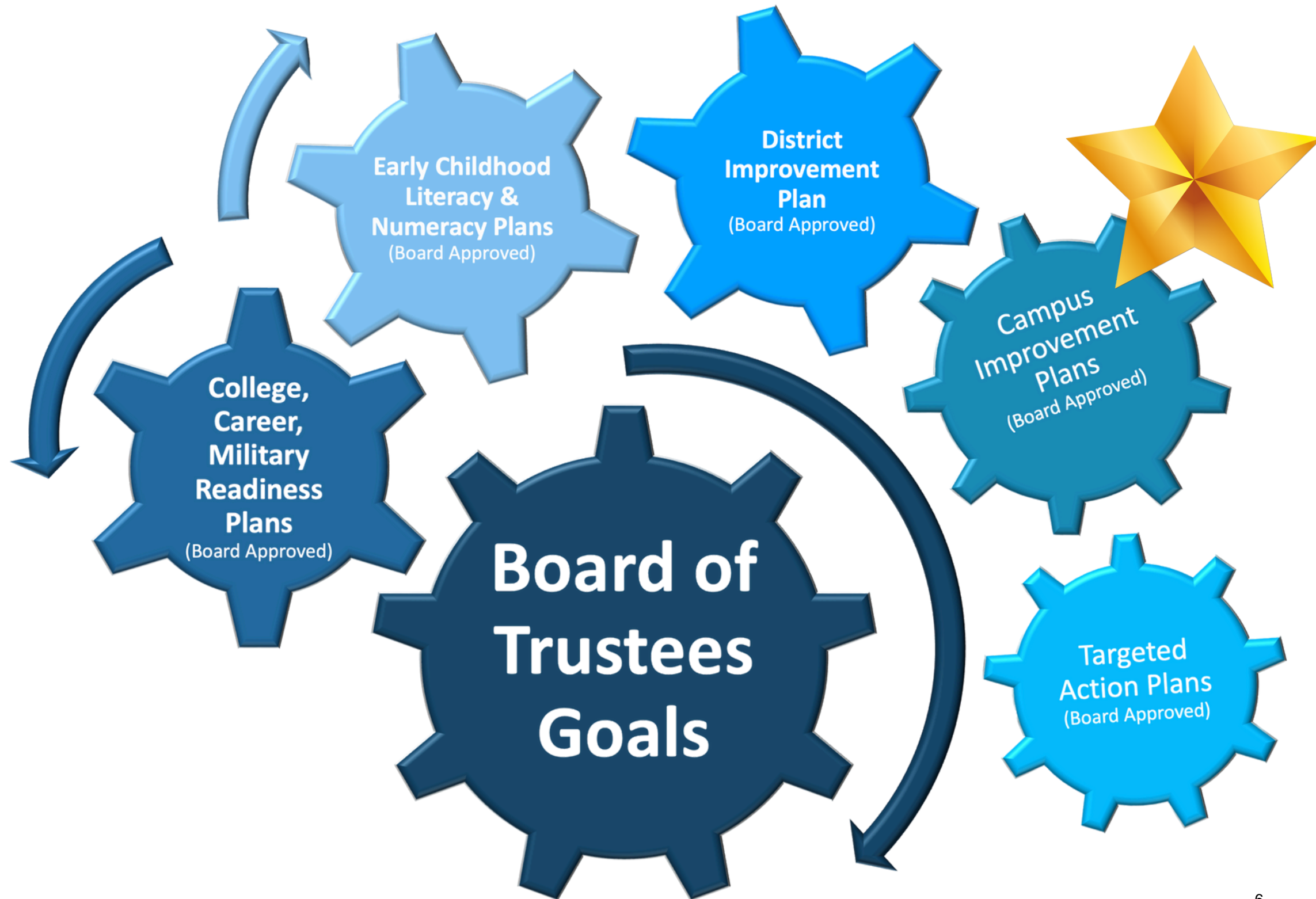




# Alignment

**Alignment begins with the Board of Trustees with the Adoption of Board Goals**

<b>Goal 1</b>	Support the academic and post-secondary success of every student.
<b>Goal 2</b>	Foster and sustain a culture and climate that encourages a shared responsibility for a positive learning environment that encourages engagement in academic, extracurricular, and service activities.
<b>Goal 3</b>	Recruit and retain a high-quality workforce through competitive benefits, differentiated professional learning, and providing appropriate resources and support to ensure a positive work environment.
<b>Goal 4</b>	Actively partner with students, families, staff, and the community to promote collaborative stakeholder engagement to achieve the district's vision.
<b>Goal 5</b>	Ensure a physically and emotionally safe and secure learning environment while welcoming all students, staff, and visitors.





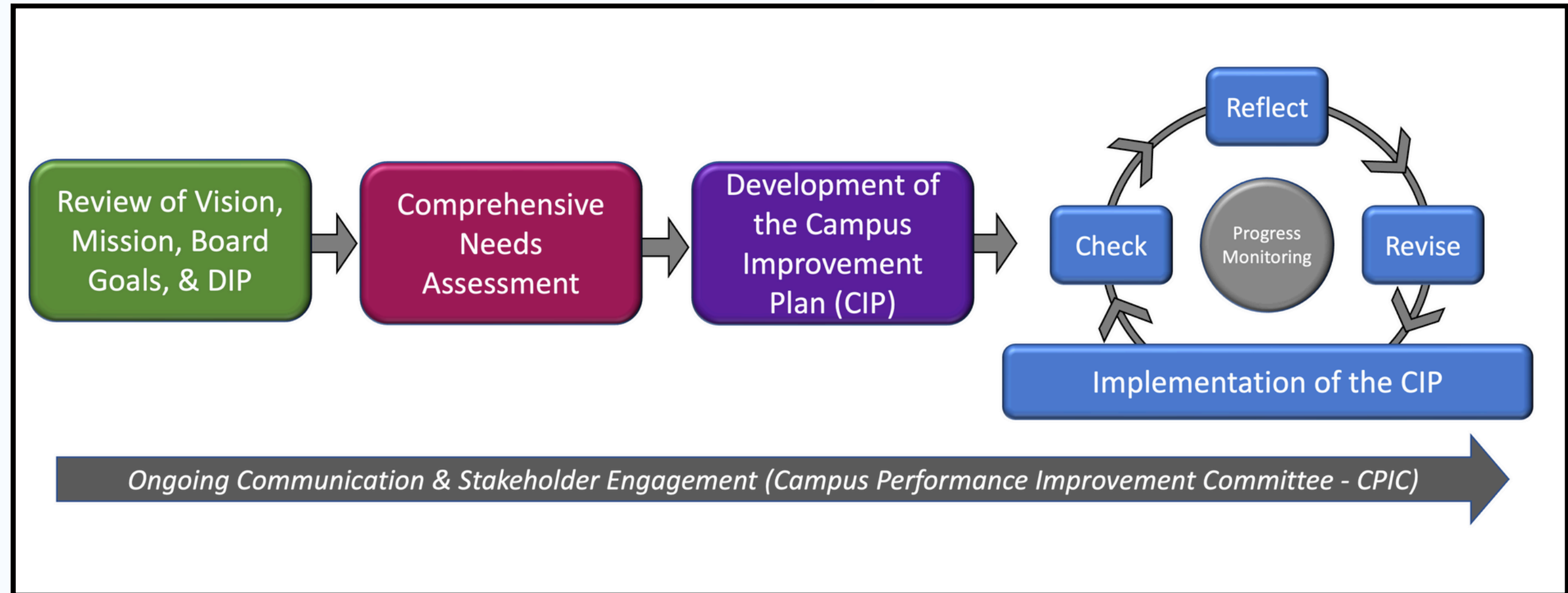
# Development of Campus Improvement Plans

Required by both the State and Federal governments

- Required elements:  
Comprehensive Needs Assessment, Measurable Objectives for Student Performance, Strategies, budget, and Defined Timelines

Campus Performance Improvement Committee (CPIC)

- Reviews Comprehensive Needs Assessment
- Development of Campus Improvement Plan
- Periodic review of Campus Improvement Plans





# Shared Ownership & Support

- **C&I Support Walks:** curriculum coordinators walking classrooms once per six weeks with campus administration
- **Foundations Trend Data Walks:** data collection for the implementation effectiveness of the Safe and Civil Schools program.
- **Campus Support Team**
  - Purpose: A dedicated team of district staff from teaching and learning and school leadership to provide on-campus support and partner with campus administration by focusing on student achievement and school climate/culture.
  - Review of data and campus needs; streamline support efforts and schedules
  - Classroom walks for learning; identify campus strengths and needs to support student achievement
  - Review campus improvement plan progress; adjustments as needed
- **Texas Instructional Leadership**
  - Funded through the LASO grant, the focus is on grades 5-8.
  - Provides training and coaching support to campus administrators on supporting teachers through instructional coaching cycles.





# Student Achievement and Growth



## Bonham Elementary

- Student Achievement in Math and Reading
- Student Attendance
- Positive School Culture and Climate



## Branch Elementary

- Promoting Foundational Literacy Skills
- Positive & Respectful School Climate
- Increasing Family Engagement



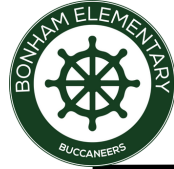
## Mitchell Elementary

- Maximizing Growth for Student Success
- Strengthening Family and Community Partnerships
- Meaningful Work



## Rayburn Intermediate

- Increase % of students meeting their annual growth targets through:
  - Data-driven instruction
  - Comprehensive staff coaching & support
  - Proactive family engagement with a positive school culture



# Bonham Elementary

## Student Achievement in Math and Reading

- Bonham will earn an overall Domain score of 78 from TEA.
- Goal-setting conferences with students and teachers
- Progress monitoring meetings with teachers
- PLCs:
  - Data Driven
  - Tier 1 aligned instruction
  - Teacher model strategies and activities from plans
- Purposeful interventions with targeted instruction for Reading and/or Math with teachers and certified tutors
- Implementation of Summit K12
- STAAR Buddies
- Community Volunteers reading and fluency practice once a week with the 4th grade

## Student Attendance

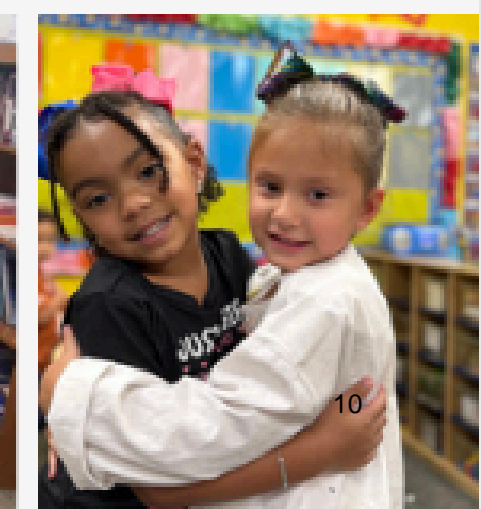
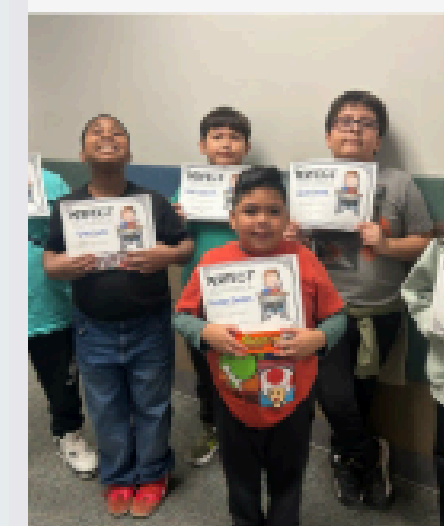
Increase overall student attendance from 95.56% to 95.63% by the end of the school year.  
Current year-to-date attendance is 95.96%

- Attendance slips are sent to the office, followed by phone calls home
- Perfect attendance is announced each day on the announcements
- Attendance incentives in classrooms are announced every day on announcements
- Attendance contract meetings with the parent/guardian
- Monthly attendance meetings with the truancy officer

## Positive School Culture and Climate

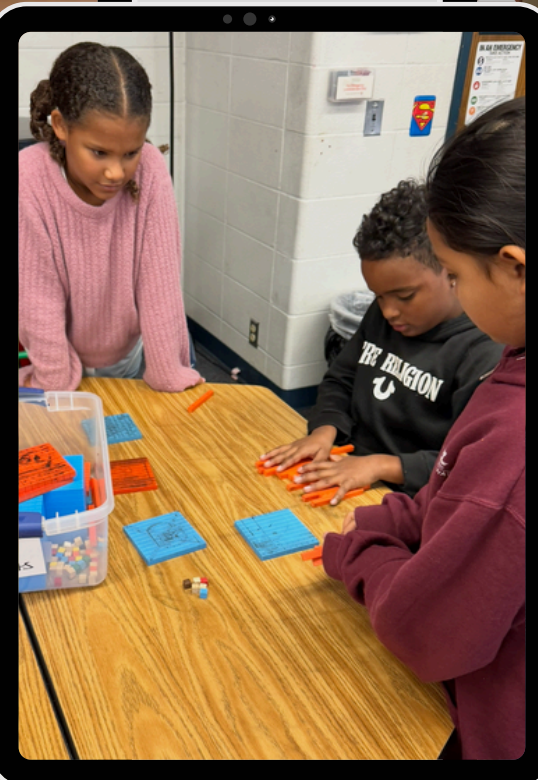
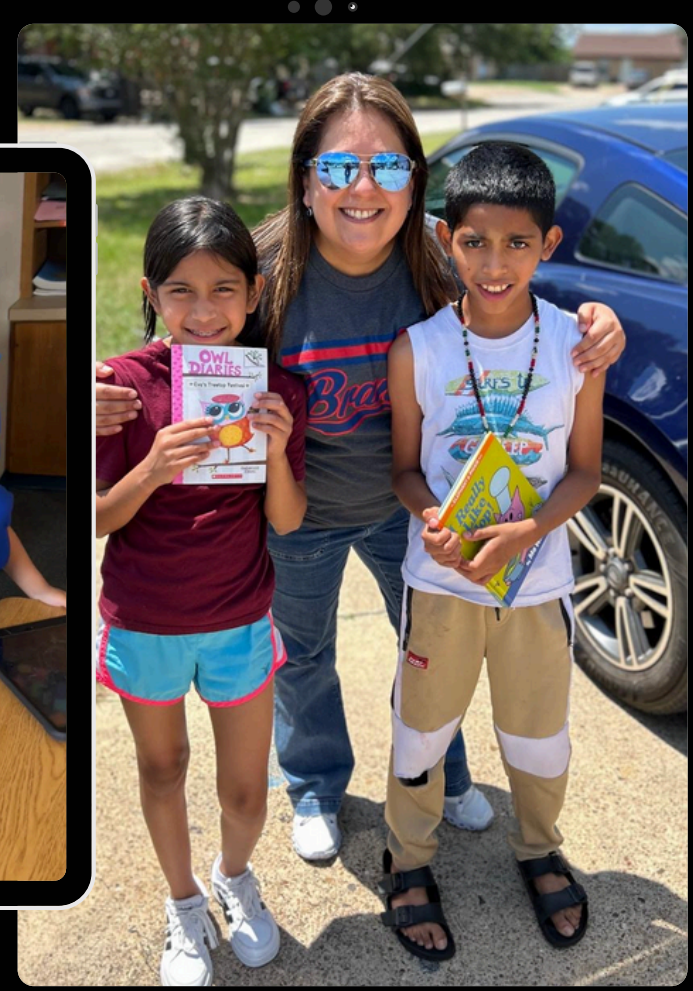
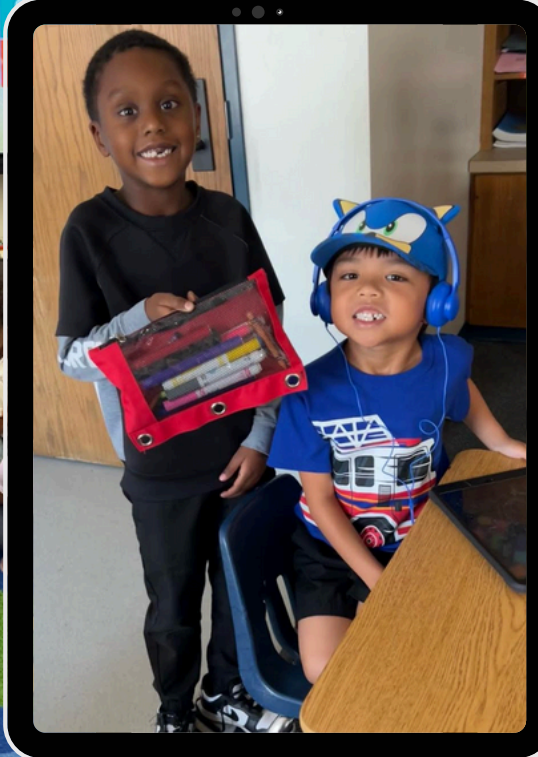
Cultivating a vibrant school culture through relationships, recognition, and celebration

- Increase parent and family engagement-Actively engage our families, staff, and community with our students to nurture positive partnerships to ensure academic success.
  - Fall family engagement events in Reading that connect with Fine Arts Night (Art & Music)
  - Spring into Learning at Bonham Park-Math and Science
- PTO Meetings and Events that encourage families to become involved, participate, and enjoy.
- Employee of the month recognitions
- STAR SAILors Principal 100 Club





# Branch Elementary



## • Promoting Foundational Literacy Skills

- Ensuring daily "protected time" for core literacy instruction that balances foundational decoding skills with high-quality, knowledge-building texts.
- Utilizing MAP Growth, MAP Fluency, and Reading Horizons Daily & Multi-Skill Checks to identify and target specific gaps in early literacy (such as letter-sound correspondence or blending) before students reach testing grades.
- Using foundational mastery as a lever to increase STAAR "Approaches, Meets, and Masters" levels by 10%, shifting the focus from "test prep" to "deep reading proficiency."

## • Positive & Respectful School Climate

- Implementing a social skills curriculum, "Bear Necessities," across all grade levels to provide a deeper understanding of our campus guidelines for success, "BEARS."
- Establishing a campus-wide recognition system that rewards "Bear Behavior"—catching students demonstrating the respectful traits taught in SEL lessons.

## • Increasing Family Engagement

- Implementing consistent communication with parents through various methods (phone, text, email, social media) and utilizing weekly newsletters to parents.
- Increasing communication about the importance of daily school attendance and partnering with parents to ensure their child is attending school regularly.



# Mitchell Elementary

- **Maximizing Growth for Student Success**

Cultivate student growth in reading, math, and social development.

- Student goal setting & student-led conferences
- Data digs during PLC
- Focused small group instruction
- Bulldog Buddy Day

- **Strengthening Family and Community Partnerships**

We envision a school community where families are fully engaged, working together with staff to ensure every student thrives.

- Neighborhood Walks
- Bulldog Rally on Fridays
- Monthly Family Involvement Activities
- Mystery Readers
- Music Programs connected to student-led learning celebrations

- **Meaningful Work**

Our goal is to deepen students' sense of connection and belonging at school.

- Implemented structured campus jobs as a proactive approach to support behavior and engagement
- Develops responsibility, accountability, and time-management skills
- Provides intentional mentoring through positive adult relationships
- Strengthens school connectedness through meaningful student contributions





# Rayburn Intermediate



- **Data-Driven Instruction (Academics, Attendance, Discipline)**
  - Uphold the uncompromising preservation of Tier 1 instructional time as our primary lever for student achievement
  - Weekly team lesson design collaboration
  - Bi-weekly progress monitoring & data review meetings b/w teacher, principal, dean, and instructional coach
  - Student, teacher, & class period goal-setting & celebrations
  - Monthly implementation & review of attendance/discipline support strategies
- **Staff Coaching & Support**
  - Comprehensive instructional leadership cycle, including:
    - targeted & data-responsive professional learning
    - systematic teaching and learning observations with immediate feedback
    - collaborative coaching conferences that provide high-leverage instructional practices, which allow for rapid classroom integration and real-time adjustment
    - regular lesson plan audits
- **Proactive Family Engagement & Positive School Culture**
  - Work to strengthen the home-school connection through volunteerism, collaborative decision-making, and shared classroom experiences
  - Rayburn Teams make up our "Raider Family" - the Armadillos, Raccoons, & Rattlers
  - RISE Up points & celebrations
  - Weekly communication between school and home



# CAMPUS IMPROVEMENT PLANS

PRIORITY FOCUS AREAS FOR  
ACADEMIC IMPROVEMENT

January 12, 2026



Children First. Always.



6.B. Update on progress toward Board Goal 2, Culture and Climate, and Board Goal 3, High-Quality Workforce

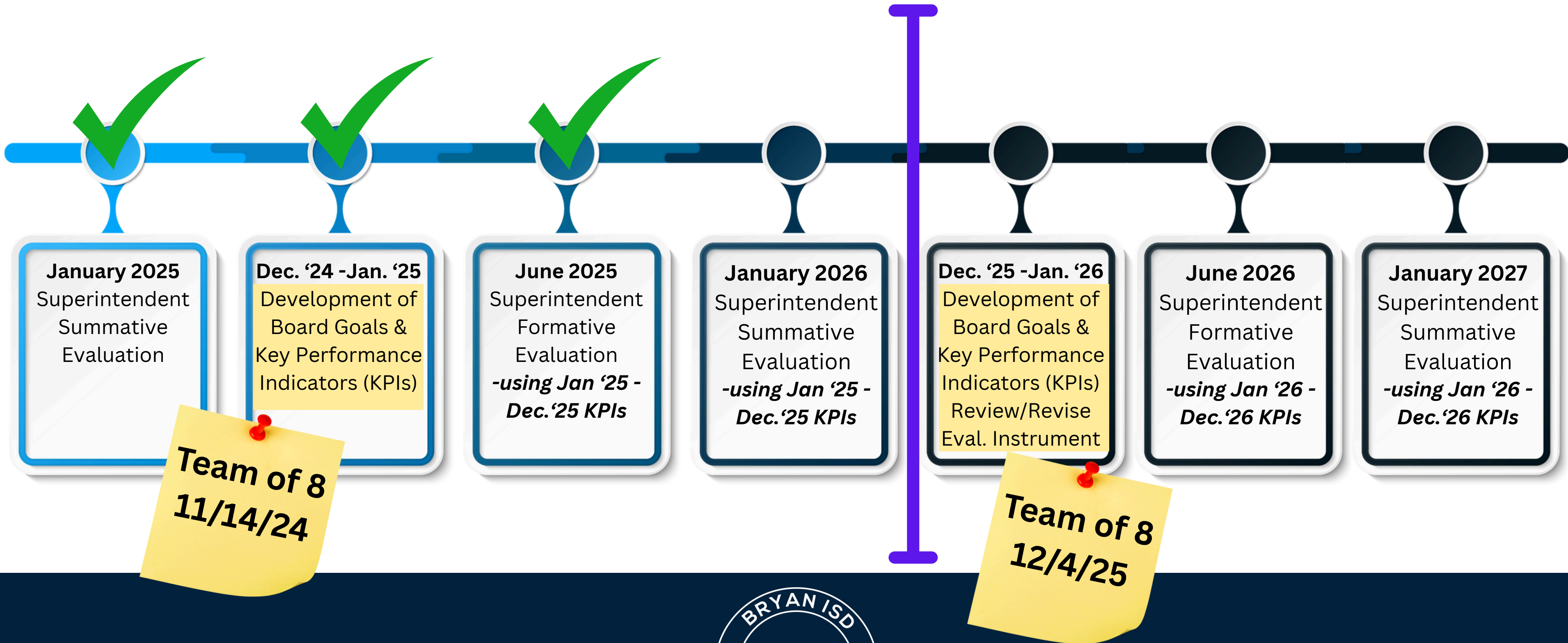


# PROGRESS TOWARD BOARD GOALS

January 12, 2026



# Board Goals - Timeline Overview





# Alignment of Student Outcome Goals

Alignment begins with the Board of Trustees with the Adoption of Board Goals

<b>Goal 1</b>	Support the academic and post-secondary success of every student.
<b>Goal 2</b>	Foster and sustain a culture and climate that encourages a shared responsibility for a positive learning environment that encourages engagement in academic, extracurricular, and service activities.
<b>Goal 3</b>	Recruit and retain a high-quality workforce through competitive benefits, differentiated professional learning, and providing appropriate resources and support to ensure a positive work environment.
<b>Goal 4</b>	Actively partner with students, families, staff, and the community to promote collaborative stakeholder engagement to achieve the district's vision.
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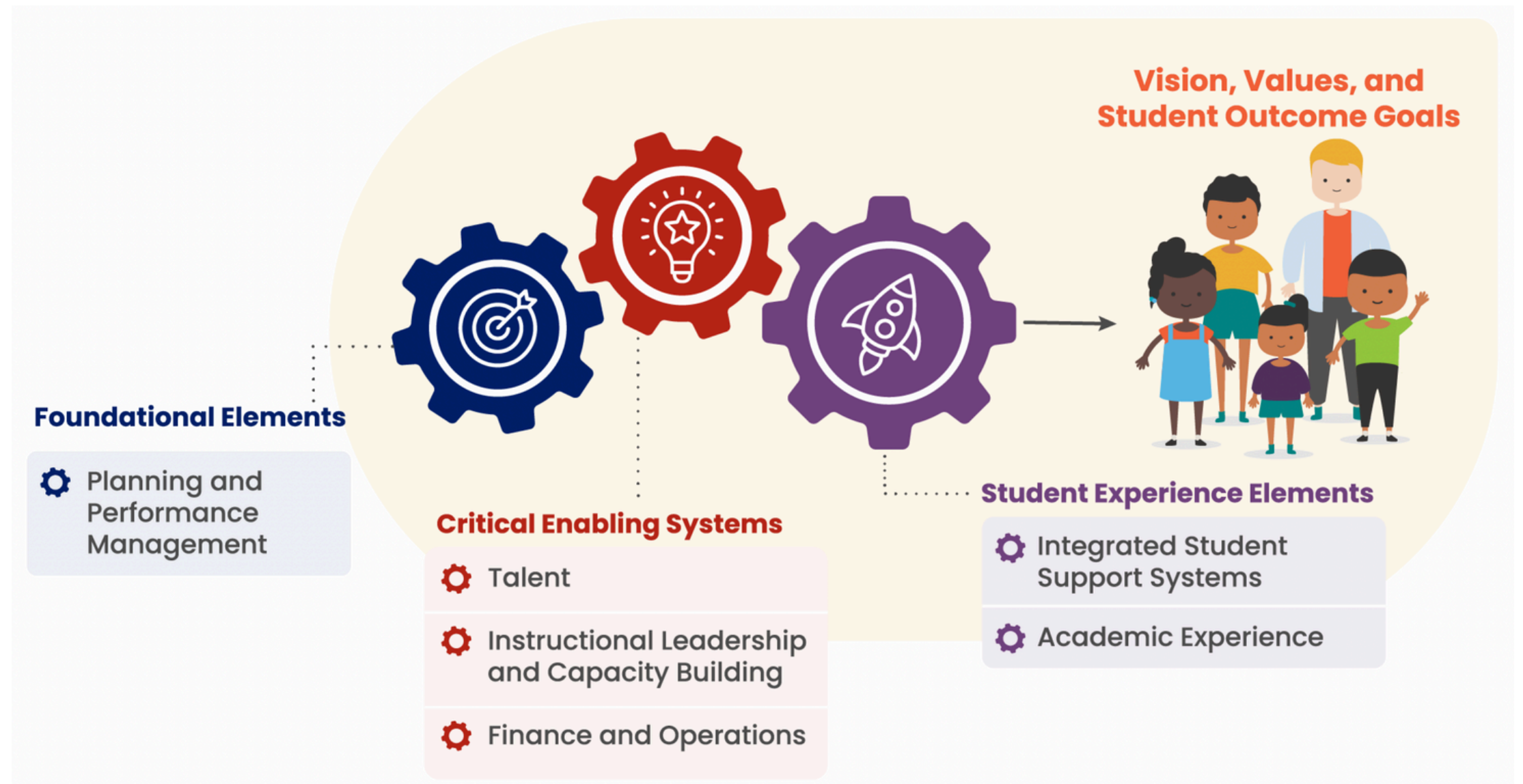


# Alignment: The Effective District Framework & Board Goals

The Board Goals are tightly aligned with the Effective District Framework and are actively performance-managed to ensure consistent progress and accountability.

## Goal 2: Culture/Climate

Foster and sustain a culture and climate that encourages a shared responsibility for a positive learning environment that encourages engagement in academic, extracurricular, and service activities.





# Goal 2- Culture and Climate

## Building Positive Campus Environments

### Promising Practice

- **Continued Partnership & Training with Safe and Civil Schools**
  - School-wide Culture (Foundations) &
  - Classrooms (CHAMPS)
  - Intervention (ESI)
- **Whole Staff Representation & Involvement in Campus Decisions**
- **Systematic Data Collection & Analysis to inform next steps**
- **Building teacher skills in Classroom Management & Data Driven System Analysis**
- **Whole Staff Approach to student engagement and connectedness. Increasing available extra-curricular activities including intramural sports and clubs.**
- **Discipline Alignment for Student Misbehavior**

Satisfaction  
with School Culture  
✓ **ON TARGET- 71%**

Satisfaction  
with Behavior  
Expectations  
✓ **ON TARGET- 74%**

Satisfaction  
with District Core Values:  
E8  
✓ **ON TARGET- 80%**

**Out of  
Placements  
5%**

**Teacher  
Turn-Over  
12%**



# Goal 2- Culture and Climate

Student Attendance: Cultivating Environments where our students want to be.

<b>EOY 2022</b>	<b>91.76%</b>
<b>EOY 2023</b>	<b>93.07%</b>
<b>EOY 2024</b>	<b>93.81%</b>
<b>EOY 2025</b>	<b>93.99%</b>
<b>January 2025</b>	<b>94.4%</b>
<b>January 2026</b>	<b>94.69%</b>



## Efforts to Increase Attendance

- Calendar Restructuring
- Goal setting and monitoring
- Communicating Daily Attendance
- School-wide Incentives
- Classroom Incentives
- Celebrating Successes



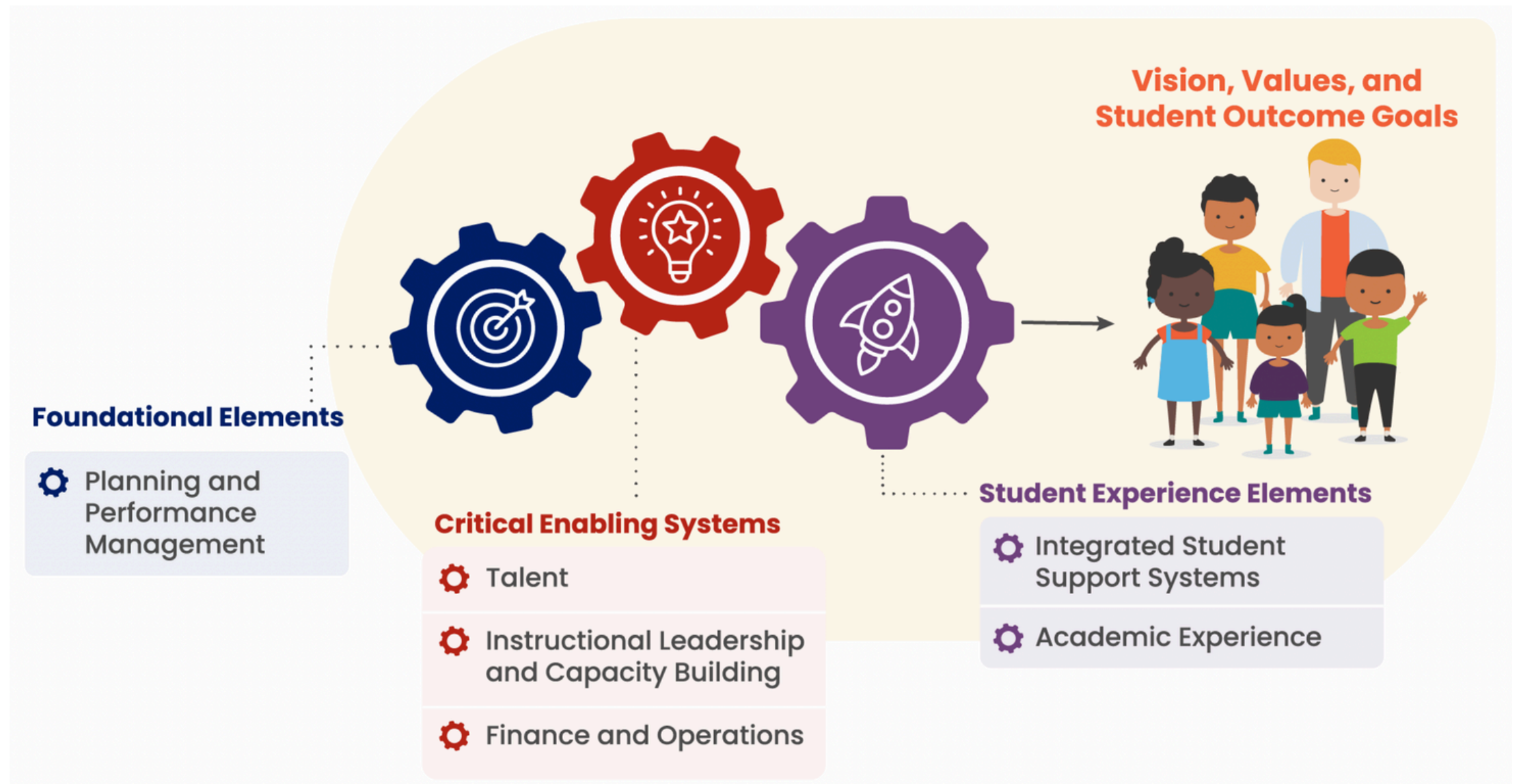


# Alignment: The Effective District Framework & Board Goals

The Board Goals are tightly aligned with the Effective District Framework and are actively performance-managed to ensure consistent progress and accountability.

## Goal 3: Workforce

Recruit and retain a high-quality workforce through competitive benefits, differentiated professional learning, and providing appropriate resources and support to ensure a positive work environment.





# Goal 3 - Recruit and retain a high-quality workforce

## Attracting the Best for Our Campus Communities

- **Recruitment**
  - Recruiting at Universities
  - Strategic Staffing
    - BISD Education Foundation
    - TEA LASO Cycle IV Allotments
    - TEA Pipeline 2 Leadership
- Professional Development Opportunities





# Goal 3 - Recruit and retain a high-quality workforce

## Retaining the Best for Our Campus Communities

- **Teacher Turnover Rate**
  - **Teacher Incentive Allotment**
    - **323 Designated Teachers**
    - **\$4.3 in additional compensation**
  - **Compensation**
    - **TASB Partnership**
    - **Work towards compensation and pay system increases**
- **Benefits**





# PROGRESS TOWARD BOARD GOALS

January 12, 2026



## 6.C. Update on Bilingual Programs

# BRYAN ISD

**Bilingual Programming**



**CHILDREN FIRST. ALWAYS.**

# Current Bilingual Services

## English as a Second Language (ESL)



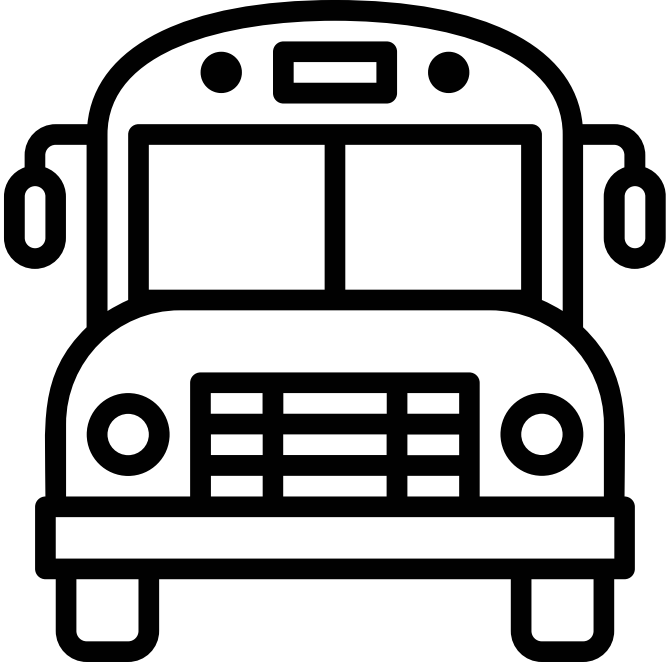
- Students are taught in English alongside non-EB peers.
- Teachers use academic content supports to help students acquire academic language.

## Two-Way Dual Language



- In dual language programs, students learn content in both English and Spanish.
- Goal: The make-up of the class is 50% Emergent Bilingual and 50% Non-Emergent Bilingual

## New Arrival Center



- Intensive English language and academic support for newly arrived immigrant students.
- All Elementary NAC students attend Jones Elementary.

NAC:  
2<sup>nd</sup> Grade: 9  
3<sup>rd</sup> Grade: 24  
4<sup>th</sup> Grade: 30

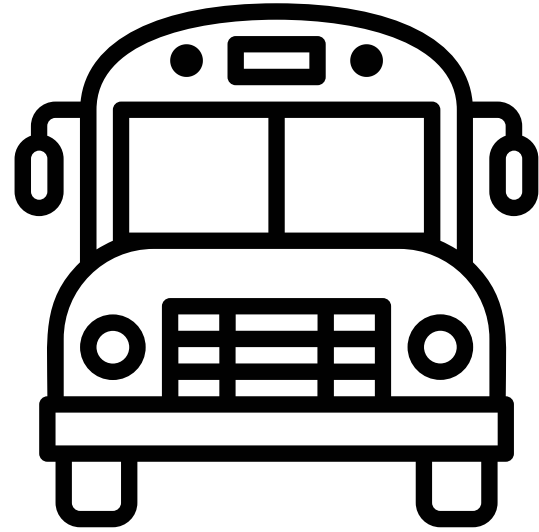
## Early Exit Transitional



- K-1 English and Spanish Instruction
- 2-6 English Instruction with Supports
- Using their native language as a bridge, preparing them to transition to mainstream English-only classrooms within a few years.

# Bilingual Program Consideration

## New Arrival Center

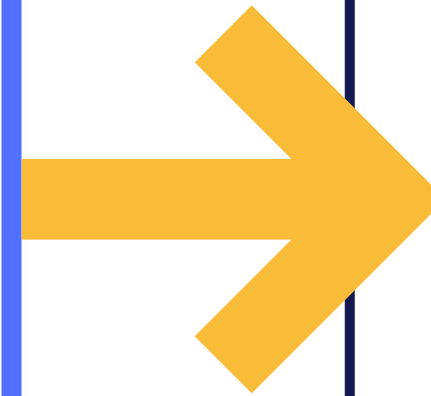


The **New Arrival Center (NAC)** provides intensive English language and academic support for newly arrived immigrant students. All Elementary NAC students attend Jones Elementary.

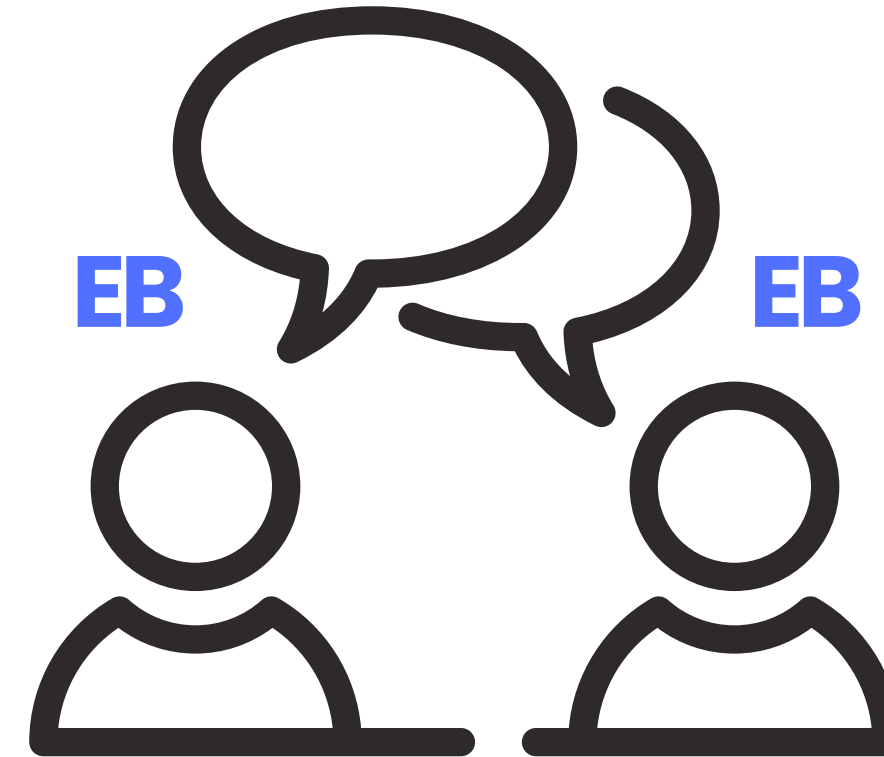
## Early Exit Transitional



**Early Exit Transitional (EE)** helps EB students rapidly develop strong English language proficiency and academic skills by using their native language as a bridge, preparing them to transition to mainstream English-only classrooms within a few years.



## One-Way Dual Language



In **dual language programs**, students learn content in both English and Spanish.

The District proposes combining the **New Arrival Center** (2nd-6th Grade) and the **Early Exit Transitional Program** into a **One-Way Dual Language Program**.



Students would be educated at their bilingual zoned campus.

# Current Bilingual Programming

**ESL-Content/Pull Out Support**  
**Two-Way Dual Language**  
**Early Exit**

PK	K	1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th	11th	12th
PK	K	1st	2nd	3rd	4th	5th	6th						
PK	K	1st	2nd	3rd	4th	5th	6th						
<b>New Arrival Center</b>			2nd	3rd	4th	5th	6th	7th	8th	9th	10th	11th	12th

# Current Bilingual Programming

<b>ESL-Content/Pull Out Support</b>	PK	K	1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th	11th	12th
<b>Two-Way Dual Language</b>	PK	K	1st	2nd	3rd	4th	5th	6th						
<b>Early Exit</b>	PK	K	1st	2nd	3rd	4th	5th	6th						
<b>New Arrival Center</b>			2nd	3rd	4th	5th	6th	7th	8th	9th	10th	11th	12th	

# Proposed Bilingual Programming

<b>ESL-Content/Pull Out Support</b>	PK	K	1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th	11th	12th
<b>Two-Way Dual Language</b>	PK	K	1st	2nd	3rd	4th	5th	6th						
<b>One-Way Dual Language</b>	PK	K	1st	2nd	3rd	4th	5th	6th						
<b>New Arrival Center</b>			2nd	3rd	4th	5th	6th	7th	8th	9th	10th	11th	12th	

Student in PreK-6<sup>th</sup> Grade Early Exit and 2<sup>nd</sup> -6<sup>th</sup> Grade NAC would combine into one program, One-Way Dual Language.

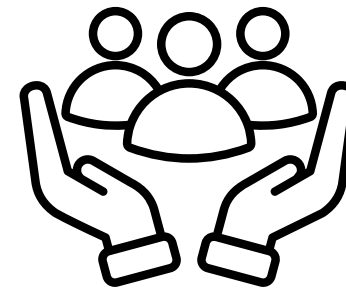
# Dual Language Program Benefits



## Long-Term Language Development

Dual Language provides sustained support for learning two languages.

Longer exposure to bilingual instruction yields stronger academic and literacy outcomes than early exit models.



## Resource Efficiency

Consolidating bilingual programs allows the district to leverage bilingual certified teachers to serve a larger population of students.

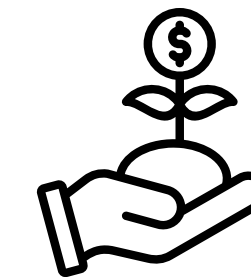
Creates a more predictable staffing pattern year to year.

Creates teams of bilingual teachers at campuses instead of singular grade levels in most cases.



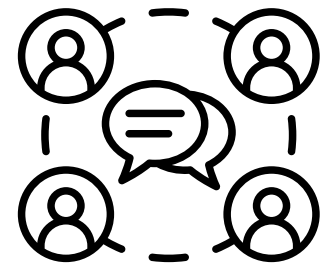
## Clarity for Families

Consolidating programs creates streamlined pathways for students.



TEA preferred model for bilingual services, funding dual language programs at a higher rate than early exit or new arrival programs.

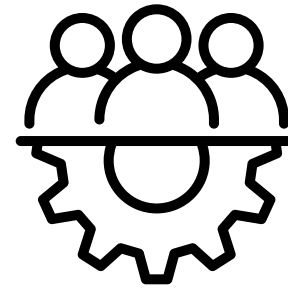
# Communication Process



## Stakeholder Feedback

Checking In With The Supt  
Bilingual Dept PLCs  
Community Conversations  
Principal Check-Ins  
Teacher Feedback Meetings

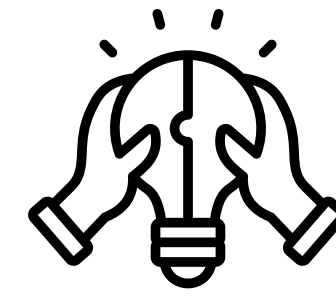
Upcoming: Collaboration with the  
Curriculum Department



## Principal Meetings

Positive Feedback:  
More Students Attend Home Campus  
Support Native Language & English  
Efficient Use of Resources  
Streamlined Process for Enrollment

Anticipated Needs:  
Training  
Oversight  
Student Transition Support



## Teacher & Family Outreach

Upcoming Teacher Meetings to  
Gather Feedback Through Surveys

**Parent Information Nights**  
January 15 from 5:30-6:30 p.m  
at the Administration Building

**Board Meeting Presentation**  
January 12, 2026-Considerations  
January 20, 2026-Proposal Update



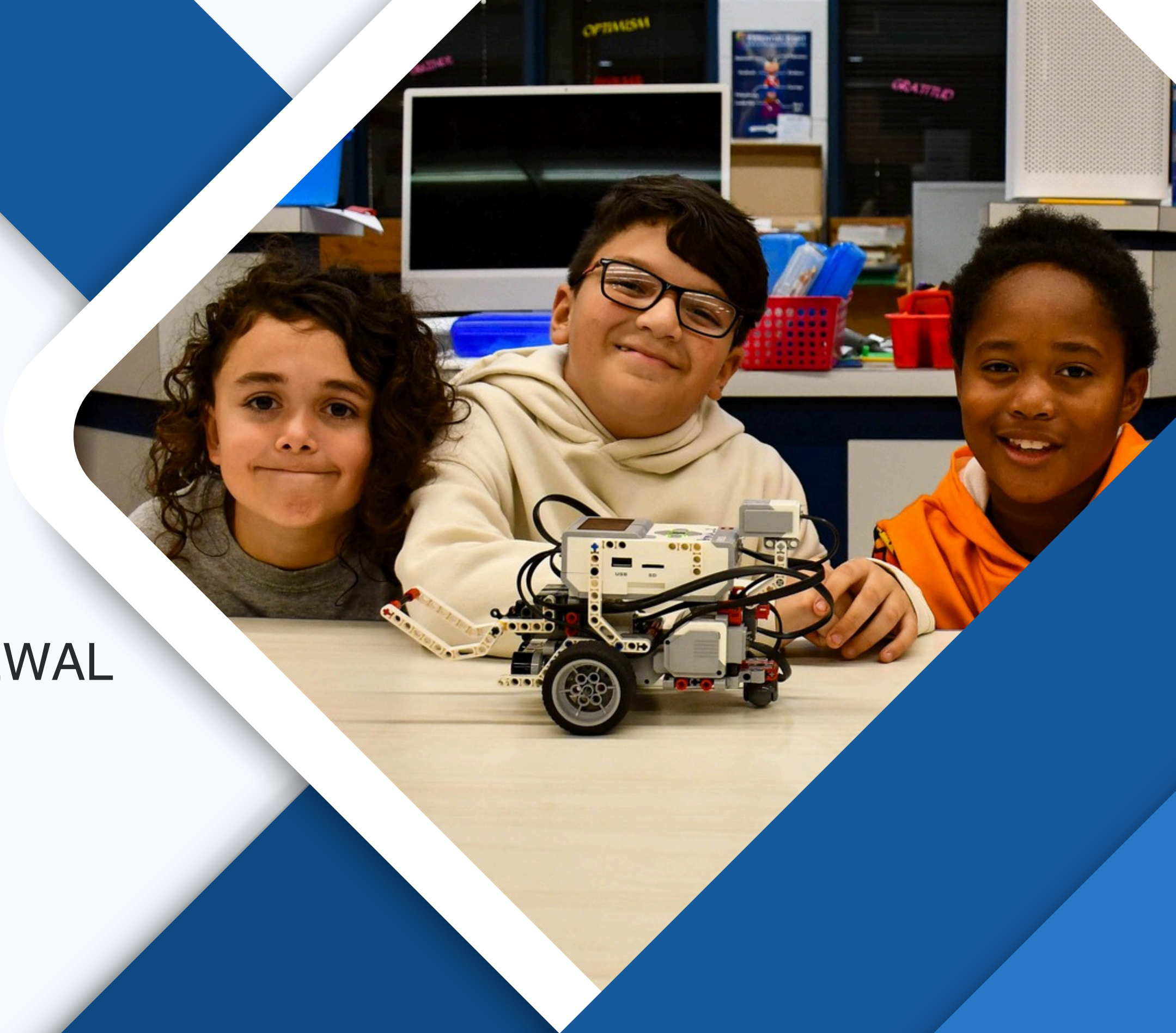
6.D. District of Innovation Local Innovation Plan Renewal Update

# DISTRICT OF INNOVATION

LOCAL INNOVATION PLAN RENEWAL



JANUARY 12, 2026



# DISTRICT OF INNOVATION

- Passed into law by the 84th Legislature in 2015 (HB 1842)
- An opportunity for ISDs to access flexibility and innovation
- Texas Education Code and Policy-driven process
- Any public school whose most recent academic performance was rated acceptable is eligible
- Plan must be approved by the district-level advisory committee (District Educational Improvement Committee (DEIC) and the School Board of Trustees



# CURRENT LOCAL INNOVATION PLAN

1. First day of instruction
2. Teacher certification
3. Minimum attendance for course credit
4. Class size (K-4)
5. Revised complaint resolution process (2025)
6. Oversight of campus libraries (2025)



# RENEWAL PROCESS & TIMELINE

- Renewal every 5 years, no later than March 2026, for Bryan ISD
  - **November 2025** - Review and consider any feedback from the community regarding the renewal of Local Innovation Plan
  - **December 2025** - Draft DOI plan to DEIC for feedback
  - **January 15, 2026** - DEIC will hold a public meeting to consider the proposed plan (majority vote required)
  - **January 2026** - If approved by the DEIC, the plan must be posted on the District's website 30 days before Board consideration
  - **February 2026** - Board of Trustees considers plan
    - (2/3 vote required)
    - If approved, notify TEA and post online within 15 days

# DISTRICT OF INNOVATION

LOCAL INNOVATION PLAN RENEWAL



JANUARY 12, 2026



## 6.E. Budget Development Series - Related to Understanding Tax Rates



Bryan Independent School District

# BUDGET DEVELOPMENT

*Understanding Tax Rates*  
*January 12, 2026*



# December

1 - Introduction to the plan  
15 - Understanding the Basic Allotment

# January



12 - Understanding Tax Rates  
20 - District Revenue

# February

2 - School Bonds  
23 - Norma @ TASBO Conference

# March

2 - Voter Approved Tax Rate Election  
23 - Staffing Considerations

# April

6 - Budget Planning - Revenues  
20 - Budget Planning - Expenditures

# May

4 - Budget Planning - Fund Balance  
18 - Goals and Vision

# June

1 - Budget Communication  
15 - Budget Adoption



# SCHOOL DISTRICT TAX RATE

- Not Arbitrary
  - Governed by state law and formulas established by the Texas Education Agency
- Voter Controlled
  - Higher tax rates require voter approval through a VATRE or bond election.
- Two Rates, Two Purposes
  - **M&O** (Maintenance & Operations): funds classrooms, staff, utilities, and instructional programs
  - **I&S** (Interest & Sinking): set only at the level needed to pay voter-approved bond debt



# TAX RATE

The amount of tax charged per \$100 of a property's assessed value

\$0.6769



**Maintenance  
&  
Operations**

\$0.2700



**Debt Service  
aka  
Interest & Sinking**

# TAX RATE: M&O



Maintenance  
&  
Operations

→ **Tier I (MCR)**  
Maximum Compressed Tax Rate  
Set by TEA

\$0.6169

→ **Tier II**  
Enrichment pennies

\$0.0600

$$\begin{array}{c} \text{6} \\ \text{6} \end{array} + \begin{array}{c} \text{0} \\ \text{0} \end{array} = \text{6}$$

\$0.6769

# TAX RATE: M&O

(TIER II: ENRICHMENT PENNIES)



Maintenance  
&  
Operations

*Enrichment Penny Limits*

$$\begin{array}{c} \text{8} \\ \text{IN GOD WE TRUST} \\ \text{LIBERTY} \end{array} + \begin{array}{c} \text{9} \\ \text{IN GOD WE TRUST} \\ \text{LIBERTY} \end{array} = \boxed{\$0.17}$$

*Bryan ISD currently has the following*

$$\begin{array}{c} \text{6} \\ \text{IN GOD WE TRUST} \\ \text{LIBERTY} \end{array} + \begin{array}{c} \text{0} \\ \text{IN GOD WE TRUST} \\ \text{LIBERTY} \end{array} = \boxed{\$0.06}$$

# TAX RATE: DEBT SERVICE



**\$0.2700**

**Debt Service  
aka  
Interest & Sinking**

# TOTAL TAX RATE



**Maintenance  
&  
Operations**

**Debt Service  
aka  
Interest & Sinking**

# TAX RATE

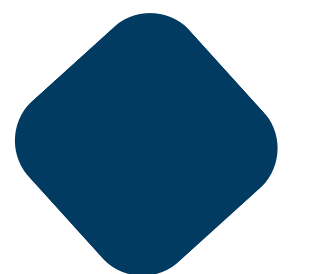
The amount of tax charged per \$100 of a property's assessed value

## Simple Math:

If your property is appraised at \$375,000 and the school district's tax rate is **\$0.9469**

*Does not include Homestead Exemptions\**

- Taxable base =  $\$375,000 \div 100 = \$3,750$
- School taxes due =  $\$3,750 \times \$0.9469 = \$3,550.87$



# TAX RATE

The amount of tax charged per \$100 of a property's assessed value

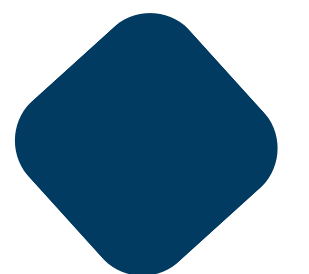
## Simple Math:

If your property is appraised at \$375,000 and the school district's tax rate is **\$0.9469**

*Includes \$140,000 Homestead Exemption*

- $\$375,000 - \$140,000 = \$235,000$
- $\$235,000 \div \$100 = \$2,350.00$
- $\$2,350 \times \$0.9469 = \$2,225.22$
- Versus  $\$3,550.87$  without homestead exemption

SAVINGS  
**\$1,325.65**



# TAX RATE

The amount of tax charged per \$100 of a property's assessed value

## Est. Tax Collections

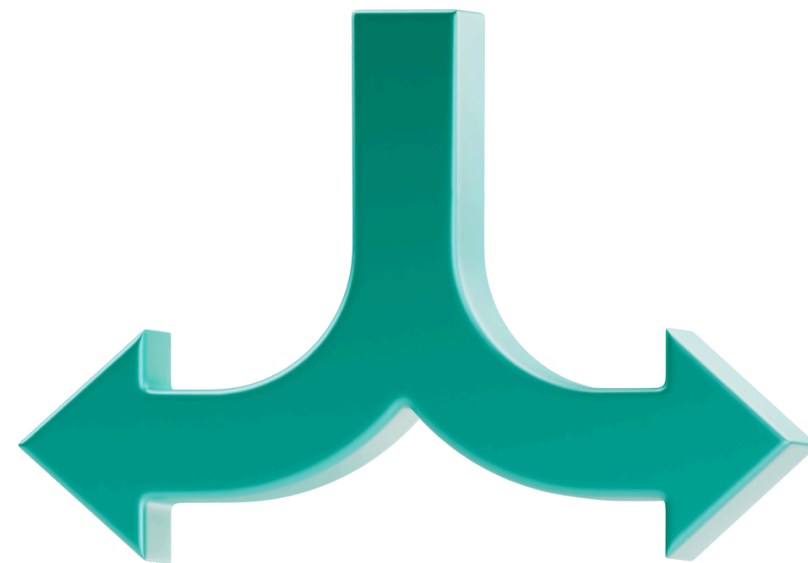
\$0.6769



**M&O**

**\$84,658,763**

**\$125,068,346**



\$0.2700



**I&S**

**\$33,768,453**



Introduction

Basic Allotment

Tax Rates

District Revenue

# QUESTIONS



## 6.F. Bond 2025 Status Update

**2025**

**BRYAN**

**INDEPENDENT SCHOOL DISTRICT**

**B**



**BOND**

**January 12, 2026**

# Timeline Overview

**Nov 4 2025**  
**Bond Passed!**



**Aug 2026**  
**\$290,000,000**

**Aug 2031**  
**\$47,000,000**



**Preparation & Planning**

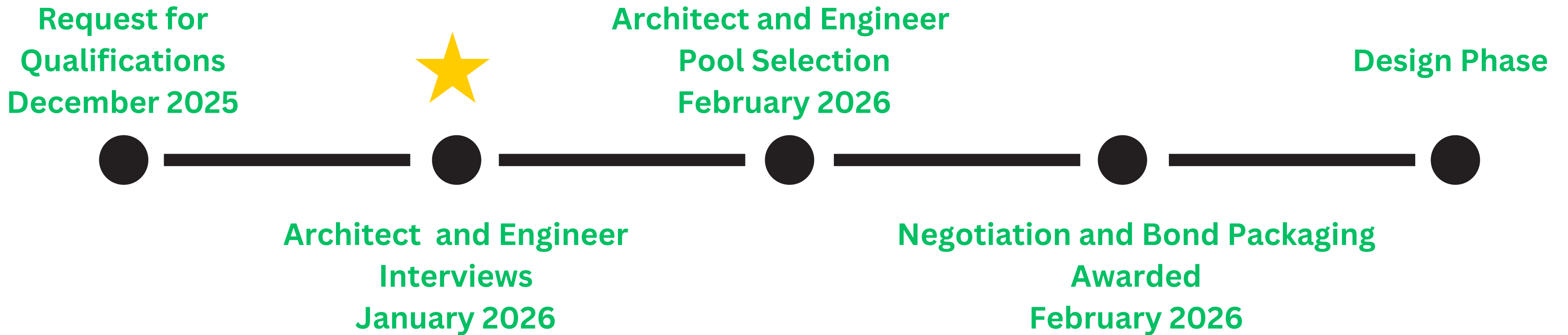
**Aug 2029**  
**\$60,000,000**

**2025**  
**BRYAN BOND**  
INDEPENDENT SCHOOL DISTRICT

The logo for Bryan ISD, featuring a circular emblem with a graduation cap and the text "BRYAN ISD" and "bryanisd.org".

# Timeline Overview

## Preparation & Planning



# BOND BUSINESS

- Begin Design
  - Phases
    - Programming
    - Schematic Design
    - Design Development
    - Construction Documents
    - District maintains design oversight and review at each phase.

# BOND BUSINESS

- Select Contractor for Construction Phase with Board Approval
  - Permitting & Pre-Construction
    - Submit plans to city/county for permits
    - Conduct traffic, environmental, geotech, and TDLR accessibility reviews
    - Establish construction schedule
    - Approve safety plan
    - Establish communication protocols

# BOND BUSINESS

- Construction Phase
  - Site mobilization
  - Construction progresses through phases
  - Weekly meetings with the district, architect, and contractor
  - Submittal review and approvals
  - Change order requests (as needed)
  - Pay applications reviewed by the architect and the district
  - Ongoing inspections

# BOND BUSINESS

- Substantial Completion
  - The building is operational and ready for its intended use.
  - Punch list created by the architect and the district
  - CO (Certificate of Occupancy) issued by the authority having jurisdiction

# BOND BUSINESS

- Design- 8-10 months
- Construction- 18-36 months
- Substantial Completion- 2.5- 4 years
  
- For example: Bryan Collegiate High School
  - Design- March 2026 to January 2027
  - Construction- February 2027 to June 2029
  - Substantial Completion August 2029

# BOND BUSINESS

- Bond Packaging Priority Projects
  - Bryan Collegiate High School
  - Merrill Green Fieldhouse
  - Elementary, Intermediate, and Middle School Renovations and Improvements
  - Rudder High School Renovations, Gymnasium, and Barbering and Cosmetology
  - Bryan High School Renovations and Auditorium

**2025**

**BRYAN**

**INDEPENDENT SCHOOL DISTRICT**

**B**



**BOND**

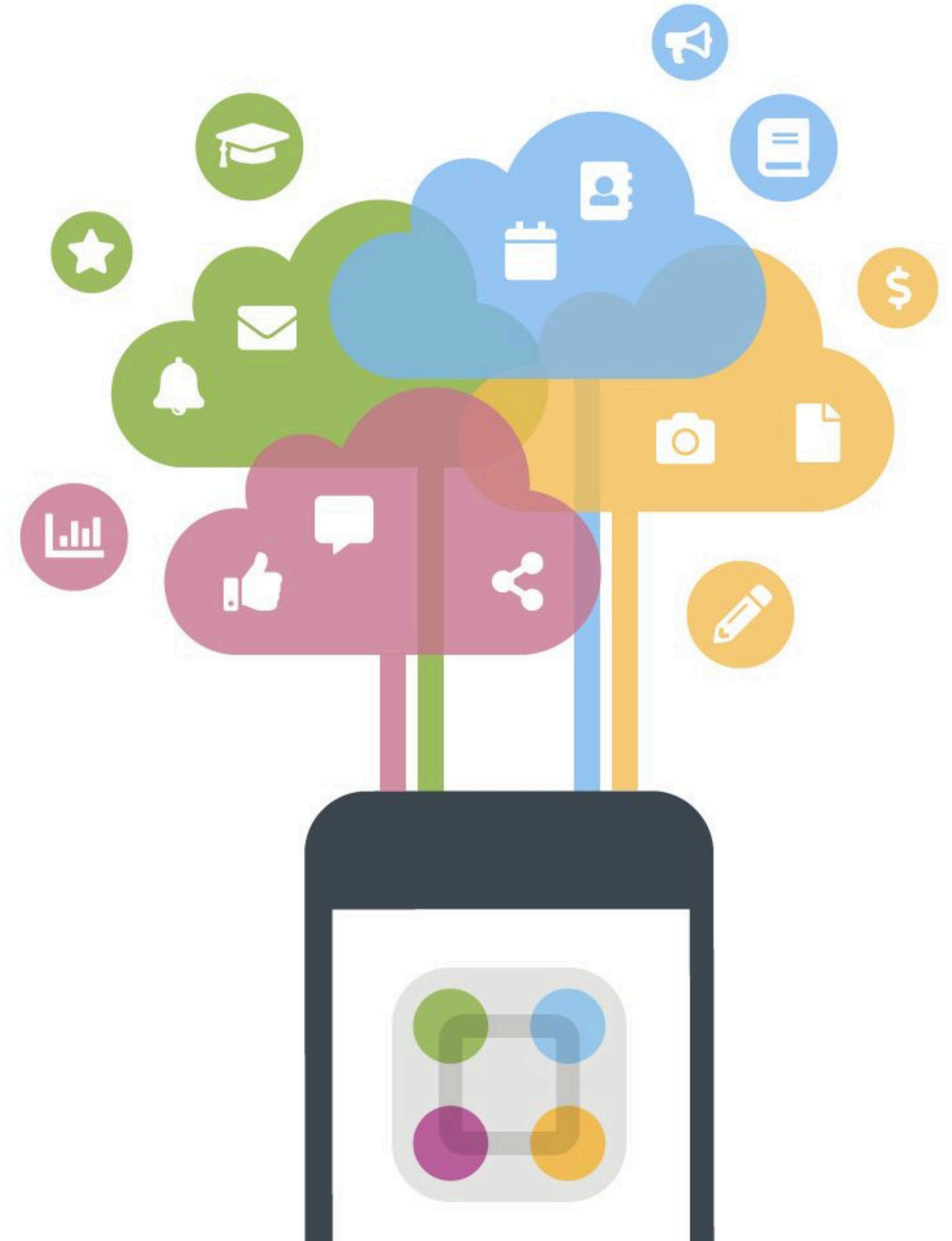
**January 12, 2026**

## 6.G. Parent Communication Software Implementation Plan Update

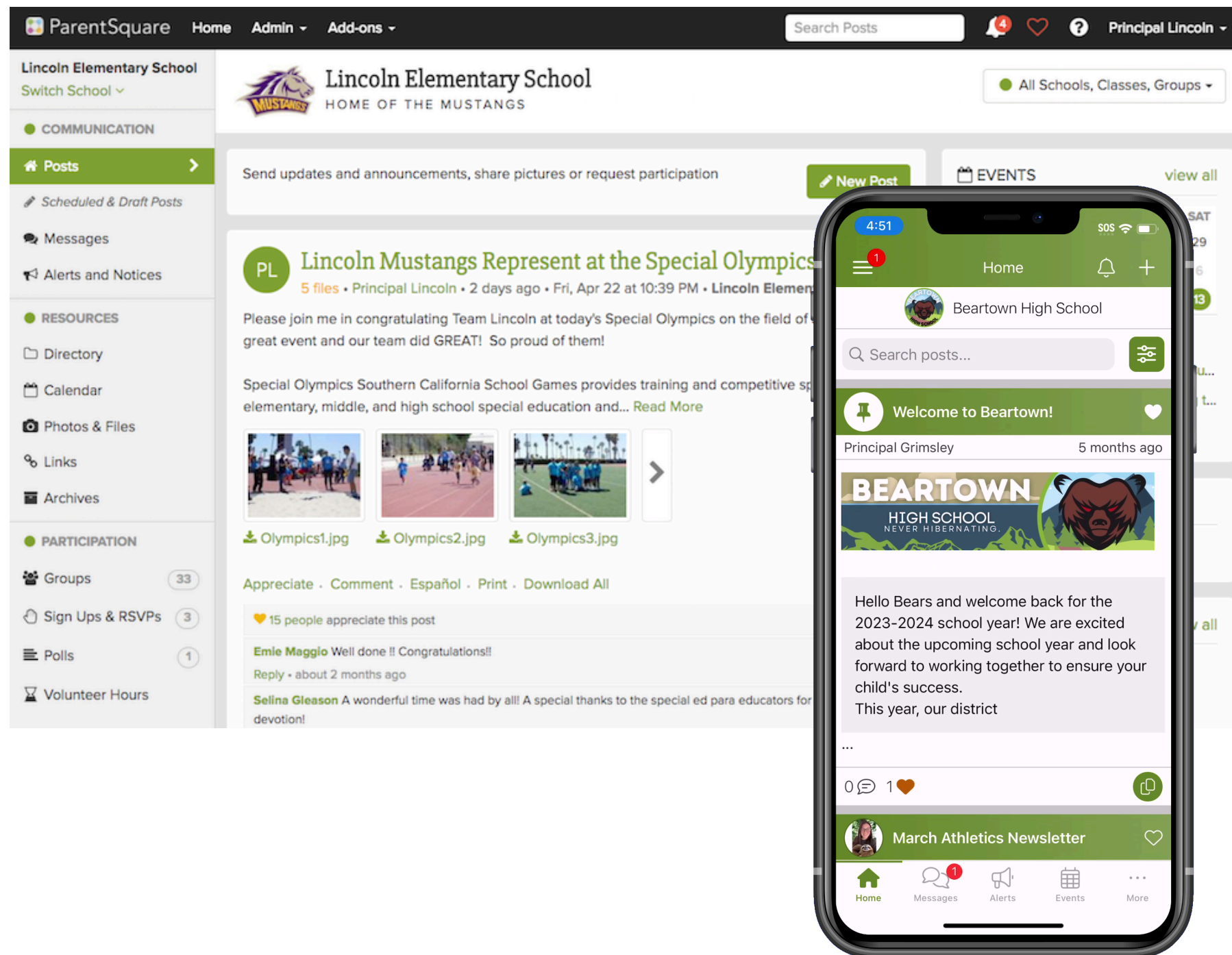


# ParentSquare™

Unified Communications



# ParentSquare Overview



## One Central Tool

Families know where to go to get their information and get in touch with key personnel.

## Quick Translations

Reduce communication barriers and increase equity with automatic translations in over 100 languages.

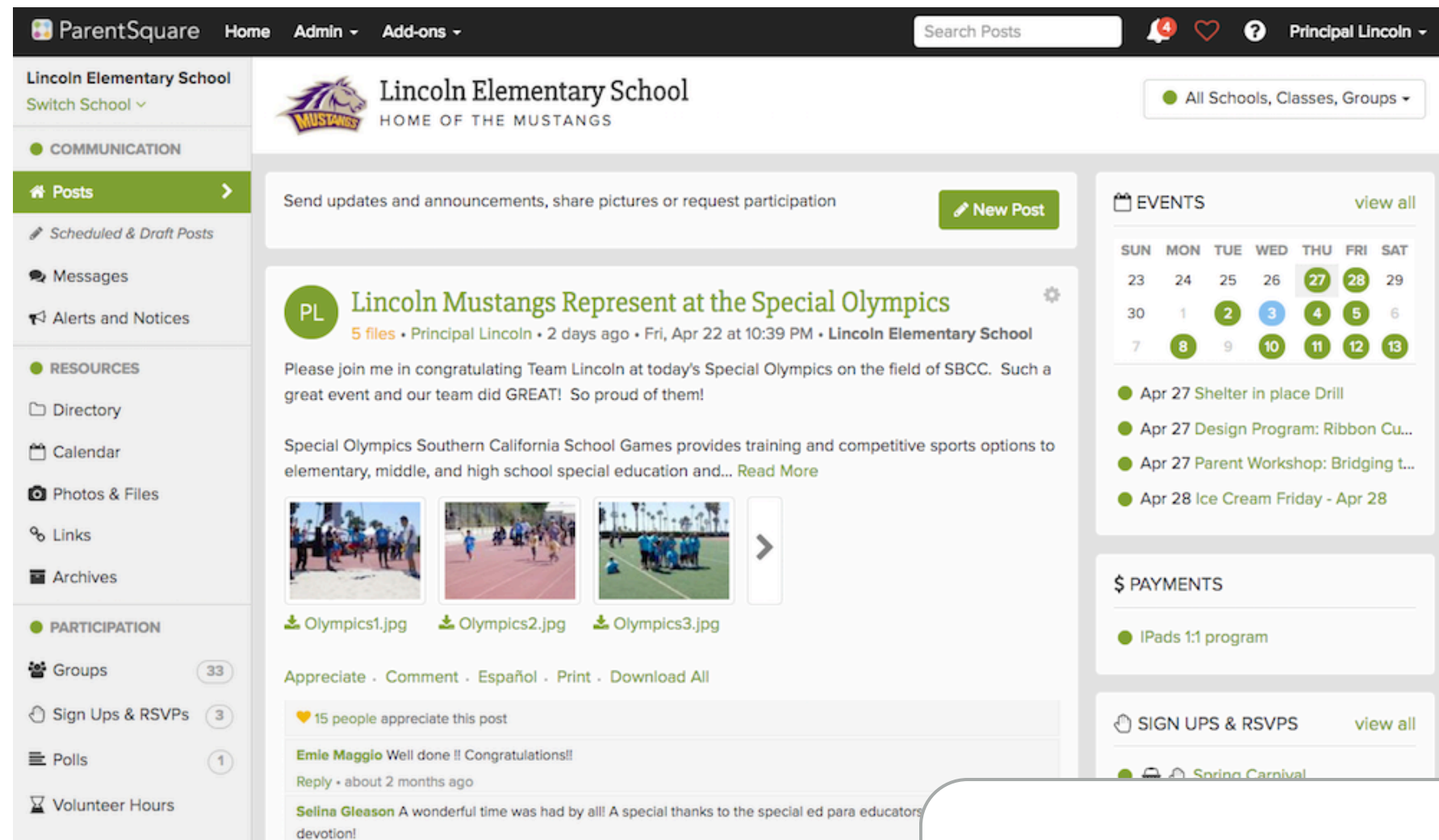
## Two-Way Communication

Families will be up to date and engage with the content by completing forms, offering to volunteer and much more right from inside of ParentSquare!

## Text, Email, App, Voice

Various ways to reach families to ensure they are up to date. Users can set notification preferences for communication.

# Multiple Way to Communicate with Families



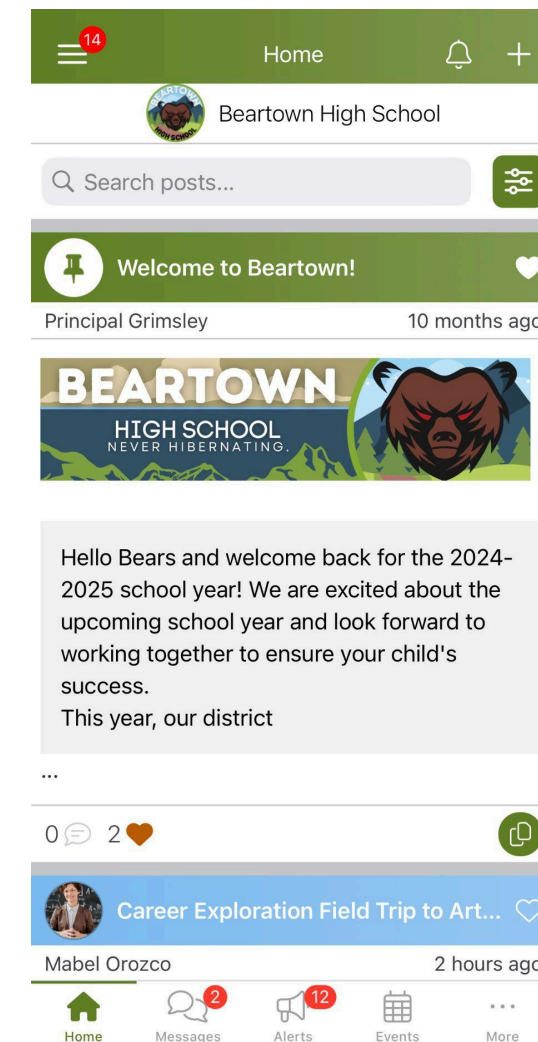
Mobile-Friendly and Familiar Website

[Lincoln] Josefina was absent from school today, January 5th. Call [777-999-0000](tel:777-999-0000) to discuss this notice.

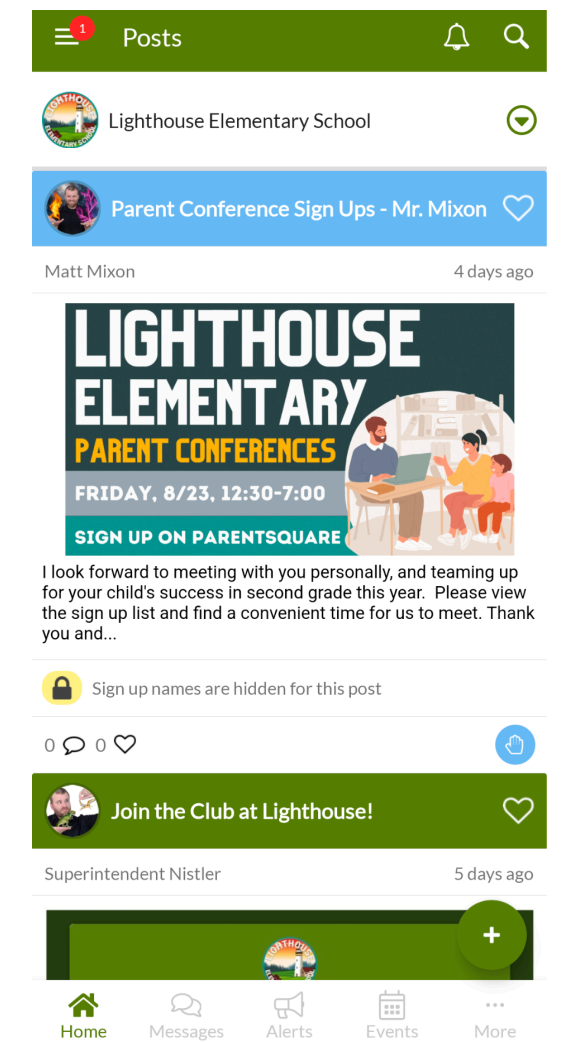
Email and Push Notifications

## Text Notifications

[Lincoln] First meeting this Friday <http://psqr.io/ANeCRTi6>



Native iOS and Android Apps





# ParentSquare **Timeline**

December  
2025

January  
2026

February  
2026

March  
2026

- **Principal Training**



- **Department Training**
- **Staff Training**



- **Staff Training**
- **Parents**



- **Activity Groups**





- **Campus Alerts**
- **Urgent Alerts**
- **Text and phone messages**
- **Posts**
- **Newsletters**



- **Check Grades**
- **Check attendance**
- **View assignment info**
- **Check schedules**
- **Share specific information with parents**



# Questions?

## **7. Call to Order Public Hearing**

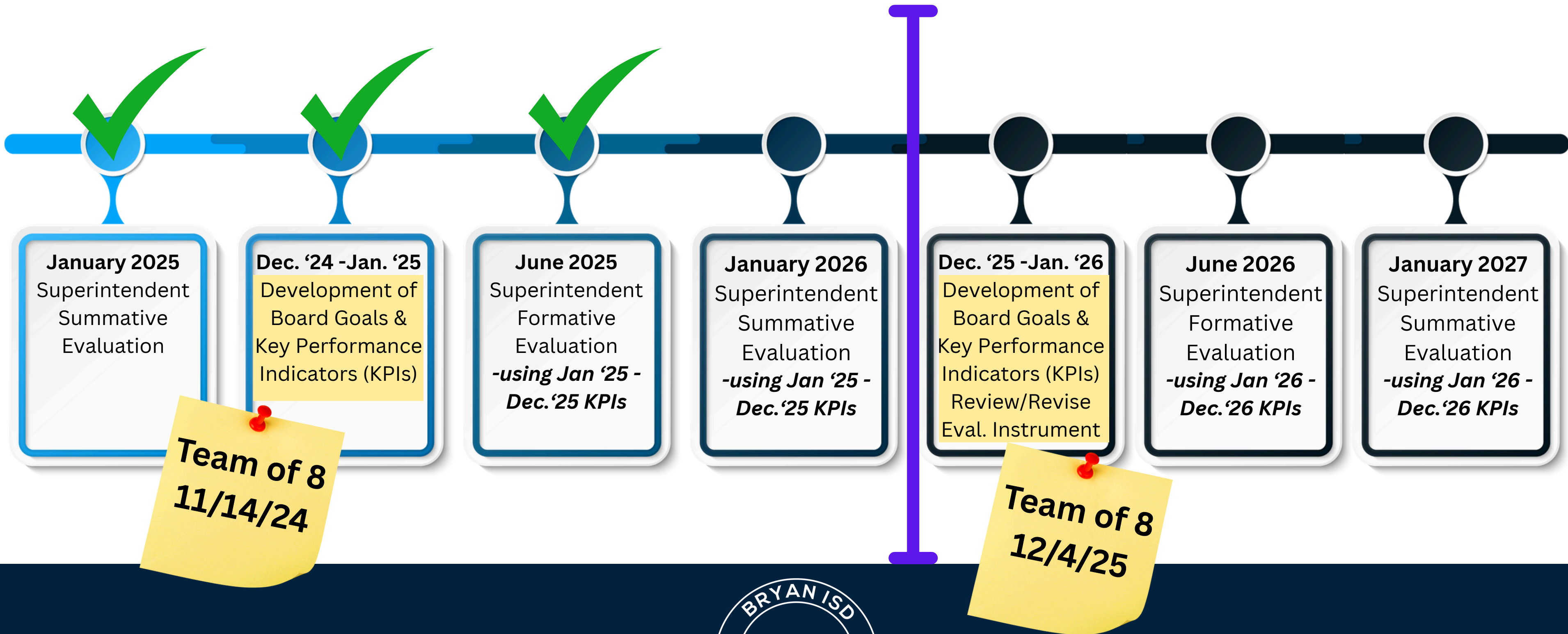
7.A. Public Hearing for the Presentation of the District Annual Report - Texas Academic Performance Report (TAPR)



# PROGRESS TOWARD BOARD GOALS

January 12, 2026

# Board Goals - Timeline Overview





# Alignment of Student Outcome Goals

Alignment begins with the Board of Trustees with the Adoption of Board Goals

<b>Goal 1</b>	Support the academic and post-secondary success of every student.
<b>Goal 2</b>	Foster and sustain a culture and climate that encourages a shared responsibility for a positive learning environment that encourages engagement in academic, extracurricular, and service activities.
<b>Goal 3</b>	Recruit and retain a high-quality workforce through competitive benefits, differentiated professional learning, and providing appropriate resources and support to ensure a positive work environment.
<b>Goal 4</b>	Actively partner with students, families, staff, and the community to promote collaborative stakeholder engagement to achieve the district's vision.
<b>Goal 5</b>	Ensure a physically and emotionally safe and secure learning environment while welcoming all students, staff, and visitors.



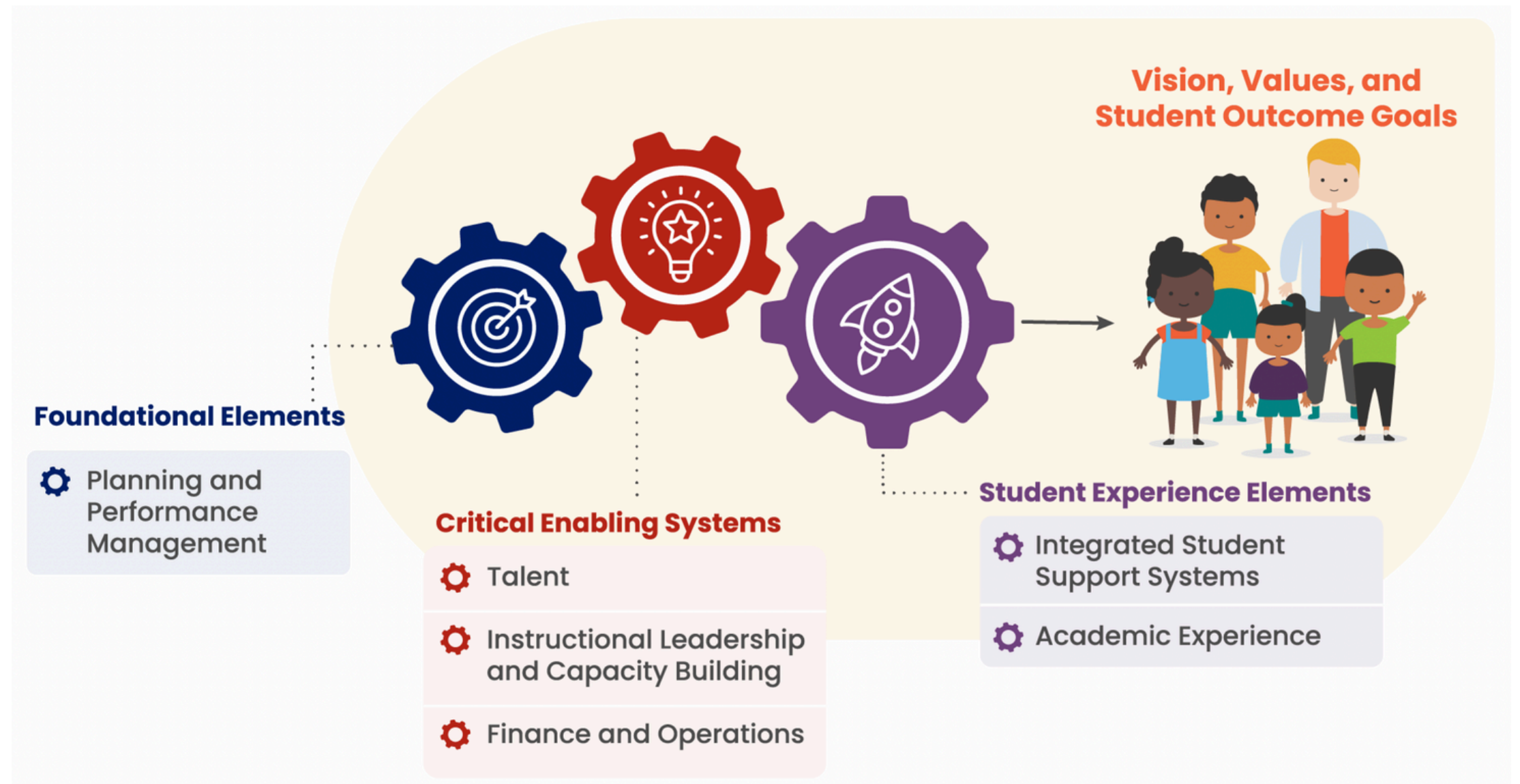


# Alignment: The Effective District Framework & Board Goals

The Board Goals are tightly aligned with the Effective District Framework and are actively performance-managed to ensure consistent progress and accountability.

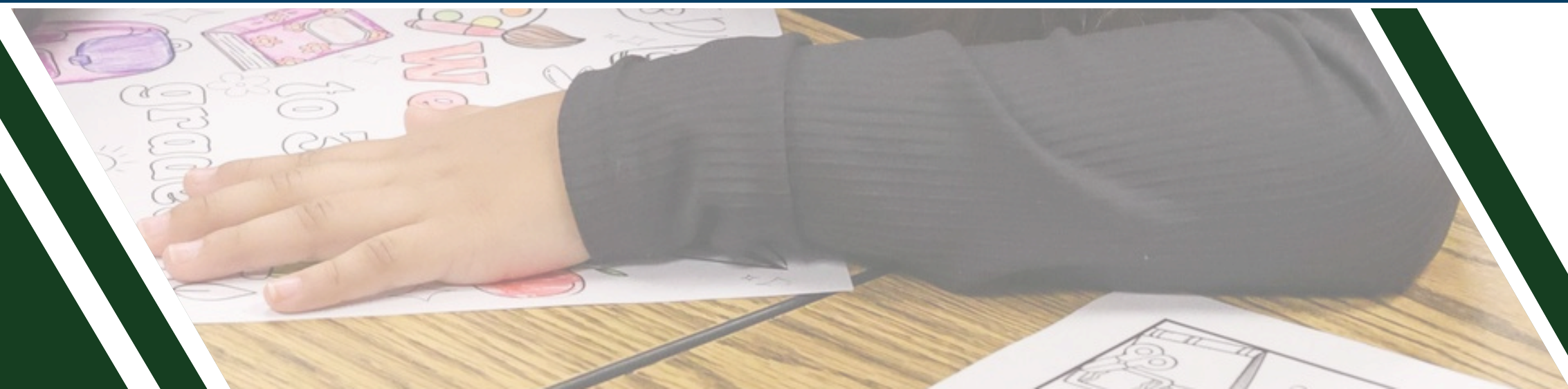
## Goal 1: Academics

Support the academic and post-secondary success of every student.





# The Annual Report





# 2024-2025 Annual Report

## Information included in the Annual Report

- 2024-25 Texas Academic Performance Report
- PEIMS Financial Standard Report (2023-24 Financial Actual Report)
- 2023-24 District Accreditation Status
- Campus Performance Objectives
- Report on Violent or Criminal Incidents on Campuses
- Student Performance in Postsecondary Institutions
- Progress Toward Board-adopted HB 3 Goals
- TAPR Glossary





# Comparable Group Methodology

**Seven similar districts met the criteria and are used as a comparable group**

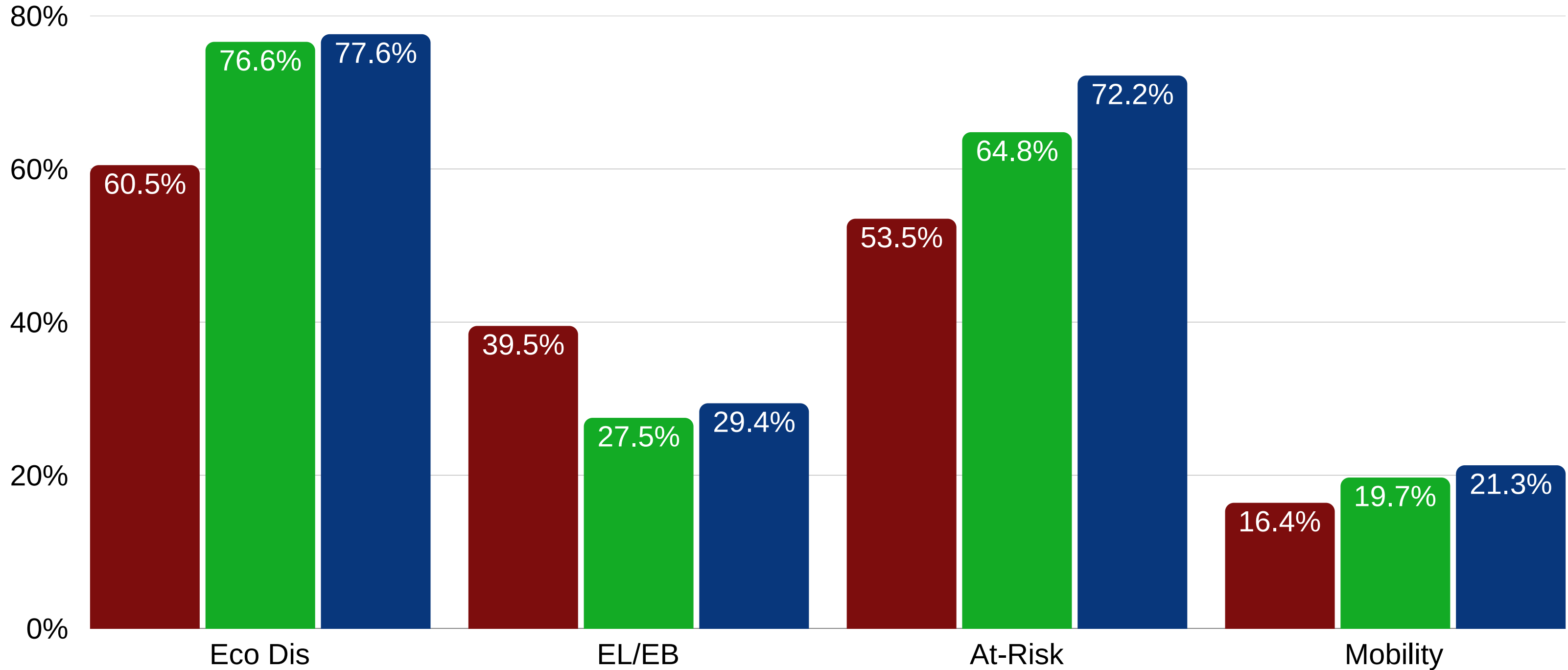
- Bastrop
- Beaumont
- Crowley
- Duncanville
- New Caney
- Tyler
- Waco

Criteria	Bryan ISD	Plus/ Minus	Lower Bound	Upper Bound
<b>Total Enrollment</b>	15,897	4,500	11,397	20,397
<b>Low Income</b>	78%	12%	66%	90%
<b>English Learners</b>	29%	18%	11%	47%
<b>Mobility</b>	21%	7%	14%	28%



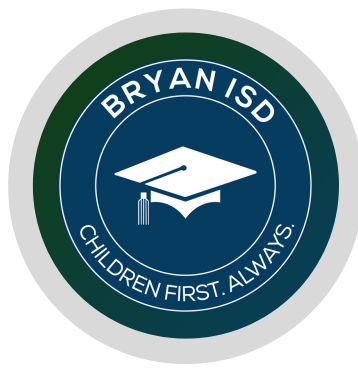
# Student Information

● State ● Comparable District ● Bryan ISD

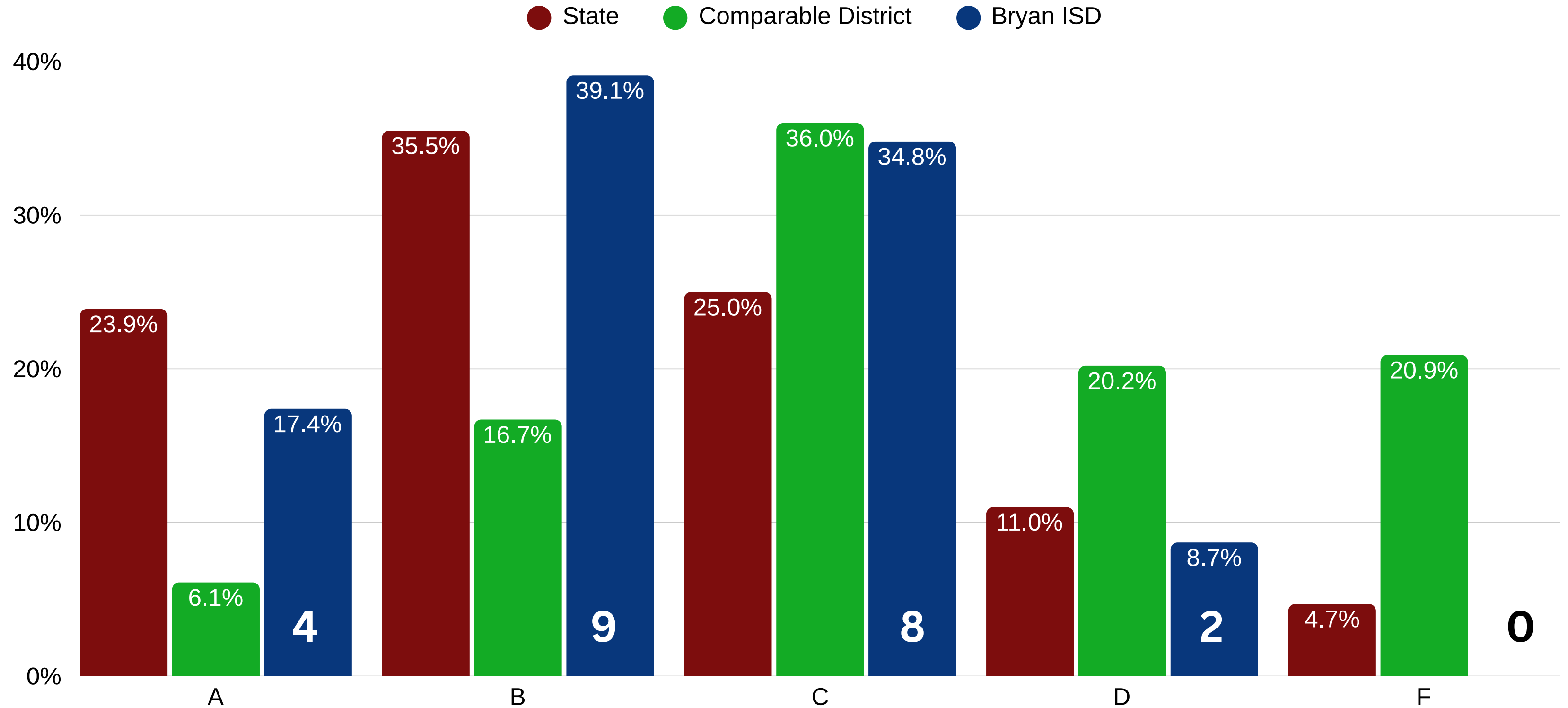


Eco Dis: Economically Disadvantaged  
EL/EB: English Language Learners/Emergent Bilingual

Students who were in the district for less than 83% of the school year. <sup>80</sup>

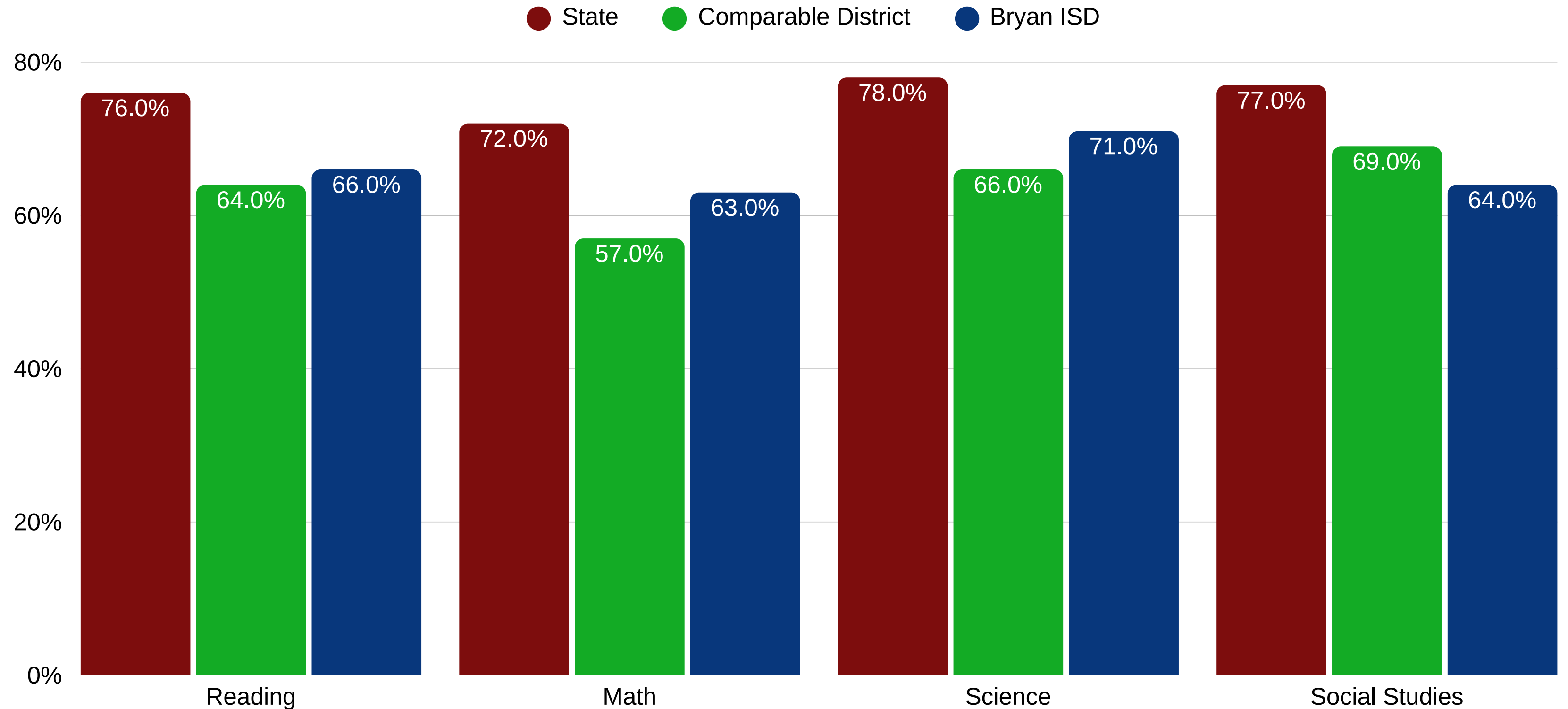


# Percentage of Campuses at Each Letter Grade



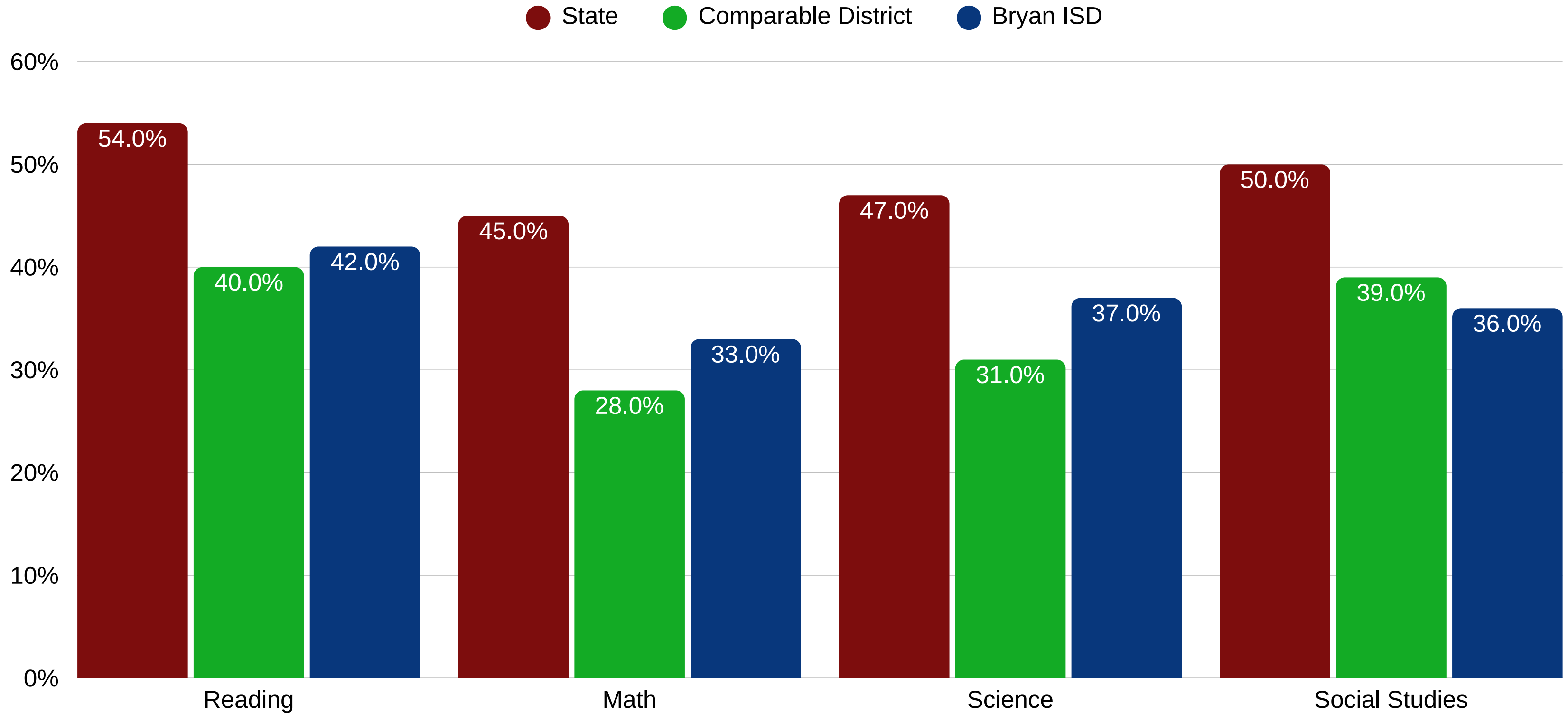


# 2025 STAAR Approaches Grade Level





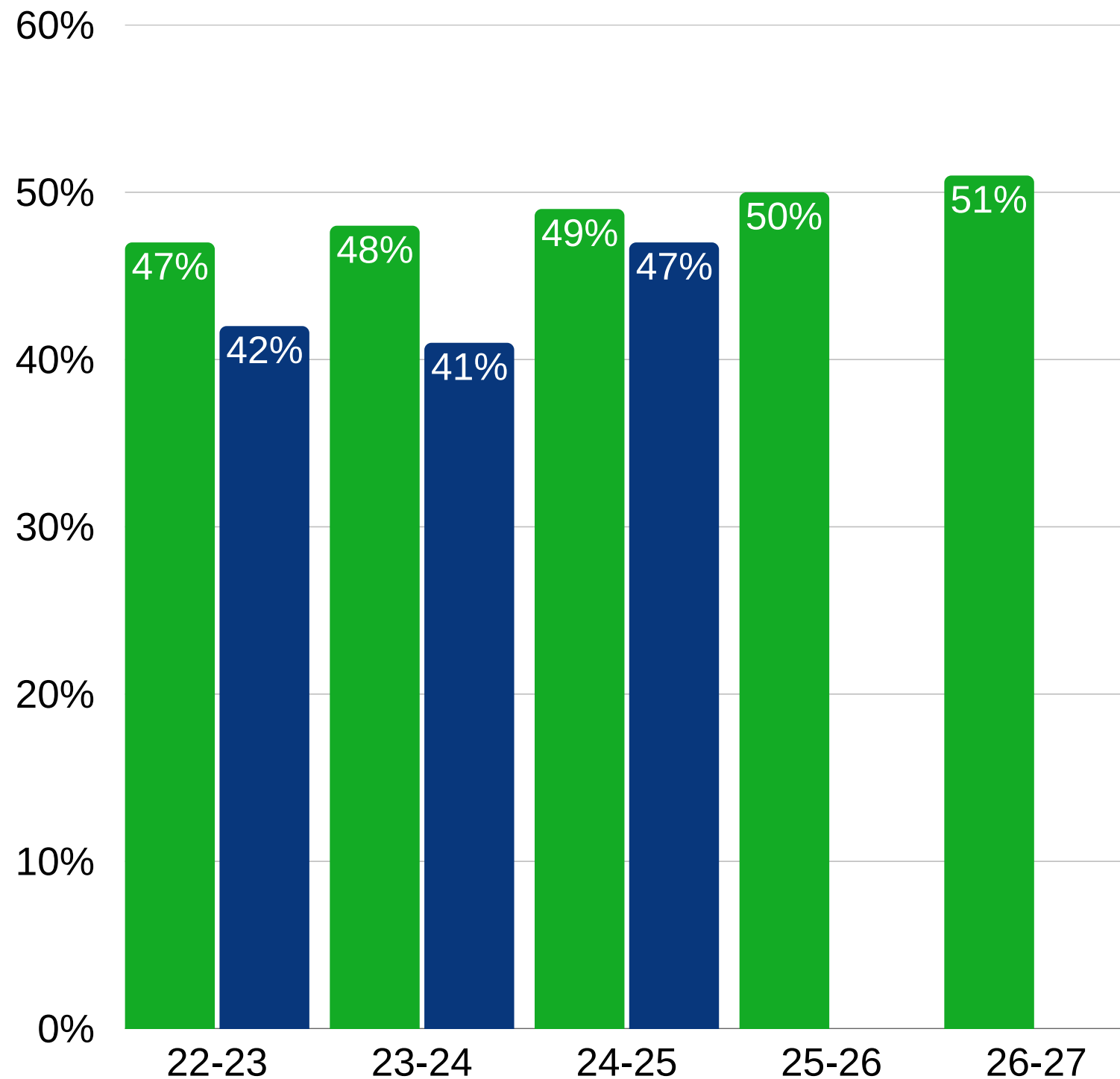
# 2025 STAAR Meets Grade Level





# HB 3 Early Literacy Goals

● Goal ● Actual



**3rd Grade at Meets Grade Level**

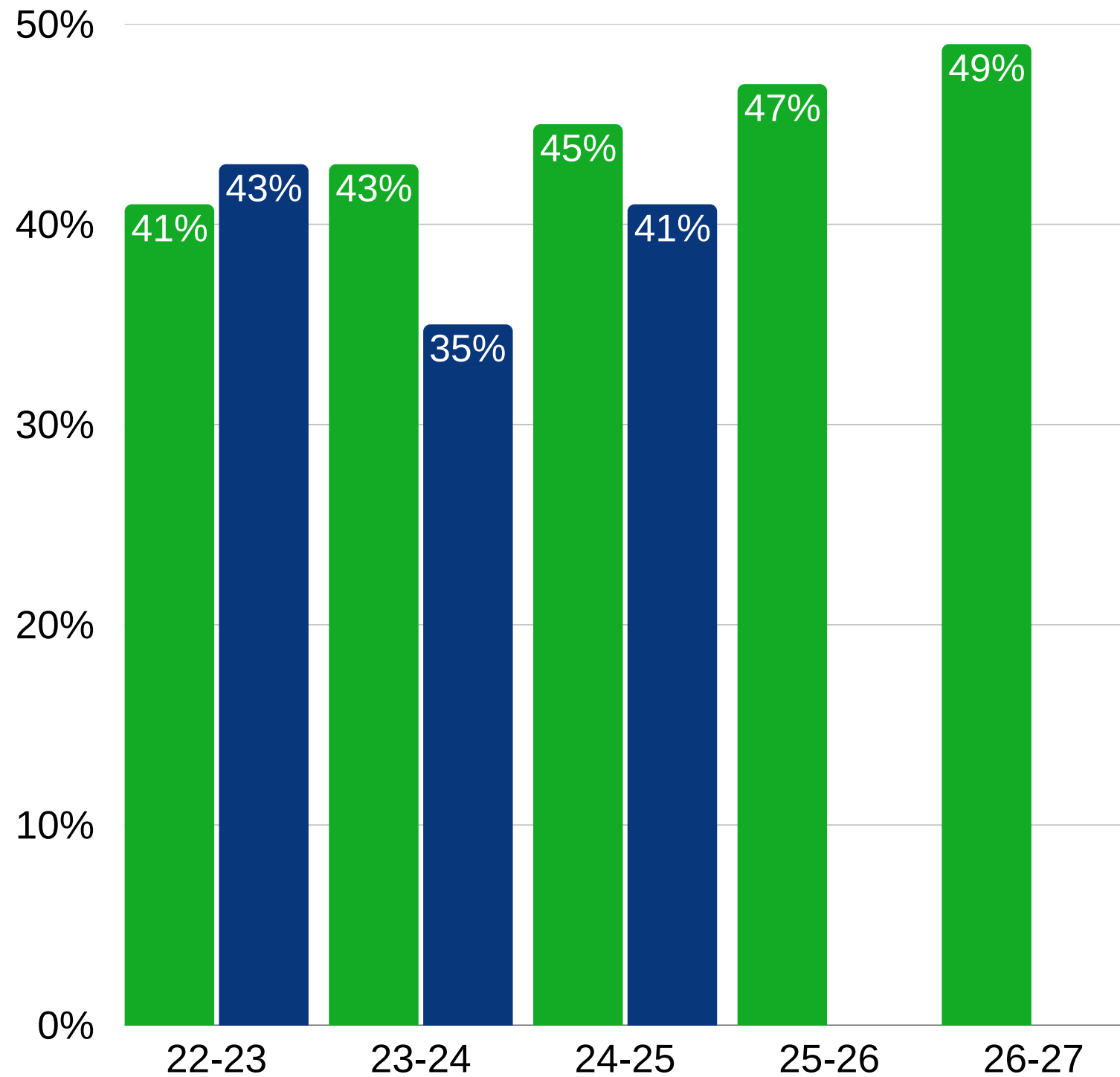
## Action Plan

- Additional curriculum resources and lessons to support PK-3rd grade reading standards.
  - Reading Horizons' foundational skills curriculum provides explicit, systematic instruction in phonemic awareness, letter knowledge, phonics, and sight words.
- Teachers are trained in explicit reading instruction and in analyzing test results to plan targeted reading instruction based on individual student needs.
  - Reading Academies
- Supporting students with new STAAR test questions and item types (short answer, essay, tech-enhanced)



# HB 3 Early Numeracy Goals

● Goal ● Actual



**3rd Grade at Meets Grade Level**

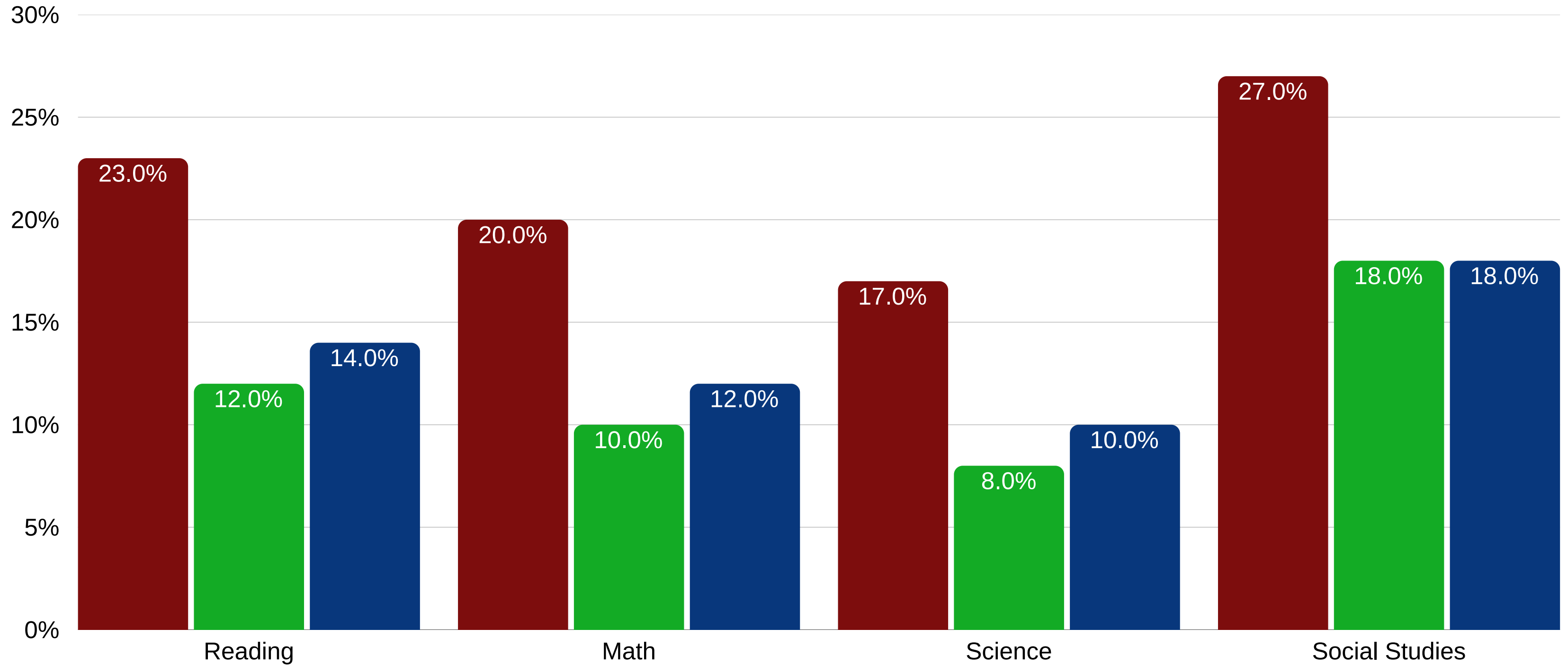
## Action Plan

- Daily mastery checks to monitor student mastery of the lesson.
- Small group instruction for math lessons and interventions to differentiate according to student need.
- Additional curriculum resources and lessons to support 3rd grade math standards and new item types.
- Teachers analyzing test results to plan targeted math instruction based on individual student needs.
- New K-8 Math Curriculum for the 2025-2026 school year.



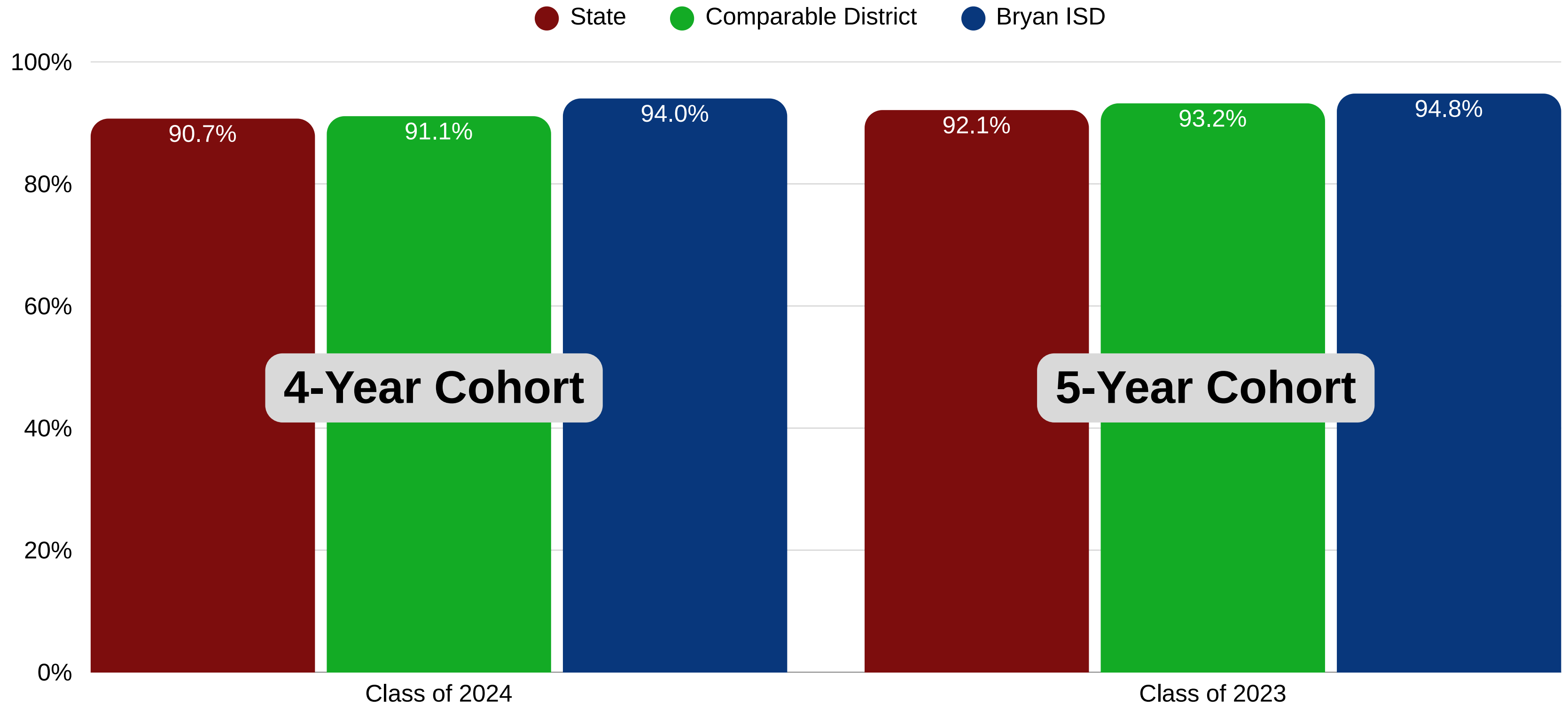
# 2025 STAAR Masters Grade Level

● State ● Comparable District ● Bryan ISD



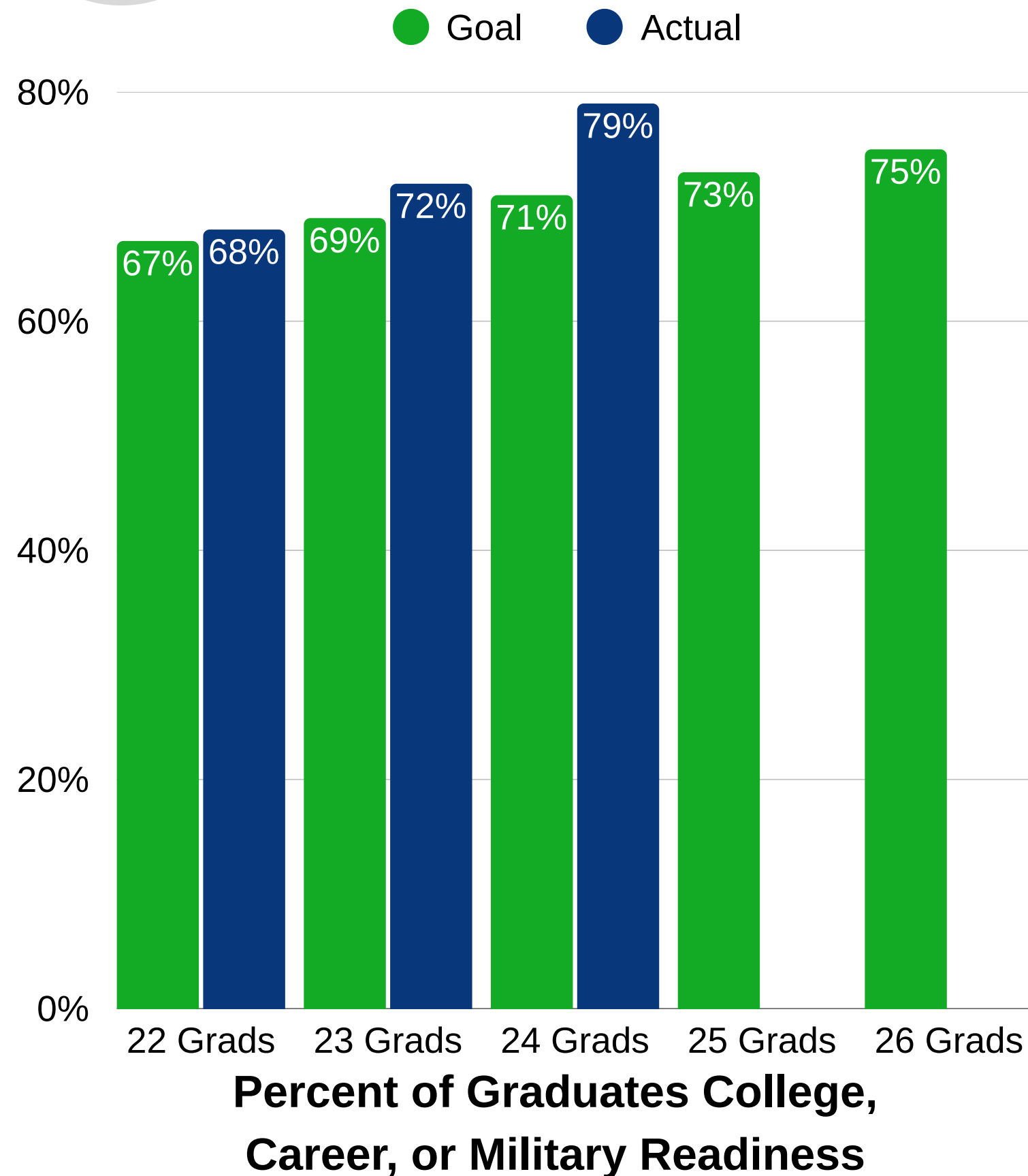


# Longitudinal Cohorts Graduation Rate





# HB 3 College, Career, and Military Readiness Goals

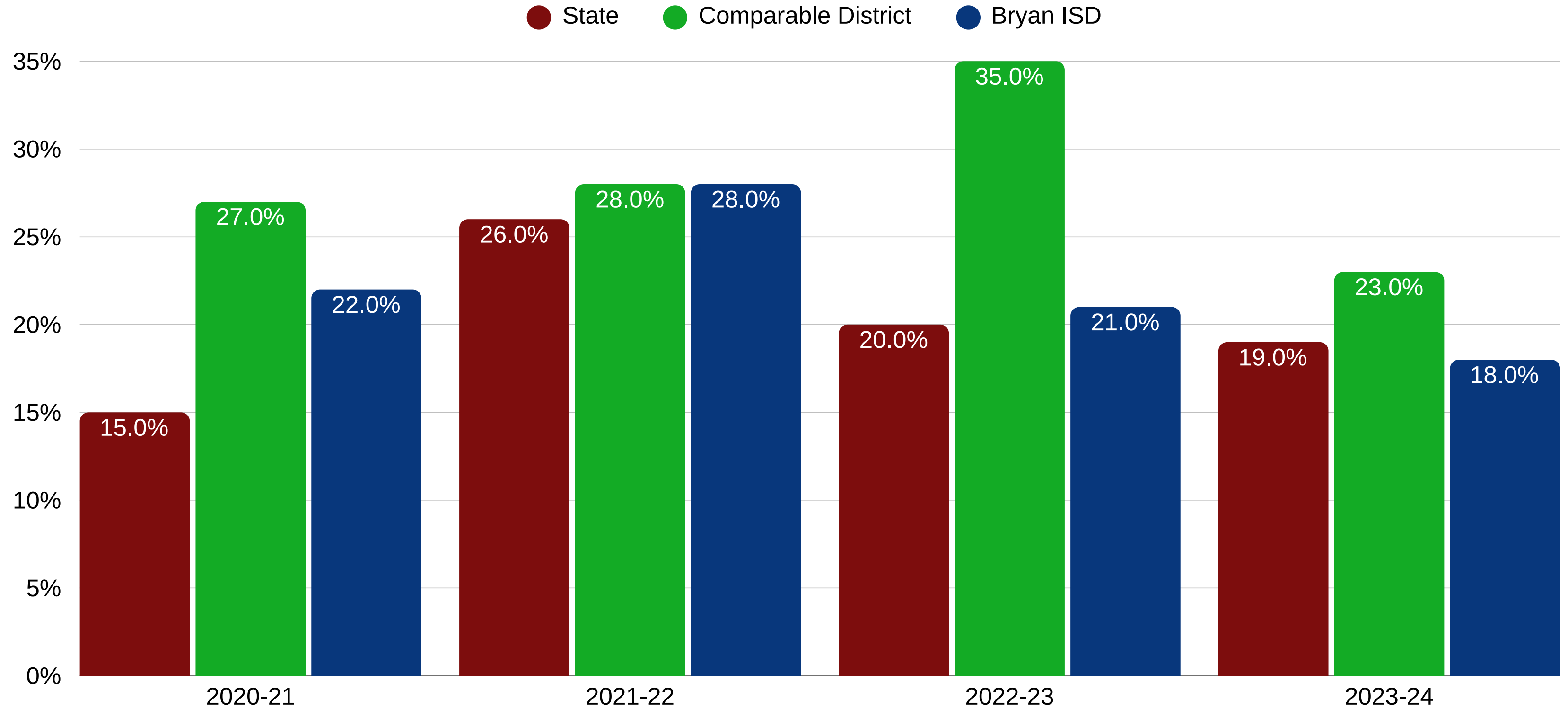


## Action Plan

- Supporting campuses as the criteria for CCMR is changing each year - changes in industry-based certifications that will be included, along with the courses students must complete.
- CCMR plans developed with campuses identifying strategies to increase CCMR.
- Campuses meet with district leaders at least quarterly to review data and plan progress
- CCMR is included in the incoming 9th presentation and part of their Personal Graduation Plan
- Monitor student CCMR completion during registration and graduation checks.



# Chronic Absenteeism Rates





# PEIMS Financial Standard Report

---

## 2023-24 Actual Financial Data (District)

- Receipts
- Fund Balances
- Disbursements
- Program Expenditures
- Tax Rates
- Tax Year State Certified Property Values
- Unassigned Fund Balance (% of Total Budgeted Expenditures)

## 2022-23 Actual Financial Data (Each Campus)

- Expenditures by Object
- Expenditures by Function
- Program Expenditures by Program

**FIRST Rating:  
A - Superior  
Achievement**



# 2023-2024 District Accreditation Status

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Each year, TEA assigns one of four accreditation statuses to each district in the state:

- Accredited
- Accredited-Warned
- Accredited-Probation
- Not Accredited-Revoked

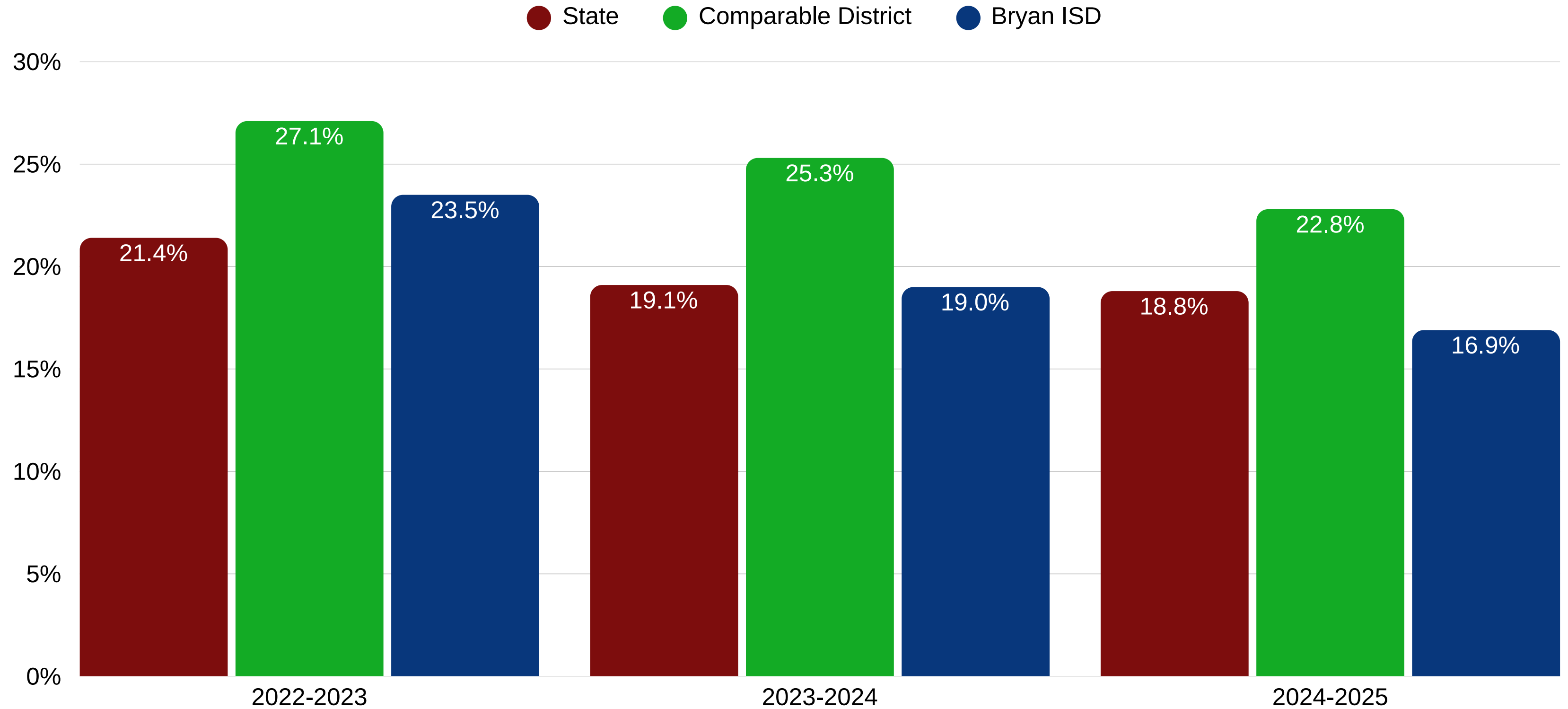
In assigning an accreditation status to a district, TEA considers:

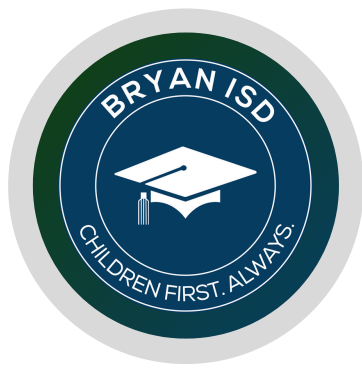
- Academic accountability ratings
- Financial accountability ratings
- Data integrity
- Program-area deficiencies identified through Results Driven Accountability

2023-2024 Accreditation status: **Accredited**

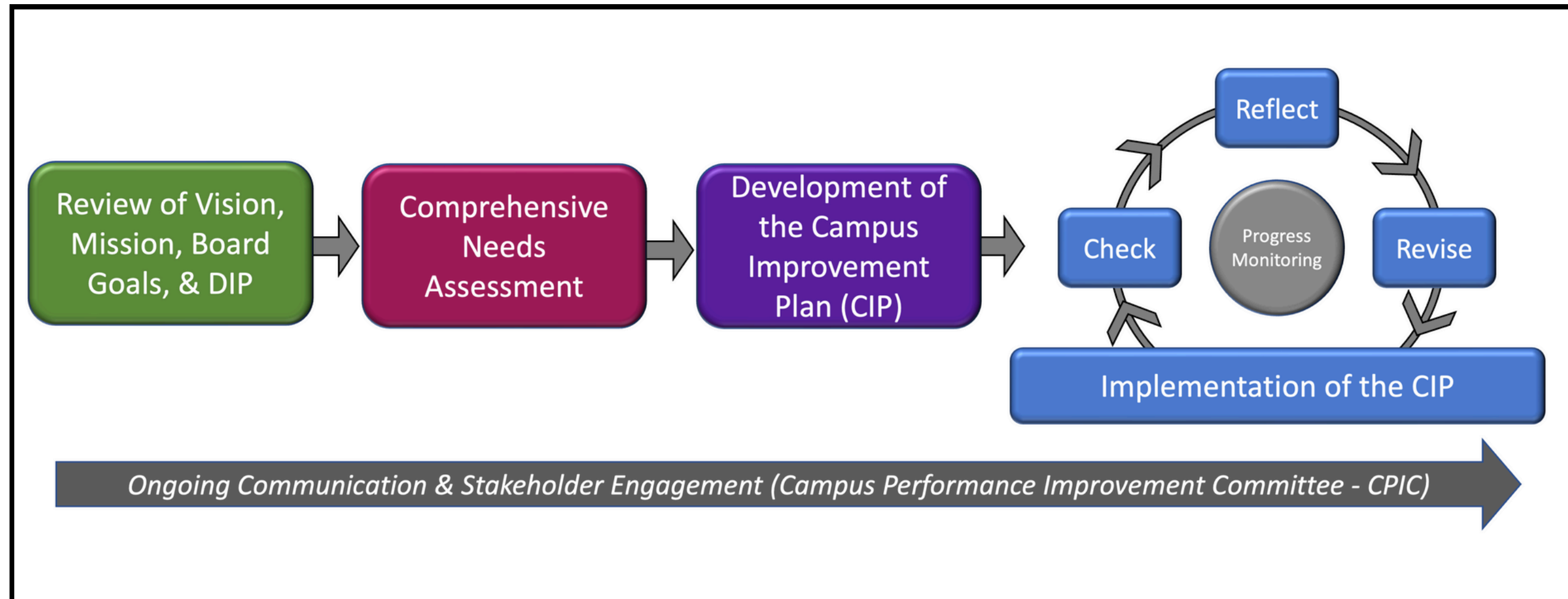


# Teacher Turnover Rate





# Campus Performance Objectives



- Each campus has developed and is implementing a CIP, as required by TEC §11.253
- Each CIP includes performance objectives based on data analysis and needs assessments
- Each campus periodically measures progress toward its performance objectives
- Campus Performance Objectives were approved by the Board in October 2025
- CIPs are posted on the online



# Resources & Availability of Annual Report

The screenshot shows the Bryan ISD website header with the logo and navigation menu. The main content area is titled "Bryan ISD Annual Report" and contains the following text:

The Public Hearing for the 2023-24 Bryan ISD Annual Report will be held on March 24, 2025. The Annual Report is available for download as a complete document or by section below:

[2023-2024 Bryan ISD Annual Report](#), complete document (large download)

By Section:

- [District and Campus TAPR Reports](#)
- [PEIMS Financial Standard Report](#)
- [Accreditation Status](#)
- [Campus Performance Objectives](#)
- [Report on Violent & Criminal Incidents](#)
- [Texas Higher Education Coordinating Board Information](#)
- [Progress Toward Meeting House Bill 3 Student Outcome Goals](#)

In addition, more robust information is available on the TEA's [Texas Performance Reporting System](#). To access, search by district or campus name.

The Annual Report is posted on the district's website, and copies will also be available at the central office and on each campus in the district.



# PROGRESS TOWARD BOARD GOALS

January 12, 2026

7.B. Adjourn Public Hearing

**8. Board Member Reports**

8.A. Finance Board Committee Report on Monthly Financials, Property, and Budget Development

8.B. Executive Board Committee Report on Bond Oversight Committee Update and the Washington Campus Lease Agreement

8.C. Education Foundation Committee Report related to the First Semester

8.D. Teaching and Learning Board Committee Report on the District of Innovation Renewal Process, Bilingual Programming, and the Annual Academic Report

**9. Consent Agenda**

9.A. Consider approval of the meeting minutes for December 15, 2025



**BRYAN ISD BOARD OF TRUSTEES MEETING**  
Monday, December 15, 2025

The Bryan ISD Board of Trustees met for a Regular Meeting on Monday, December 15, 2025 at 6:00 PM in the Boardroom, 801 South Ennis Street, Bryan, TX 77803.

Board members present:

Felicia Benford: Present  
Joel Bryan: Present  
Julie Harlin: Present  
Tim Pavlas: Present  
David Stasny: Present  
David Stennis: Present  
Ruthie Waller: Present

**1. Call to Order**

Board President, Joel Bryan, called the meeting to order at 6:00 p.m. A quorum of board members was present. This meeting was duly called, and notice of this meeting was posted in accordance with the Texas Open Meetings Act, Texas Government Code Chapter 551.

**2. Welcome**

**3. Pledges of Allegiance to the United States and Texas Flags**

The United States pledge was recited by Ross Elementary students, and the Texas pledge was recited by Neal Elementary students.

**4. Spotlight**

**4.A. Elementary Teachers of the Month**

Alonso Robles from Truist Bank presented gift cards to the teachers and auxiliary employees of the month.

Ross Elementary Principal Amy Thomman introduced Ross Teacher of the Month, Ms. Elizabeth Wright, teacher of the third-grade Explorer Program.

Neal Elementary Principal Juanita Ontiberos introduced Neal's Teacher of the Month, Ms. Latonya Felder, third-grade English language arts teacher. Miss Felder goes above and beyond to support her colleagues and students.

**4.B. Recognition and Appreciation of the Bryan ISD Education Foundation PAWS Program**

Director of Counseling Services, Donna Willett, introduced Ms Sarah Braden, the executive director of the Bryan ISD Education Foundation. Ms. Braden introduced the two newest members of the Neal Elementary and Ross Elementary families. Mochi, who is with Sara Dolivera at Neal Elementary, and Reese, who is with Aaron Gneiding at Ross Elementary. They are the two newest comfort dogs for Bryan ISD.

**4.C. Secondary Teacher of the Month**

Rudder High School Principal Rachel Layton introduced Rudder High School's

**BRYAN ISD BOARD OF TRUSTEES MEETING**  
**Monday, December 15, 2025**

teacher of the month, Mr. Justin Barrett. Mr. Barrett is Rudders' AP Computer Science and AP Capstone Research teacher.

**4.D. Auxiliary Employee of the Month**

Assistant Director of Custodial Services, Rick Scott, and Custodial Supervisor, Mr. Ernesto Araujo, introduced the Auxiliary Department Employee of the Month, Ms. Ma Leonor Tiirado. Ms. Ma Leonor Tirado has been a custodian with Bryan ISD for the past two years. In August, she became the head custodian at Neal Elementary. She consistently exceeds expectations by keeping Neal Elementary clean and healthy.

**4.E. Essential Eight Community Partnership Award for the Give Joy Foundation**

Director of Counseling Services, Donna Willett, recognized our Essential 8 Community Partnership Award for the Give Joy Foundation. The Give Joy focus is at the intermediate level.

**4.F. Celebrating Stephen F. Austin Middle School's eSports Rocket League Team's National Rank**

Director of Career & Technical Education Laura King introduced Mr. Parker Knutson, who then introduced the E-Sports Rocket League Team and Mr. Macha, and celebrated the Team's National ranking.

**5. Public Comment on Agenda Items**

No public comment

**6. Public Comment on Non-Agenda Items**

No public comments

**7. Superintendent's Report Celebrating Students and Staff**

Superintendent Ginger Carrabine shared her update on staff and student celebrations.

**8. Board Member Reports**

**8.A. City-School Joint Committee Meeting Update, including Bond 2025 Next Steps and Status of City Projects**

Mr. David Stasny reported that Ms. Waller, Mr. Bryan, and he were in attendance at the City-School Joint meeting on December 1st at the Bryan ISD Boardroom. Update, including Bond 2025 Next Steps and Status of City Projects.

**8.B. Bryan ISD Education Foundation Update**

Mrs. Ruthie Waller reported that she will report on this in January, covering all the many things that have been happening from October until January. She reported this has been a busy season.

**9. Information Items**

**9.A. Campus Improvement Plan Updates: Neal Elementary, Ross Elementary, Crockett Elementary, and Davila Middle School**

Executive Director of School Leadership, Linda Montoya, introduced the following campuses: Neal Elementary Principal Juanita Ontiberos, Ross Elementary Principal Amy Thomman, Crockett Elementary Principal Debi Ehrhardt, and Davila Middle School Principal Sarah Rueda, who presented their major priorities and initiatives centered around student achievement and growth, and the implementation of their Campus Improvement Plans.

**9.B. Update on Progress Toward Board Goal 5, Safety and Security**

Deputy Superintendent Dr. Brian Merrill, Assistant Director of Safety & Security Rich Himmel, Executive Director of Technology Services Julea Johnson, and Director of Counseling Services Donna Willett share an update on progress toward board goal 5, Safety and Security.

**9.C. Update on Progress Toward Board Goal 4, Community Affairs**

Executive Director of Community Affairs, Dr. Hugo Ibarra, provided an update on

**BRYAN ISD BOARD OF TRUSTEES MEETING**  
**Monday, December 15, 2025**

progress toward Board Goal 4, Community Affairs.

9.D. Budget Development Series — Related to Understanding the Basic Allotment  
Chief Financial Officer Ms. Norma Friddle presented the first series of information items intended to guide the Board through the budget development process and the major elements that shape school funding. The initial topic is the Basic Allotment.

**10. Consent Agenda**

I move approval of all the items listed on the consent agenda. This motion, made by Felicia Benford and seconded by Julie Harlin, Passed.

Felicia Benford: Yea

Joel Bryan: Yea

Julie Harlin: Yea

Tim Pavlas: Yea

David Stasny: Yea

David Stennis: Yea

Ruthie Waller: Yea

Yea: 7, Nay: 0

10.A. Consider approval of the meeting minutes for December 1 and December 4, 2025.

10.B. Consider approval of financial statements and purchasing report for November 2025

10.C. Consider approval of the continuation of the Memorandum of Understanding between Bryan ISD and Texas A&M University.

**11. Action Items**

11.A. Consider approval of the 2026-2027 Academic Calendar

Director of Counseling Services, Donna Willett, presented the calendar survey results. The administration recommended option 1.

I move approval of the 2026-2027 District Academic Calendar as presented. This motion, made by Julie Harlin and seconded by Ruthie Waller, Passed.

Felicia Benford: Yea

Joel Bryan: Yea

Julie Harlin: Yea

Tim Pavlas: Yea

David Stasny: Yea

David Stennis: Yea

Ruthie Waller: Yea

Yea: 7, Nay: 0

11.B. Discuss and consider updates to Board Policy

Dr. Barbara Ybarra, Associate Superintendent of Teaching & Learning, updated the board on Board Policy Update 126, issued by the Texas Association of School Boards (TASB), which includes legal updates and recommended (LOCAL) policy revisions aligned with recent changes to the Texas Education Code, Texas Administrative Code, and related laws enacted by the 89th Texas Legislature.

I move approval of the updates to the Board Local Policies as presented. This motion, made by Ruthie Waller and seconded by Felicia Benford, Passed.

Felicia Benford: Yea

Joel Bryan: Yea

**BRYAN ISD BOARD OF TRUSTEES MEETING**  
**Monday, December 15, 2025**

Julie Harlin: Yea  
Tim Pavlas: Yea  
David Stasny: Yea  
David Stennis: Yea  
Ruthie Waller: Yea

Yea: 7, Nay: 0

11.C. Discuss and consider approval of Board Goals for 2026 - 2027

Board members reviewed and discussed edits and revisions to the board's goals based on feedback from the team of 8 training.

I move approval of the Board Goals for 2026 as presented. This motion, made by Felicia Benford and seconded by David Stennis, Passed.

Felicia Benford: Yea  
Joel Bryan: Yea  
Julie Harlin: Yea  
Tim Pavlas: Yea  
David Stasny: Yea  
David Stennis: Yea  
Ruthie Waller: Yea

Yea: 7, Nay: 0

**12. Closed Session**

Board President Mr. Joel Bryan called for a closed session at 8:43 p.m. as authorized by Texas Government Code Chapter 551.074 and 551.072 for the subjects allowed.

12.A. Discuss issues pertaining to appointment, employment, evaluation, reassignment, duties, discipline, or dismissal of a public officer or employee - Texas Government Code 551.074

12.B. Discussion related to a public school student, wherein personally identifiable information will necessarily be revealed - Texas Government Code 551.0821

**13. Reconvene in Open Session**

The Board reconvened in open session at 10:14 p.m. No action was taken in closed session.

**14. Adjourn**

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President

---

Secretary

**BRYAN ISD BOARD OF TRUSTEES MEETING**  
**Monday, December 15, 2025**

## 10. **Action Items**

10.A. Discuss and Consider Approval over \$50,000 for the Replacement of the Merrill Green Stadium Lighting

# Bryan ISD Quote Summary



The Bryan ISD Quote Summary sheet is to be used for purchases over \$3,000. In the shaded spaces below, the end user is to provide all applicable information necessary to make the final purchase. All Bryan ISD purchase requirements must be met for the quotes to be valid. A minimum of three (3) suppliers must be contacted.

## Quote Information

**Description:** Merrill Green Stadium Lighting

**Date:** 12/31/25

**Campus/Dept:** Athletics

**Contact:** Dereck Rush/Josh Woodall

**Phone:**

## Supplier Information

**Total # of Suppliers:** 3

	Vendor 1	Vendor 2	Vendor 3
<b>Company</b>	Symmetry Sports Construction	Musco Sports Lighting	Hellas Sports Lighting
<b>Vendor #</b>			
<b>Address</b>			
<b>Contact</b>	Jared Hunt	Sam Yeager	Don Massey
<b>Phone</b>			
<b>Email</b>			
<b>Quote #</b>		247034	
<b>Quote Expire Date</b>			
<b>Response Type (Phone, Fax, Email, Other)</b>			
<b>Purchasing Coop/Bid #</b>	TIPS 240104-01	Buyboard 779-25	
<b>Notes</b>	10 year warranty	25 year warranty	10 year warranty

## Quote Responses

Item/Service Description	Qty	Unit	Vendor 1		Vendor 2		Vendor 3	
			Unit Price	Extension	Unit Price	Extension	Unit Price	Extension
1 Lighting Retrofit	1		\$ 224,250.00	\$ 224,250.00	\$ 237,905.00	\$ 237,905.00	\$ 225,300.00	\$ 225,300.00
2 Includes Delivery & Installation				\$ -		\$ -		\$ -
3				\$ -		\$ -		\$ -
4				\$ -		\$ -		\$ -
5				\$ -		\$ -		\$ -
6				\$ -		\$ -		\$ -
7				\$ -		\$ -		\$ -
8				\$ -		\$ -		\$ -
9				\$ -		\$ -		\$ -
10				\$ -		\$ -		\$ -
*Shipping/Freight (if applicable)								
<b>Total</b>				<b>\$ 224,250.00</b>		<b>\$ 237,905.00</b>		<b>\$ 225,300.00</b>

\*All shipping/freight cost must be included in the total

## Award Information

**Recommended Vendor(s):** Symmetry Sports Construction

**Award Amount:** \$224,250.00

**Reason for Award:**

**11. Closed Session**

11.A. Discuss issues pertaining to appointment, employment, evaluation, reassignment, duties, discipline, or dismissal of a public officer or employee - Texas Government Code 551.074

11.B. Discussion related to a public school student, wherein personally identifiable information will necessarily be revealed - Texas Government Code 551.0821

**12. Reconvene in Open Session**

**13. Adjourn**

Posted: Tuesday, January 6, 2026, @ 4:45 PM



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For the Board of Trustees