A Future-Focused HISD

Superintendent Report

February 12, 2026

HISD

Accelerate Houston: A Future-Focused HISD

NES Schools	Future 2	Accelerated Math for All	Virtual Schools
Associate's Degree for All & Beyond	CTE Centers	**Level 5 Autonomy**	Pre-K Partnerships

Houston Independent School District

Level 5 Update

Level 5 Autonomy serves two aims:

- Provide **additional flexibility** for our highest performing campuses.
- **Access an untapped funding stream** to buoy campus and District resources.

Challenge Early College High School

Kinder High School For The Performing And Visual Arts

Energy Institute High School

Houston Academy For International Studies

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Milestone Progress

Oct-Nov, '25	January '26	February '26
• **By Oct. 10:** Principals submitted interest in pursuing L5. • Engaged with principals on 501(c)3 formation, communications, and planning. • Campus teams began completing the TEA model application.	• **By Jan. 10:** Principals submitted the campus application to the district. • **By Jan. 23:** District completed initial application scoring. • **Jan. 30:** District conducted capacity interviews and provided feedback to partners.	**By Feb 6:** Partner updated application, if needed.

Milestone Progress

February '26	March '26	April - June '26
• **Feb. 12:** Board votes to authorize Supt. ability to explore and negotiate contract and apply for Texas benefits. • **Beginning Feb. 13:** If approved, district shares draft contract, including draft menu of service. Partner begins review.	• **Mar. 19:** Board votes to approve performance contract. • **By Mar. 31:** District submits the full Texas Benefits Application, which includes performance contracts, scoring, and policy to TEA.	• Schools engage in annual budget planning and complete operating Partner board training. • **By May 29:** TEA will notify the district of benefits eligibility. • District budget approved by Board no later **6/30.**

Facilities Assessment Update and School Consolidation Recommendations

The Challenge and the Need

Challenges

Declining **enrollment** and **demographic** shifts

Funding lagging behind rate of **inflation** and **rising costs**

Aging, underutilized school buildings that are expensive to operate and maintain

Where We Are Now

Central office budgets significantly right-sized

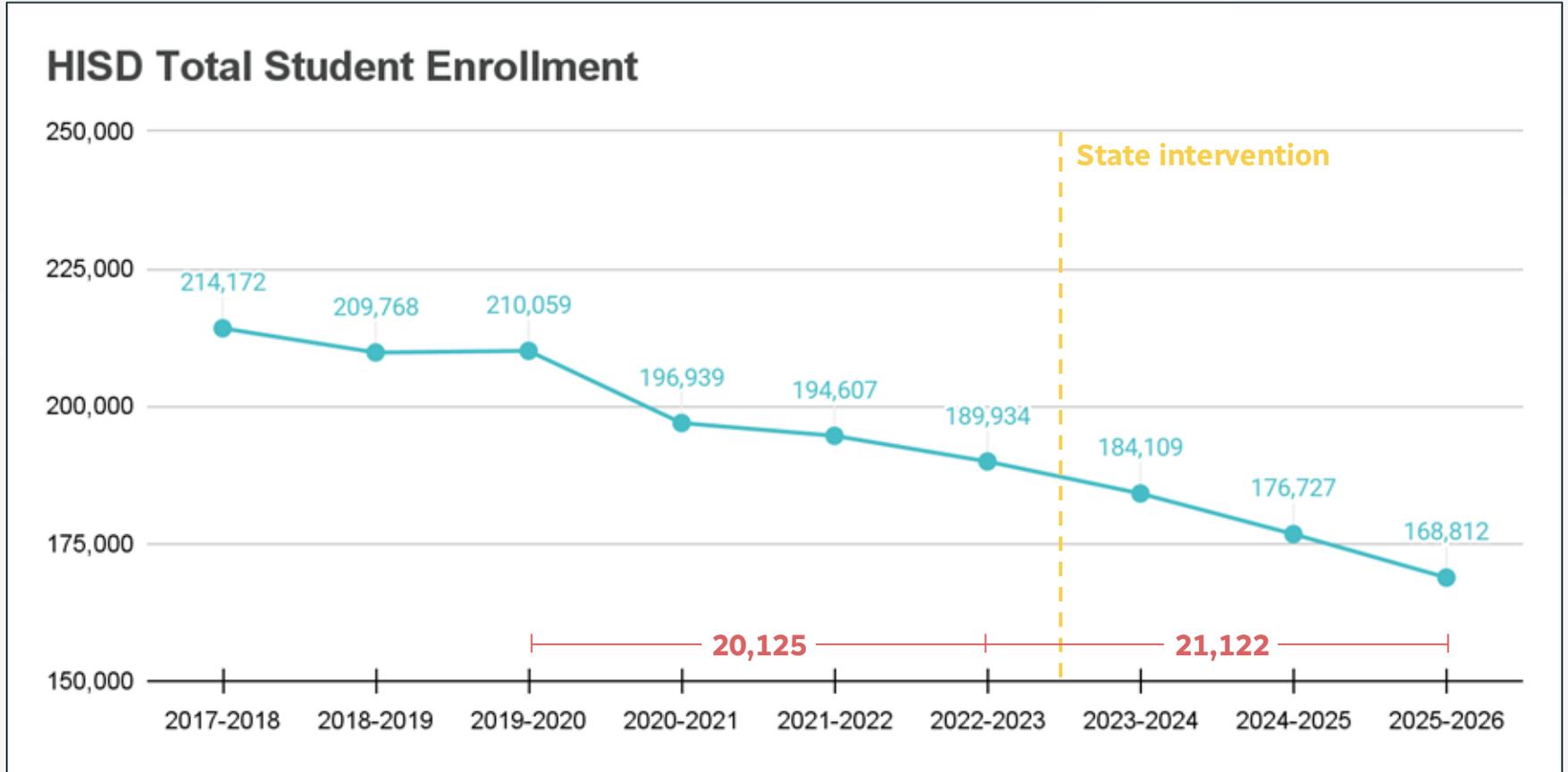Tracking to end this year with a **balanced budget**

Major progress in **improving student outcomes**

Need to take action to address the long-term sustainability of the district so we can continue to provide the best learning conditions possible to students
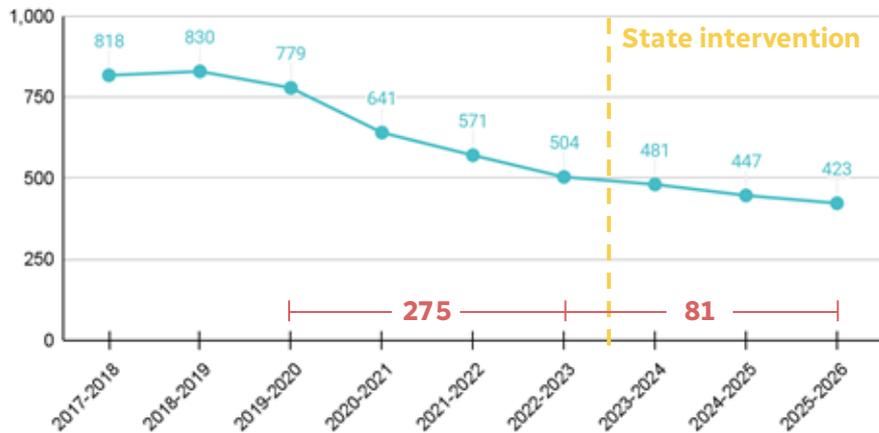
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Districts Nationwide Are Reckoning with Declining Enrollment and School Closures

School District	Total # of Students	# Closures Approved (2023-2025)
Nationwide		
Cleveland (OH)	38,000	**23**
Atlanta (GA)	50,000	**16**
Boston (MA)	46,094	**11**
Texas		
San Antonio ISD	44,011	**15**
Austin ISD	72,175	**10**
Aldine ISD	56,339	**6**
Spring ISD	33,575	**2**
Fort Bend ISD	79,513	**7** *(*pending approval)*

HISD Enrollment Has Been Declining Since Long Before the State Intervention

HISD Total Student Enrollment

Year	Enrollment
2017-2018	214,172
2018-2019	209,768
2019-2020	210,059
2020-2021	196,939
2021-2022	194,607
2022-2023	189,934
2023-2024	184,109
2024-2025	176,727
2025-2026	168,812

State intervention

20,125

21,122

Hobby Elementary School Student Enrollment

State intervention

Year	Enrollment
2017-2018	818
2018-2019	830
2019-2020	779
2020-2021	641
2021-2022	571
2022-2023	504
2023-2024	481
2024-2025	447
2025-2026	423

275   81

Briscoe Elementary School Student Enrollment

State intervention

Year	Enrollment
2017-2018	339
2018-2019	262
2019-2020	271
2020-2021	230
2021-2022	213
2022-2023	193
2023-2024	227
2024-2025	177
2025-2026	178

78   15
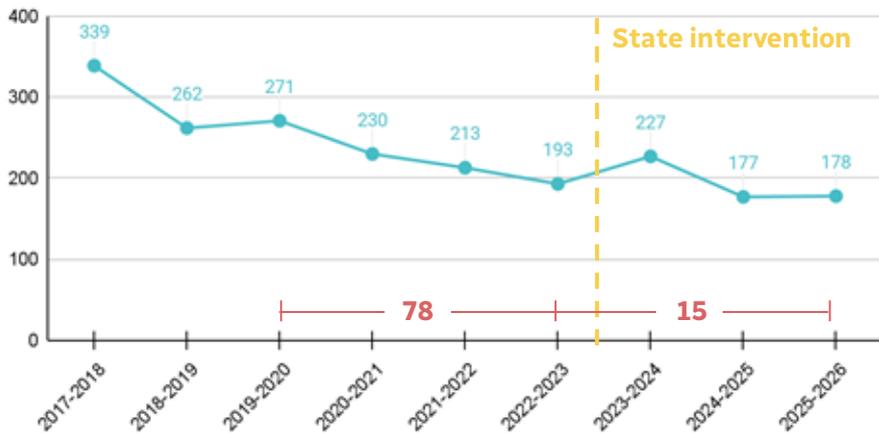
Burrus Elementary School Student Enrollment

State intervention

Year	Enrollment
2017-2018	494
2018-2019	454
2019-2020	373
2020-2021	311
2021-2022	277
2022-2023	246
2023-2024	216
2024-2025	198
2025-2026	171

127   75
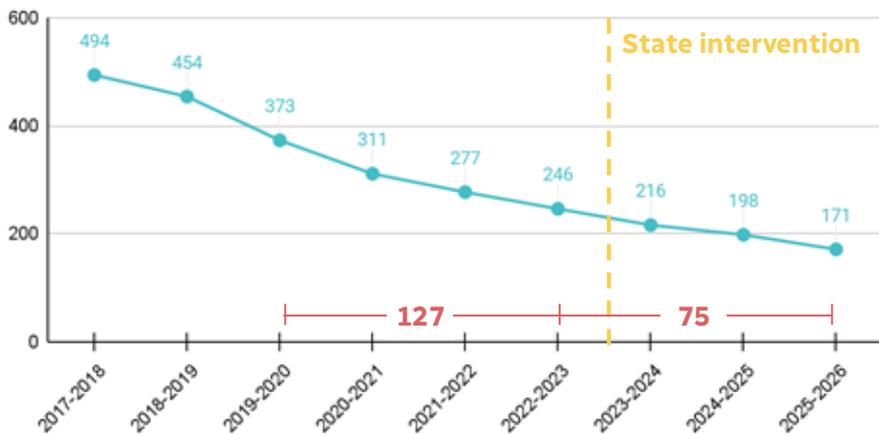
McReynolds Middle School Student Enrollment

State intervention

Year	Enrollment
2017-2018	576
2018-2019	595
2019-2020	554
2020-2021	494
2021-2022	470
2022-2023	398
2023-2024	345
2024-2025	297
2025-2026	270

156   128
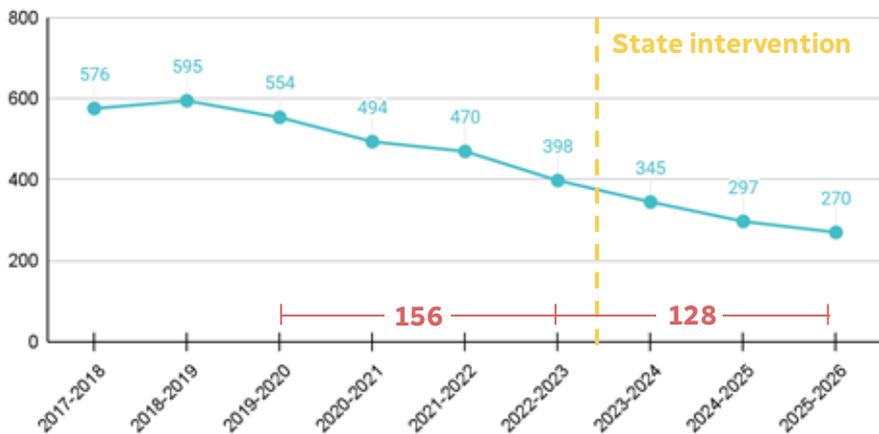
Texas Urban Districts Student Enrollment Change
2016–2017 to 2024–2025 (SY)

	2018	2019	2020	2021	2022	2023	2024	2025
Brownsville ISD	-3%	-5%	-8%	-13%	-18%	-19%	-21%	-23%
Fort Worth ISD	-1%	-3%	-5%	-12%	-15%	-17%	-19%	-20%
Aldine ISD	-3%	-4%	-4%	-9%	-12%	-14%	-17%	-19%
El Paso ISD	-2%	-3%	-7%	-15%	-14%	-16%	-17%	-19%
Houston ISD	-1%	-3%	-3%	-9%	-10%	-12%	-15%	-18%
Ysleta ISD	-1%	-1%	-3%	-8%	-10%	-13%	-16%	-18%
Pasadena ISD	-3%	-5%	-6%	-10%	-12%	-13%	-16%	-17%
Alief ISD	No Change	-2%	-2%	-10%	-12%	-13%	-15%	-17%
San Antonio ISD	-4%	-7%	-8%	-13%	-15%	-14%	-15%	-16%
Austin ISD	-2%	-4%	-2%	-10%	-13%	-12%	-12%	-13%
Dallas ISD	-1%	-2%	-3%	-8%	-9%	-11%	-12%	-11%
Spring ISD	-2%	-4%	-4%	-9%	-9%	-7%	-7%	-8%

*Enrollment data reflects the 2024-2025 school year, the most recent data publicly available through TEA.

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Aging, Under–Enrolled Facilities Negatively Impact Our Students

Low-quality facilities provide poor learning conditions.

According to facilities assessment data, **96 HISD school buildings have a Facility Condition Index (FCI) over 65% as of 2026**, indicating critical issues that would typically require a complete facility replacement to address.

Under-enrolled schools drain resources away from students.

This year, nearly **23% of HISD schools are operating below 50% of their total capacity**, limiting the resources for programs and staff to support student learning and experiences.
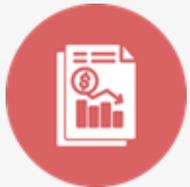
Replacing or renovating poor facilities is cost prohibitive.

The cost of rebuilding a **single elementary school** is estimated around **$75 million**. The cost to fully renovate an elementary school is estimated around **$40 million**.

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*FCI is a national industry standard assessment used to benchmark relative condition of district facilities. A high percentage indicates poor conditions, with 65% or higher generally indicating the need for full replacement.

Proposed School Closures

Closing Schools Is Difficult But Necessary for the Future of HISD

Building a **financially sustainable HISD with the resources to support our vision for student success** requires us to make the hard decision to **close campuses for the 26-27 school year**.

These decisions are grounded in the belief that **<u>all students deserve access to top tier programming in a quality, safe, and viable facility.</u>**

Guiding Principles & Key Considerations

- **Minimize disruption:** Prioritizing local reassignment options

- **Improved learning environments:** Moving students into safer, healthier, higher-quality facilities

- **Equity & access:** Aligning grade spans, student needs, and travel patterns

- **Academic continuity:** Sustaining programmatic fit

We Followed a Structured Approach to Determine Proposed Actions Based on a Variety of Factors

1. Data Analysis

Analyzed school data to identify campuses at the intersection of poor facility conditions (FCI), low enrollment, and low building space usage

2. Feasibility Check

For initial set of flagged campuses, assessed whether there are feasible school options nearby with better facilities and available space

3. Holistic Review

Finalized the list by reviewing key local context and qualitative factors, such as school programming and academic adequacy (capacity, learning environment, safety and security, technology)

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Summary of Actions & Impact

School & Facility Impact

- **12 schools are closing** (11 physical facilities are being closed*)

Student Impact

- For students at **7 of the 11** closing buildings: the school will **close** and students will transition to an assigned nearby campus
- For students at **4 of the 11** closing buildings: the school and students will move to an assigned nearby campus as a distinct **co-location** with a shared facility

Programming Impact

- For closing schools: **unique program offerings will be carried over to the receiving campus**
- Gulfton Middle College at Liberty: program will close and be absorbed into Liberty HS*

Innovative Pilot: Future 2

- 2 campuses that were slated for closure will instead be repurposed into **Future 2 pilot schools**

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*Gulfton Middle College's unique campus number will be closed and students will now attend Liberty HS. Both campuses are currently co-located at the HCC Gulfton Campus, which is a non-HISD facility.

Facilities and Schools Closing		Impact
Alcott ES	→	Students will transition to **Mading ES**
Briscoe ES	→	Students will transition to **Carrillo ES**
Burrus ES	→	Students will transition to **Kennedy ES**
Franklin ES	→	Students will transition to **Gallegos ES**
Henderson NQ ES	→	Students will transition to **Bruce ES**
Port Houston ES	→	Students will transition to **Pleasantville ES**
Ross ES	→	Students will transition to **Roosevelt ES** or **C. Martinez ES** (family choice)

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Actions & Impact Details (2 of 2)

Facilities Closing; School Consolidates and/or Co-Locates at Nearby Campus		Impact
Cage ES	→	School and students will move to **Lantrip ES facility** (co-location)
Fleming MS	→	School and students will consolidate with **McReynolds MS** and move to **Leland YMPCA facility** (co-location)
McReynolds MS	→	School and students will consolidate with **Fleming MS** and move to **Leland YMPCA facility** (co-location)
Hobby ES	→	School and Grades 1-5 students will move to **Lawson MS facility** (co-location); Pre-K and Kinder students move to **MLK ECC**
Gulfton Middle College	→	Students will be absorbed into **Liberty HS***

*Gulfton Middle College's unique campus number will be closed and students will now attend Liberty HS. Both campuses are currently co-located at the HCC Gulfton Campus, which is a non-HISD facility.

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Inaugural Future 2 Campuses

Gregg Elementary School

Clemente Martinez Elementary School

Future 2 schools are an innovative K-8 model with a distinct focus on **preparing students for a rapidly changing future.**

Future 2 Program

The Opportunity

Future 2 **builds on the NES foundation** and **evolves** it by **expanding innovative** student **programming** and thus, student worldviews.

Why We Need It

HISD must do more to narrow the growing Year 2035 competencies gap and provide students with the skills and knowledge to compete in a different world and workplace.

- Core Academics
- Innovative Coursework
- Experiences
- Workshops

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Family & Staff Support: Spring 2026 and Beyond

Our Commitment to HISD Families

Information

- **Family meetings** at impacted campuses to share information and address questions

- Families can participate in optional meet and greets and **tours** at their new campus.

- **Easily Accessible Information** (FAQs, timelines, etc) posted publicly on the HISD website

Support

- **Responsive Support Team** assigned to each campus for individualized support

- **Legacy Planning** at each closing school to honor and celebrate campus history and community identity

- **Spring Welcome Events** at receiving campuses to build community and belonging

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Our Commitment to HISD Staff

Information

- Timely **Staff communication** outlining specific staff implications and next steps for each staff group

- Timely **FAQs** provided, **Resource Hub** for staff

- **Staff meetings** at impacted campuses to share information and address questions

Support

- **Responsive HR support team** assigned to each staff to support reassignment for eligible staff

- **Priority Placement Pool** to match eligible staff to open positions they are qualified for

- **Priority Preference Survey** to collect staff preferences including location and position

What's Next

February '26	March - April '26	June '26

Feb. 12th
Announcement of key details on future of HISD

Feb. 26th
Board votes on proposed closures

April 8
Phase 1 applicants receive information about placement

Mid-April
Staffing decisions finalized at impacted campuses

June 4
Campus closes

February Board Meeting

Board Meeting

School Choice Notifications

Staffing Decisions

Final Day of School

Leader Conversations

Staff and Family Meetings

School Choice Window Closes

Transition Planning and Welcome Events

Feb. 12th

Feb. 17- 25
Informational Meetings for impacted campuses

Feb 27- Closing date for Most Students
March 5- Closing date for students impacted by school closure (extension)

Campus-specific
School-based transition team hosts intentional events for closure and welcome at the new campus

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