

Business Operations
Ofelia San Pedro, Deputy Superintendent

**SUBJECT: REPORT TO THE BOARD ON THE FEASIBILITY OF
CONSTRUCTING AN ALL ACADEMY CHOICE SENIOR HIGH
SCHOOL AND STATE-OF-THE-ART ATHLETIC FACILITY, ON
BOARD-OWNED LAND, IN PARTNERSHIP WITH FLORIDA
MEMORIAL COLLEGE**

Background

The Board, at its meeting of June 16, 2004, directed the Superintendent to explore the feasibility of redeveloping the Jan Mann Opportunity Educational Center and North Transportation Center, in partnership with Florida Memorial College (FMC), as an all academy senior high school and state-of-the-art athletic facility (see Attachment A). The District and FMC have had a long-standing mutually beneficial relationship, and currently share use of a baseball field complex located on portions of the Jan Mann Opportunity Educational Center and FMC campuses, which was jointly constructed by both parties. Investigation of the feasibility of such an all academy choice senior high school includes both possible educational opportunities, as well as site and facility related issues.

A committee composed of principals, assistant principals, academy lead teachers, and staff from the Department of Vocational Education and School Choice and Parental Options was formed to evaluate such an endeavor, and to prepare a report detailing their findings. The enclosed Executive Summary describes four academies that could be offered (Aerospace Technologies, Legal and Public Affairs, Sports Related Professions and Preparation of Urban School Teachers), and outlines the anticipated goals and objectives that would be met through an academy model senior high school (see Attachment B). The report anticipates that the new educational facility would be located on the current 10-acre site of the North Transportation Center, 16150 NW 42 Avenue, adjacent to FMC and the Jan Mann Opportunity Educational Center (see location map). Use of the 10-acre parcel would require relocation of the North Transportation Center, and acquisition of another site elsewhere.

Additional information

Preliminary due diligence by District staff investigating the feasibility of constructing the all academy choice senior high school on the site of the North Transportation Center, indicates that its proximity to the Opa Locka Airport may pose some development constraints. The Miami-Dade Aviation Department has advised that the FMC campus, Jan Mann Opportunity Educational Center, North Transportation Center and an additional vacant parcel owned by FMC are all located within the Inner Land Use Zone (ILZ) of the airport, and are not compatible with airport operations. This site may,

however, be grandfathered from aviation related restrictions, and additional due diligence by staff is ongoing in this regard.

The above referenced report indicates that preliminary cost estimates for the construction of an all academy choice senior high school total approximately \$78,000,000. This amount would include construction of the high school, and the state-of-the-art athletic facility, for shared use by the District and FMC.

At this point it would be appropriate to coordinate further with FMC and impacted District staff departments to ascertain FMC's proposed level of involvement in this endeavor, including funding, operations and educational participation.

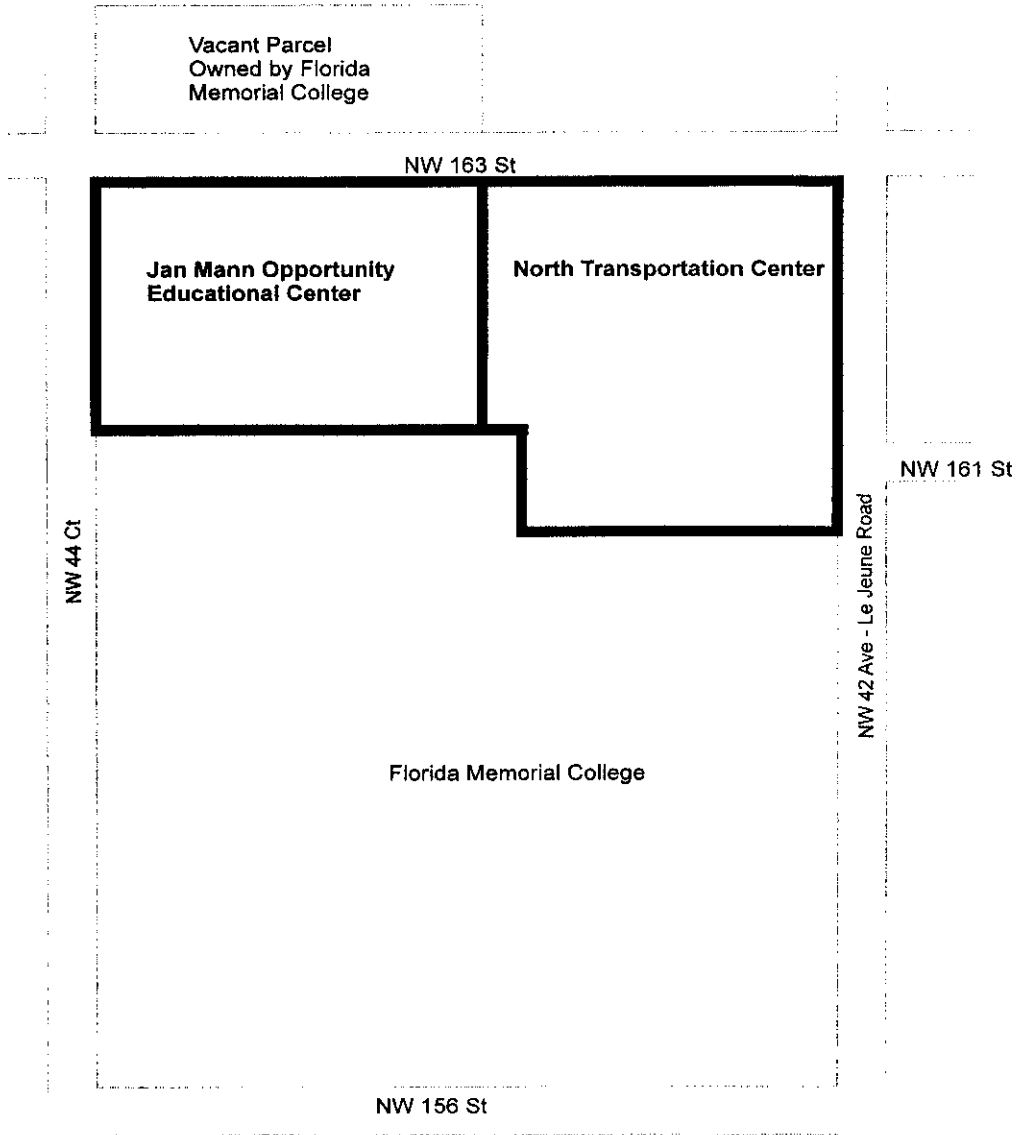
RECOMMENDED: That The School Board of Miami-Dade County, Florida, accept the report and continue to study the feasibility of constructing an all academy choice senior high school and state-of-the-art athletic facility, on Board-owned land, in partnership with Florida Memorial College, and provide an update to the Board at such time as the funding, operational and educational details of this partnership are defined.

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LOCATION MAP

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JL-JG
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JL-JG
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ATTACHMENT A

Office of School Board Members
Board Meeting of June 16, 2004

June 7, 2004

Dr. Robert B. Ingram, Vice Chair

SUBJECT: AUTHORIZE THE SUPERINTENDENT TO INITIATE A FEASIBILITY STUDY TO EXPAND THE JAN MANN OPPORTUNITY SCHOOL SITE LOCATED AT 16101 NW 44 COURT AND 16150 NW 42 AVENUE TO INCLUDE AN ATHLETIC FACILITY AND A NEW STATE-OF-THE-ART CHOICE SENIOR HIGH SCHOOL BASED ON THE ACADEMY MODEL TO INCLUDE ACADEMIES OF AVIATION SCIENCE, LEGAL AND PUBLIC AFFAIRS, SPORTS MEDICINE, AND TEACHING ARTS; AND ENTER INTO DIALOGUE WITH FLORIDA MEMORIAL COLLEGE TO FORM A COOPERATIVE AGREEMENT

COMMITTEE: EDUCATION AND SCHOOL OPERATIONS

Florida Memorial College (FMC) has expressed an interest in expanding the size and scope of the Jan Mann Opportunity School to assist the school district in relieving overcrowding and providing greater opportunities for educational choice to parents. It is proposed that a career-related, all-academy choice senior high school with a state-of-the-art athletic facility in close proximity be built. Construction is required to accommodate both the academy model senior high school and the athletic facility.

Florida Memorial College has indicated a preference to acquire land owned by The School Board of Miami-Dade County, Florida, currently occupied by Jan Mann Opportunity School, located at 16101 NW 44 Court and the North Transportation Center, located at 16150 NW 42 Avenue, to construct an athletic facility. However, FMC is also interested in an educational joint venture with Miami-Dade County Public Schools (M-DCPS) whereby M-DCPS would build a senior high school and athletic facility and FMC would operate one or both of the M-DCPS facilities, and incorporate its educational curriculum.

Career academies take the form of small, personalized, learning communities within a high school. Students are able to complete academy requirements during the traditional school day, with the exception of internships and dual enrollment classes. Realization of the all-academy senior high school and the athletic facility would provide a widely adopted reform model that combines academies and career-development opportunities. It would involve FMC and M-DCPS in a joint venture aimed at improving academic achievement, providing access to higher education programs, and promoting parental choice.

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The completion of the new school and the athletic facility requires funding, the relocation of the North Transportation Center, specialized equipment and classroom designs for each academy, and industry and higher education partnership agreements.

Cost factors and the benefit to the community must be weighed. Costs would be substantial and require a sizable commitment by The School Board of Miami-Dade County, Florida, FMC, industry partners, and community groups with an interest in the proposed academy themes.

The feasibility study and a proposed budget should be presented to Board Members no later than the Board Meeting of November 17, 2004.

**ACTION PROPOSED BY
DR. ROBERT B. INGRAM:**

That The School Board of Miami-Dade County, Florida; direct the Superintendent to:

1. explore the feasibility of redeveloping the site located at 16101 NW 44 Court and the parcel of land located 16150 NW 42 Avenue to include an all-academy senior high school and state-of-the-art athletic facility;
2. explore the feasibility of entering into an institutional agreement with Florida Memorial College to collaborate on educational curriculum for the new senior high school and to operate the state-of-the-art athletic facility;
3. explore the feasibility of building a state-of-the-art athletic facility to be operated by Florida Memorial College and The School Board of Miami-Dade County, Florida; and
4. submit feasibility study with proposed budget no later than the Board Meeting of November 17, 2004.

**PROPOSED ALL ACADEMY CHOICE SENIOR HIGH SCHOOL IN PARTNERSHIP
WITH FLORIDA MEMORIAL COLLEGE**

Executive Summary

In response to interest expressed by Florida Memorial College (FMC) to expand opportunities for students who attend Jan Mann Educational Center and Florida Memorial College; to better prepare students for success in both the world of work and postsecondary education; and to make school more relevant, realistic, and engaging for high school students, a committee composed of principals, assistant principals, academy lead teachers, and staff in the Department of Vocational Education and School Choice and Parental Options was formed to design an all academy senior high school of choice. The proposed high school would include four academies designed to enroll students with interests in aviation science, legal and public affairs, sports medicine, or teaching arts. In addition, a mixed-use recreational center would be built on vacant land owned by the College to accommodate sports, such as track, tennis, and field events for both Miami-Dade County Public Schools (M-DCPS) and Florida Memorial College.

A partnership currently exists between the Division of Education at FMC and Jan Mann Opportunity School; aspiring teachers work closely with students enrolled at Jan Mann, concentrating on improving student performance in the areas of achievement, attendance, and the ability to set and obtain personal goals. Envisioned, is an expanded partnership for pre-service teachers attending FMC in the Division of Education to continue to support improved academic performance by students attending Jan Mann Opportunity School; to employ reliable research and practices for student learning and teaching; to provide continuous professional development; and to share classroom facilities.

The Academies

Aerospace Technologies - The purpose of this program is to provide students with a foundation of knowledge and technically oriented experiences in the study of aerospace technologies; the tools, machines, instruments, materials, processes and systems used in business and industry.

Legal and Public Affairs - The focus of this academy is the exploration of careers in pre-law, public administration/management, public policy, law enforcement, criminal justice, and the corrections department. Students will follow a comprehensive college preparatory curriculum where they will work closely with professionals, and be offered opportunities to participate in job shadowing, mentoring programs, and summer internships.

Sports Related Professions - Through a comprehensive course of study in sports medicine, sports administration, coaching and education, and marine sciences, students will acquire technical and management skills needed for careers in sports related fields.

Preparation of Urban School Teachers - The Academy for the Preparation of Urban Teachers will provide instructional opportunities for students to explore careers in the field of education, especially those in an urban setting. Students enrolled in the academy will follow a course of study that will provide technical and management skills necessary for effective teaching and learning as well as experiences that allow for the application of knowledge in a real classroom setting.

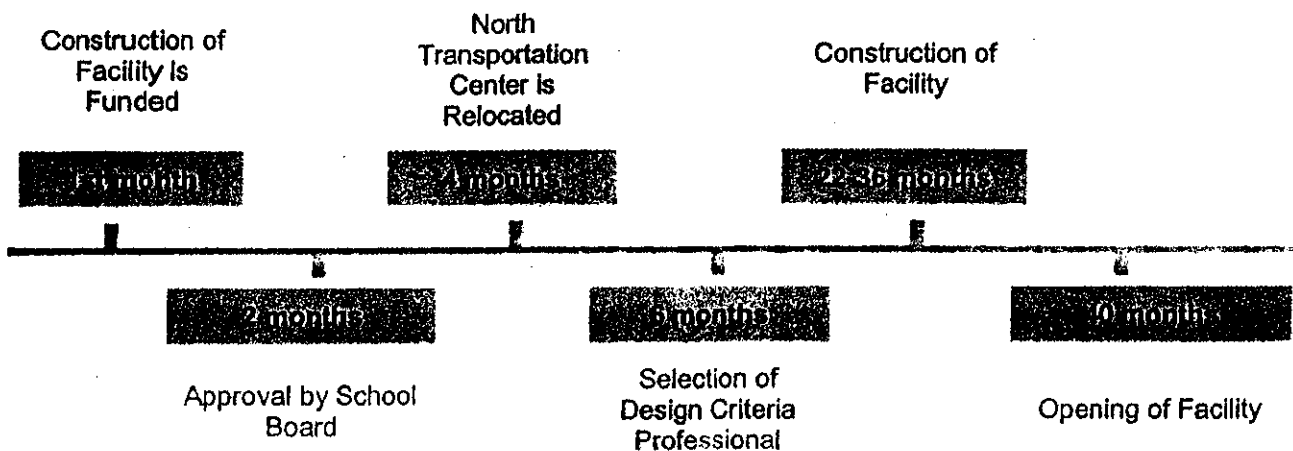
Construction of the Proposed Senior High School of Choice

Construction of a state-of-the art facility is required to accommodate the academy model senior high school of choice and the proposed recreational facility. Florida Memorial College (FMC) has expressed an interest in acquiring land owned by the School Board of Miami-Dade County and facilities currently housing the Jan Mann Opportunity Educational Center and/or the North Transportation Center. The College has indicated a preference to acquire the Board owned sites. However, FMC is also interested in exploring a possible educational joint venture with Miami-Dade County Public Schools (M-DCPS), creating a laboratory school, whereby, the College would operate one or both of the M-DCPS facilities and incorporate same into its educational curriculum.

Assuming a budget is established to relocate the North Transportation Center and initiate construction, the estimated timeline for completion is a total of 28-36 months, including four months for the A/E Selection and Negotiations to select a Design Criteria Professional (for a Design Project) and negotiate a contract, 2 months to solicit School Board approval, 22-36 months for construction, and projected opening in 40 months. The timeline may be extended due to unforeseen delays.

Conceptual Senior High School of Choice (Table 1)

Construction Timeline



The cost of constructing the proposed Senior High School and the athletic facility is approximately \$78,000,000. This amount includes both construction of the facilities; \$38,000,000 for the high school; \$33,000,000 for the athletic facility; and an estimate for soft costs such as fees of architects and engineers, building code enforcement, testing laboratories, and abatement, FF&E (furniture, fixtures, and equipment), installation of data and telecommunications systems, surveys, services provided by M-DCPS Maintenance (such as keying at completions of construction), and contingency. In addition to the construction costs, classrooms to support specialized curriculum would need to be equipped. The cost is estimated as follows:

- \$225,000 - Aviation/Aerospace Classroom;
- \$ 85,000 - Sports Related Professions;
- \$ 50,000 - Legal Affairs; and
- \$ 50,000 - Urban Teacher Preparation.

Implementation of an Academy Model Senior High School

Following the approval of funding and construction of the proposed all academy senior high school, a planning team will need to be selected to develop an action plan.

Career academies take the form of personalized, small learning communities within a high school, with a subset of students and teachers who are together for a two, three, or four-year span. Academy classes are usually blocked back-to-back in the daily schedule, and students attend them as a group. Students are able to complete academy requirements within the regular school day, with the exception of internships and college classes.

Students enter the academies through a voluntary process; they apply to the program and are accepted with parental knowledge and support. While student selection may be based partially on grades and recommendations, the primary consideration is the student's interest in the academy's theme.

Career academies involve teachers from different subjects working together as a team. This team manages the program, with one member serving as the lead teacher. Team members have shared planning time—usually a daily common planning period—and often, they have additional release time. Team members, as well as students, share such tasks as student recruitment and selection, academy promotion, curriculum development, and planning academy activities.

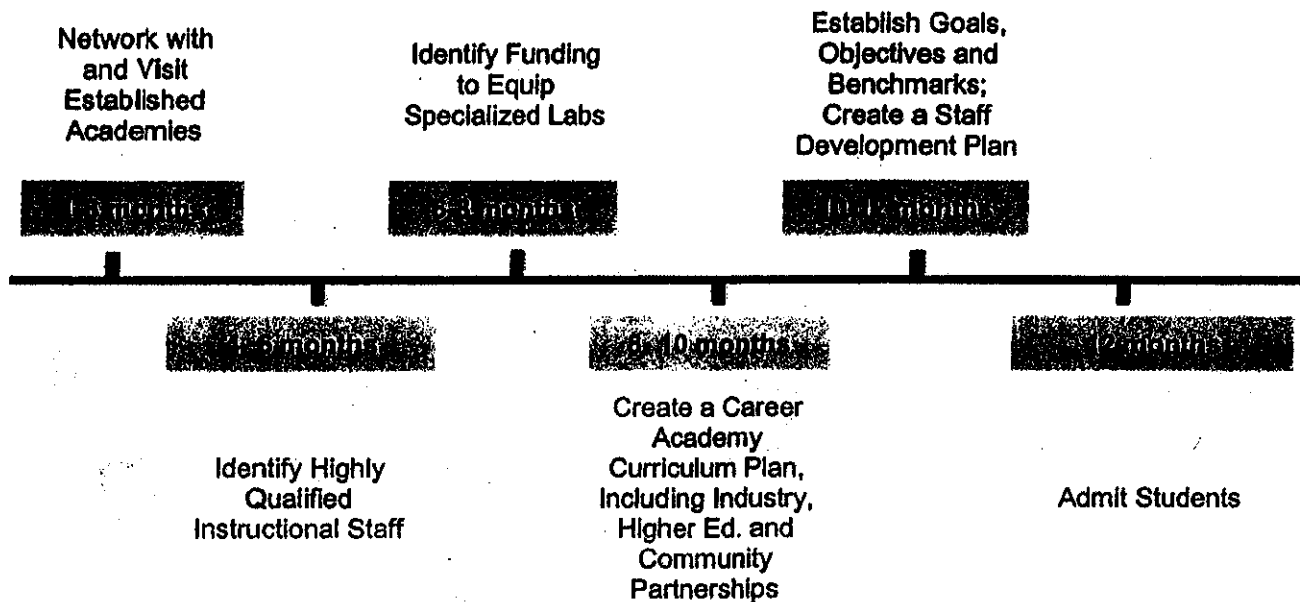
Academy teams participate in professional development activities in order to effectively implement the key features of the academy model and gain exposure to the career field.

An all academy senior high school typically has one individual who serves as the program's director. Additionally, each academy should have a lead teacher that has organizational and interpersonal skills, and interest and experience in the academy theme. The director or coordinator and lead teachers need to be given release time, in order to perform the responsibilities of this position.

An academy functions within the larger high school and requires administrator and counselor support. Ideally, an academy team would include administrators and a guidance counselor who is specifically assigned to academy students. Academy students may also participate in required and elective classes outside the academy, as well as other activities such as clubs and sports.

The curriculum-planning phase of an all academy model senior high school should begin at least twelve months prior to the implementation as delineated in Table 2.

Implementation Timeline (Table 2)



Conclusion

Realization of the proposed all academy senior high school would provide a widely adopted reform model that combines academies and career-development opportunities. It involves Florida Memorial College and Miami-Dade County Public Schools in a joint venture aimed at improving student academic achievement, providing increased access to higher education programs, and promoting career preparation.

The completion of this high school requires funding for the school building and the athletic facility, the relocation of the North Transportation Center, specialized equipment and classroom designs for each academy; a highly qualified staff with knowledge of the related industries; and industry and higher education partnership agreements.

Cost factors must be considered along with the potential benefit to students and the community. The costs are substantial and would require a sizeable commitment by the School Board of Miami-Dade County, Florida Memorial College, industry partners, and community groups with an interest in the proposed themes.