



Strategy & Operations Division

Redefining Our Schools

2026-2027 Workshop 2

September 22, 2026
School Board Workshop

Dr. Valerie S. Wanza, Chief Strategy & Operations Officer
Mark D. Dorsett, Chief Facilities Officer - Task Assigned
Sonja V. Coley, Executive Director, Office of Capital Programs
Joseph Beck, Director, Demographics & Enrollment Planning
Donté F. Collins, Director, Charter Schools Management/Support
Willie Wood, Director, Strategic Initiatives & Performance Management





Presentation Rationale:

Pursuant to the guidelines in Policy 8010, School Attendance Zone Boundaries and School Usage, each school year staff shall notify the Superintendent of Schools of the schools that may need to be addressed for boundary or usage changes, planned facilities projects that may increase or reduce capacity, strategies to manage over-enrollment or under-enrollment, and recommendations for closing/consolidation/repurposing. This presentation comes as a follow-up to the August 25, 2026, School Board Workshop discussion.

Purpose:

Staff seeks to provide an update on the 2026-2027 Redefining Our Schools Community Meetings. Additionally, a review of capital programs at C. Robert Markham ES, James S. Rickards MS, Margate MS, and Parkway MS are included in this presentation.

Connection to the Strategic Plan:

The Superintendent may not allow the District to operate without an accountability system for policy implementation that includes expectations, evaluations, transparency, and continuous improvement.

Request to the School Board:

Please review presentation and provide guidance and direction to the Superintendent for 2026-2027 Redefining Our Schools process and capital projects at the four schools.

Financial Impact: The financial impact for Redefining Our School will be determined when the final recommendations are presented for approval.

Agenda



Analysis of Benchmark Day Enrollment



Provide a Summary of the Ongoing Community Meetings



Review the Revised Redefining Our Schools Timeline



Discuss the Capital Projects at C. Robert Markham ES, James S. Rickards MS, Margate MS, and Parkway MS



Overview of the October 6, 2026, Workshop Presentation



Board Feedback for the 2026-2027 Redefining Our Schools Process

August 25, 2026, School Board Workshop Guidance



Español | Kreyòl Ayisyen | Portuguese

2026/27 SCHOOL CALENDAR

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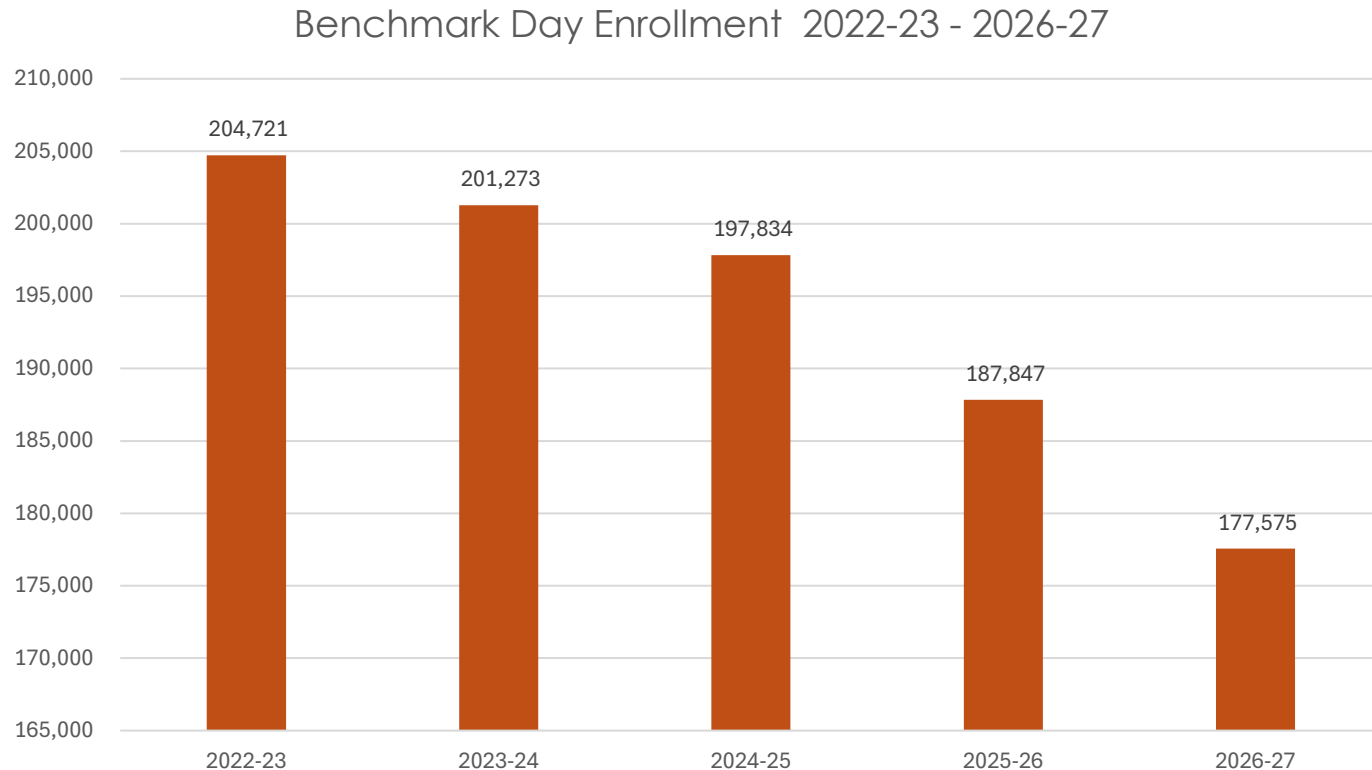
Severe Weather Make-Up Days: 10/9/26, 12/18/26, 3/18/27, 4/30/27 & 5/28/27

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At the conclusion of the August 25, 2026, School Board Workshop, the following guidance was provided:

- Proceed with Community Meetings
- Provide Comprehensive Datasets for School Proposals
- Finalized Composition of School Boundary Advisory Committee
- Capital Programs Update for Select Schools
- Develop a Schools of Hope Risk Analysis

Benchmark Day Enrollment Trend



Five-Year Enrollment Loss = -27,146
Percentage Loss = -13.3%

Benchmark Day Enrollment Comparison

Benchmark Day Enrollment Count 2025-26 vs 2026-27

	PreK	K-5	6-8	9-12	Centers	District Total	Charters	District + Charter Total
2025-26	5,244	75,437	38,416	65,269	3,481	187,847	48,820	236,667
2026-27	5,248	70,752	36,599	61,752	3,224	177,575	46,749	224,324
Increase/ (Decrease)	4	(4,685)	(1,817)	(3,517)	(257)	(10,272)	(2,071)	(12,343)

2026-2027 Redefining Our Schools

Streamlining Community Engagement



Moved Away From the Regional Approach
Seven Meetings Scheduled to Discuss Specific Proposals



Collaborate with Municipal Leaders
Engage with Business Community



Encourage Stakeholder Participation
Respect the Community's Time



Clear Communication Timelines
Increase Transparency

Community Engagement Schedule

Date	Location	Schools to be Discussed	Recommendation to be Discussed with the Community
9/9/26	Everglades HS	Dolphin Bay ES, Silver Lakes ES, Sunset Lakes ES, and Glades MS	Transition the students at Dolphin Bay ES and Silver Lakes ES into Glades MS and extend the grades at Glades MS to K-8 school; Extend the grades at Sunset Lakes ES to K-8
9/10/26	McArthur HS	Hollywood Park ES	Transition the students into Boulevard Heights ES and West Hollywood ES OR Another consolidation option that keeps Hollywood Park ES open
		Oakridge ES	Transition the students to Colbert ES and Dania ES
9/14/26	Coral Springs HS	Coral Springs ES	Transition the students into Eagle Ridge ES and Parkside ES
		Forest Glen MS	Extend the grades at Coral Park ES, Forest Hills ES, James S. Hunt ES, and Park Springs ES to grade 6 and extend the grades of Coral Springs HS to 7-12
9/16/26	Lloyd Estates ES	Lloyd Estates ES	Transition the students into Cypress ES and Oakland Park ES
9/17/26	Banyan ES	Banyan ES	Transition the students into Discovery ES and Village ES
9/23/26	Charles W. Flanagan HS	Walter C. Young MS	Transition the students into Pines 6-12 and Silver Trail MS OR Transition the students to Charles W. Flanagan HS and create a 6-12 school
9/24/26	Dillard HS	William E. Dandy MS	Transition the students into Parkway MS OR Transition the middle school students at Dillard 6-12 into Parkway MS; Dillard returns to a 9-12 school and William E. Dandy MS remains a 6-8 school

Initial Summary of Community Input

- The community understands the enrollment concerns, but they find value in neighborhood schools.
- Schools are more than brick-and-mortar buildings. They are community hubs that represent generations of academic excellence, rich traditions, and comprehensive services for families.
- Cluster programs for students with special needs in the elementary schools should be included in all Redefining options.
- A strategic marketing campaign should be continuously employed for all schools and programs.
- Schools need for more programmatic options that are fully resourced.
- There is concern with transitioning elementary school students onto a middle school campus for a K-8 configuration as well as middle school students onto a high school campus for a 7-12 configuration.

School Boundary Advisory Committee

- Resolution to establish the Committee was approved at the 9/15/26 Regular School Board Meeting
- Committee Members include appointees from Board Members, Superintendent, and identified District Committees
- Committee Members must participate in an orientation facilitated by staff from Strategy & Operations
- Committee Members will participate in a publicly advertised deliberation meeting
- A representative will participate in the 11/4/26 Workshop Presentation

Redefining Our Schools Deliverables

Redefining Our Schools 2026-2027 Timeline (REVISED)

✓	5/12/26	School Board Preliminary Workshop 1: Guidance on Redefining Our School 2026-2027 Goals
✓	7/21/26	School Board Preliminary Workshop 2: Redefining Our Schools 2026-2027 Criteria for Proposed Schools to Address, Process, and Timeline
✓	8/25/26	School Board Workshop 1: Redefining Our Schools 2026-2027 Finalize Schools to be Addressed and Stakeholder Engagement Process
✓	9/15/26	School Board Resolution to Establish School Boundary Advisory Committee
➡	9/22/26	School Board Workshop 2: Redefining Our Schools 2026-2027 Update, Benchmark Enrollment Analysis, and Capital Programs Discussion for Select Sites
	September 2026 through October 2026	Comprehensive Stakeholder Engagement Process
		School Boundary Committee Orientation & Training and Deliberation Meeting
	10/6/26	School Board Workshop 3: Redefining Our Schools 2026-2027 Finalized School Proposals
	11/4/26	School Board Workshop 4: Rule Development Redefining Our Schools 2026-2027 Update on Community Input and Boundary Committee Recommendations Final List of Schools to be Addressed with Proposed Changes
	11/5/26	Superintendent's Final Recommendations Memo
	12/15/26	School Board Rulemaking Meeting: Final Vote
	12/16/26	Notification to Impacted Families and Staff
	1/15/27	School Choice Application Window Closes
	January 2027	Implement Transition Planning for 2027-2028 School Year

C. Robert Markham Elementary School

Cost Summary

CURRENT BUDGET

\$49.60 Million

AMOUNT SPENT

\$15.31 Million

AMOUNT REMAINING

\$34.29 Million

● Projects Included:

Swing Space Portables

FPL Vault/ Chiller Plant

Replacement of Building 1

C. Robert Markham Elementary School

Project Update - Building 1 Replacement

FORECASTED SUBSTANTIAL COMPLETION

09/30/2028

● Scope

Replacement of Building 1 and associated site work.

● Status

The Notice to Proceed (NTP) has been issued to the Construction Manager at Risk (CMAR). Submittal activities are underway, and the CMAR is mobilizing to the site

C. Robert Markham Elementary School

Project Update Phase 1B — FPL Vault / Chiller Plant

● Scope

FPL vault and chiller plant construction.
Demolition of Building 1.

● Status

The vault is complete pending installation of
The disconnects and security cages.

C. Robert Markham Elementary School



James S. Rickards Middle School

Cost Summary

CURRENT BUDGET

\$82.70 Million

AMOUNT SPENT

\$68.36 Million

AMOUNT REMAINING

\$14.35 Million

● Projects Included:

Temporary Portables

Replacement of Building 1

James S. Rickards Middle School

Project Update

FORECASTED SUBSTANTIAL COMPLETION

4/30/2027

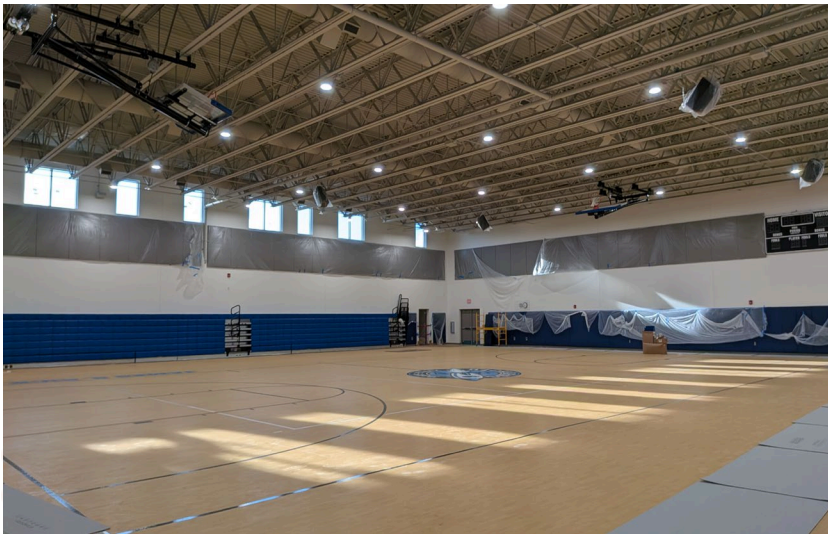
● Scope

New multi-story middle school building, gymnasium, chiller plant building and associated site work.

● Status

Construction in progress. Interior buildout, Mechanical, Electrical, Plumbing (MEP) installations, elevator work, gymnasium finishes, punch-list activities, and corrective work.

James S. Rickards Middle School



Margate Middle School

Project Update

FORECASTED SUBSTANTIAL COMPLETION

03/31/2027*

● Scope

Art Room Renovation and Equipment
Building Envelope Improvements (Roof,
Window, Ext Wall, etc.)
STEM Lab improvements
Electrical Improvements
Fire Alarm
Fire Sprinklers
HVAC Improvements
Media Center improvements
Safety / Security Enhancements

● Current Status

- Restroom renovations previously authorized are ongoing and scheduled for completion by the end of September.
- All other work remains paused.

* *Original Forecasted Substantial Completion Date*

Margate Middle School

Completed Scope

- Restrooms 129, 131, 145E*, 257, and 258.
- Roofing work at the two-story building addition has been substantially completed, pending remaining associated items.
- Ten (10) of the seventeen (17) scheduled electrical panel replacements.
- Two (2) of the four (4) transformer replacements have been completed.
- The four (4) AHUs serving the gymnasium have been installed, with remaining associated closeout items being addressed.

** Has not been turned over to school.*

Margate Middle School

Remaining Scope

Mechanical / HVAC

- Remaining RTUs, AHUs, chiller-related equipment, pumps, controls, and associated mechanical work.
- The new District-owned chiller and other mechanical equipment/materials remain onsite pending final direction.

Fire Protection / Fire Alarm

- Significant portions of the fire sprinkler, underground fire line, new fire alarm system, devices, wiring, and associated work remain incomplete.

Electrical

- Seven (7) of the seventeen (17) scheduled electrical panels remain to be installed.
- Two (2) of the four (4) transformers remain to be installed.
- Main switchgear, MCC equipment, and other associated electrical work remain incomplete.

Roofing / Envelope

- Significant portions of the planned roofing work remain incomplete, with temporary roofing currently in place in several areas.
- Remaining clerestory/window and associated envelope work remains incomplete.

Other Remaining Scope

- Under-building sanitary sewer work remains incomplete.
- Kitchen-related improvements and other associated scope.

Margate Middle School



Margate Middle School

Cost Comparison

KEEP 1960s CAMPUS

\$85 Million*

● Option 1 - Renovate

Invest \$85 million to renovate and maintain the existing 1960s middle school

Extend its useful life by an estimated 20 years

SMART Project = \$12 million more

New Cafeteria = \$25.5 million

FCA 10-year cost = \$47.5 million

Annualized capital cost of \$4.25 million per year

**Note: Further delays in construction will result in increased costs.*

BRAND NEW SCHOOL

\$135 Million

● Option 2 - Replace

Invest \$135 million to construct a new replacement campus

Extend its useful life by an estimated 60 years

Students can remain on campus in existing facility during construction

Lower facility risk and lower ongoing maintenance expenditures

Annualized capital cost of \$2.25 million per year

Parkway Middle School

Cost Summary

CURRENT BUDGET

\$61.00 Million

AMOUNT SPENT

\$5.22 Million

AMOUNT REMAINING

\$55.78 Million

● Projects Included:

Demolition

Renovation

New Addition

Parkway Middle School

Demolition · New Addition · Renovation

● Demolition

SCOPE

Demolition of Buildings 9, 12, 16 and 17.

STATUS

Notice to Proceed issued on September 9, 2026. Pre-Construction meeting held on September 15, 2026.

SUBSTANTIAL COMPLETION
12/31/2026

● New Addition

SCOPE

Construction of new Buildings 31 32 and 33; demolition of Buildings 1–6, 18 and 21.

STATUS

Permitting.

SUBSTANTIAL COMPLETION (Building Only)
06/01/2028
SUBSTANTIAL COMPLETION (Demo/Bus Loop)
01/01/2029

● Renovation

SCOPE

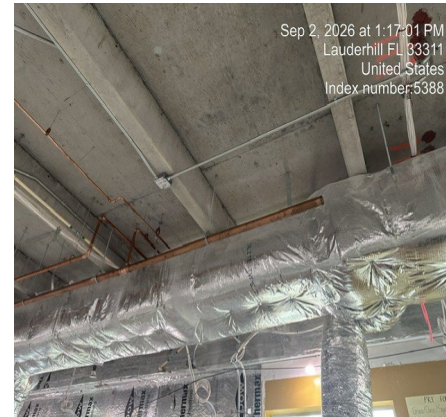
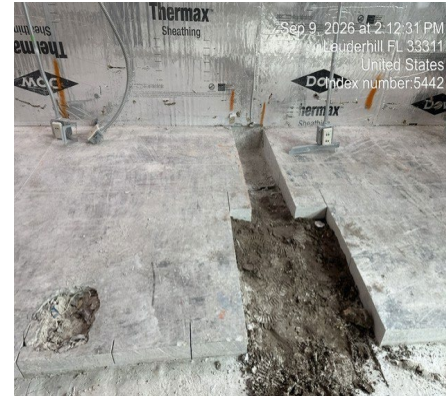
Renovate Building 24 (Rooms 425, 426) into the new STEM classrooms; renovate Building 25 (Rooms 2520, 2521) into the new Home Economics classroom.

STATUS

Construction in progress.

SUBSTANTIAL COMPLETION
08/31/2027

Parkway Middle School



October 6, 2026, School Board Workshop



Español | Kreyòl Ayisyen | Portuguese

2026/27 SCHOOL CALENDAR

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The items listed below will be included in the October 6, 2026, Redefining Our Schools Workshop Presentation:

- Update on Stakeholder Feedback
- Finalize School Proposals
- Transportation Cost Analyses
- Support Allocation Potential Cost Savings
- Schools of Hope Risk Analysis

Board Feedback and Direction Requested

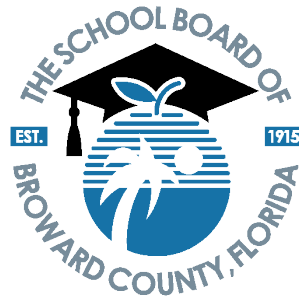
Staff is requesting guidance on these items.

Finalized list of schools to be addressed in 2026-2027 for 2027-2028 Implementation

Community engagement approach, site-specific sessions and targeted engagement where needed

Capital Programs update for C. Robert Markham ES, James S. Rickards MS, Margate MS, and Parkway ES

Presentation components for October 6, 2026



Sarah Leonardi, Chair
Dr. Jeff Holness, Vice Chair

Lori Alhadeff
Maura McCarthy Bulman
Adam Cervera, Esq.
Debra Hixon
Nora Rupert
Rebecca Thompson
Dr. Allen Zeman

Dr. Howard Hepburn
Superintendent of Schools

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Appendix

2026-2027 Redefining Our Schools

Board Affirmations at the May 12, 2026, School Board Workshop

- Redefining Our Schools is a **multi-year** strategy.
- What the **Community** Reinforces (Core Themes):
 - Protect Rigorous Academic Programs
 - Guarantee ESE Continuity
 - Preserve Safety and Age-Appropriate Environments
 - Communicate Early and Clearly
 - Maintain Community Identity Where Possible
 - Fully Supported Schools (Resources)

ESE = Exceptional Student Education

2026-2027 Redefining Our Schools

Board Consensus at the May 12, 2026, School Board Workshop

Composition of the School Boundary Advisory Committee

- Each School Board Member Appoints a Representative
- Superintendent Appoints a Representative
- Each Board-Identified Committee Appoints a Representative

Utilize Multiple Data Guardrails

- Enrollment Trends, Facility Condition and Utilization, Program Demands, Transportation, Safety, Operational Readiness, Community Input

Criteria for Evaluating Proposals

- Impact on Distance to School, Enrollment, Feeder Patterns, Neighborhood Integrity, School Diversity, Students with Special Needs

2026-2027 Redefining Our Schools

Takeaways from the June 16, 2026, School Board Workshop

- Secure a Master Planner to Create a Longterm Plan for the District
- Explore Opportunities for Replacement Schools
 - Capacity Considerations by Level
 - State of the Art Facilities
- Create and Publish a Formal Process for Receiving Proposals
- Forecast Funding and Resources
- Establish a Capital Projects Dashboard
 - Increases Transparency
 - Demonstrates Efficiency

July 21, 2026, School Board Workshop Guidance


 Español | Kreyòl Ayisyen | Portuguese
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Legend:
 ■ Employee Planning (no school for students)
 ■ Schools and Administrative Offices Closed
 ■ Schools Closed
 ■ Report Cards Issued (Grade 12) ■ K-Grade 11
 ■ Interim Reports Issued
 ■ Early Release Day
 ○ First and Last Day of School

The items listed below will be included in the August 25, 2026, Redefining Our Schools Workshop Presentation:

- Finalized Schools to be Addressed
- Finalized Community Engagement Plan
- Finalized Composition of the School Boundary Advisory Committee Membership

Presentation Attachments

Policy 8010: School Attendance
Zone Boundaries and School Usage

September 16, 2026, Benchmark
Enrollment Memo and Report

Community Meeting Flyer