Welcome!

Balancing Enrollment Process Advisory Team Meeting 5
April 28, 2021
Advisory Team Session #5 Intentions & Agenda

**Intentions**

1. Participants review CEF #1 outputs and discuss takeaways.
2. Participants discuss refinements to the elementary school change options.
3. Participants consider forecast data and provide input to initial balancing enrollment options for middle and high schools.
4. Participants leave with clear next steps.

**Agenda**

- **Session Preview, CEF1 Review** (30 min)
- **Considering Changes Breakout** (110 min)
  - Group 1: N+E, CW, CE
  - Group 2: CS, S, SE
  - Group 3: Middle & High
- **Wrap Up & Next Steps** (10 min)
# Advisory Team Session Norms & Mindsets

<table>
<thead>
<tr>
<th>Norms &amp; Mindsets:</th>
<th>Looks like...</th>
</tr>
</thead>
</table>
| 1. Keep the needs of students at the center of this work. | ● Asking what’s best for children  
● Helping refocus conversations around students and their future |
| 2. Be fully present.                     | ● Monotasking with your focus on this session  
● Minimizing technology distractions  
● Engaging by computer with video for full participation |
| 3. Respect one another, our time frames, our shared airspace, and our process. | ● Monitoring your own talk time  
● Speaking your truth and speaking for yourself  
● Being succinct and listening to learn and understand  
● Assuming colleagues’ positive intent and equal effort |
| 4. Stay in a solution mindset and remember that we are all in this together. | ● Engaging with generosity of spirit  
● Asking “what if” and considering new ways of doing things |
| 5. Remember! This is a PROCESS.          | ● Being with the discomfort of not having all the answers.  
● Sometimes there will be more questions than answers |

## Virtual Norms...

**Own your virtual engagement:**

1. Turn your video on and mute yourself when you’re not speaking.
2. Make sure your name is visible in your video box.
3. Use the chat for technical difficulties and accessing links.
4. Don’t be afraid to say “Sorry, I missed that…” or “Could someone clarify what we’re doing…”
5. Use the chat to announce if you need to step away from the meeting.
6. Allow for humanity (family, roommates, furry co-workers)
Purpose of the BEP (Why?)

To ensure HCPS schools and programs maintain capacity utilization levels that are beneficial to all students, while also ensuring the sustainable allocation of district resources.
What is the BEP?

A multi-month, highly structured approach to data analysis & stakeholder engagement that will result in informed, relevant plans for Harford County Public Schools

**Phase 1: Initiation**
- Introduction
- Data gathering & analysis
- Guiding principles development

**Phase 2: Assessment**
- Option development
- Advisory team review
- Community surveys
- Community input forums
- Staff recommendation to superintendent

**Phase 3: Superintendent Recommendation**
- Superintendent community public engagement
- Superintendent’s recommendation to the board of education

**Phase 4: Board of Education Approval**
- BoE public hearing(s)
- BoE decision

We are here.

- October-December 2020
- January-June 2021
- June-August 2021
- September 2021-February 2022
## Timeline of Key Meetings & Events

<table>
<thead>
<tr>
<th>January</th>
<th>February</th>
<th>March</th>
<th>April</th>
<th>May</th>
<th>June</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Leadership Team Meeting 1</td>
<td>Executive Leadership Team Meeting 2</td>
<td>Advisory Team Meeting 3 (3/10/21)</td>
<td>Executive Leadership Team Meeting 5</td>
<td>Executive Leadership Team Meeting 6</td>
<td>Community Input Forum 2 (6/2/21)</td>
</tr>
<tr>
<td>WHAT: Prepare for A-Team meetings</td>
<td>WHAT: Debrief A-Team meeting; Springboard proposal</td>
<td>WHAT: Debrief AT2, continue opts devt</td>
<td>WHAT: CIF1 review, options implications</td>
<td>WHAT: Process check, options check, prep for CIF2</td>
<td>WHAT: Final options review &amp; feedback</td>
</tr>
<tr>
<td>Process Orientation</td>
<td>Advisory Team Meeting 2 (2/10/21)</td>
<td>Executive Leadership Team Meeting 4</td>
<td>Community Input Forum 1 (4/14/21)</td>
<td>Advisory Team Meeting 6 (5/12/21)</td>
<td>Advisory Team Meeting 7 (6/16/21)</td>
</tr>
<tr>
<td>WHAT: Asynchronous process overview</td>
<td>WHAT: Springboard proposal, options development</td>
<td>WHAT: Prep for CIF1, options implications</td>
<td>WHAT: 1st round options presentation &amp; input</td>
<td>WHAT: Options redevelopment, prep for CIF2</td>
<td>WHAT: Present final options to superintendent</td>
</tr>
<tr>
<td>WHAT: Meet &amp; greet, process overview, dat 101</td>
<td>WHAT: Debrief AT2, continue opts devt</td>
<td>WHAT: Options redevelopment, prep for CIF1</td>
<td>WHAT: Consider CIF1 inputs, prep for CIF2</td>
<td>WHAT: Options redevelopment, prep for CIF2</td>
<td>WHAT: Present final options to superintendent</td>
</tr>
<tr>
<td>Advisory Team Meeting 3 (2/24/21)</td>
<td>Advisory Team Meeting 4b (3/31/21)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WHAT: Options development</td>
<td>WHAT: Options development</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

---

**Advisory Team Meeting**

- **Meeting 1 (1/13/21)**: WHAT: Meet & greet, process overview, dat 101
- **Meeting 2 (2/10/21)**: WHAT: Springboard proposal, options development
- **Meeting 3 (2/24/21)**: WHAT: Options development
- **Meeting 4 (3/24/21)**: WHAT: Prep for CIF1, options implications
- **Meeting 4b (3/31/21)**: WHAT: Options development
- **Meeting 5 (4/28/21)**: WHAT: Consider CIF1 inputs, prep for CIF2
- **Meeting 6 (5/12/21)**: WHAT: Options redevelopment, prep for CIF2
- **Meeting 7 (6/16/21)**: WHAT: Present final options to superintendent

---

**Executive Leadership Team Meeting**

- **Meeting 1**: WHAT: Prepare for A-Team meetings
- **Meeting 2**: WHAT: Debrief A-Team meeting; Springboard proposal
- **Meeting 3 (3/10/21)**: WHAT: Debrief AT2, continue opts devt
- **Meeting 4**: WHAT: Prep for CIF1, options implications
- **Meeting 5**: WHAT: CIF1 review, options implications
- **Meeting 6**: WHAT: Process check, options check, prep for CIF2

---

**Community Input Forum**

- **Forum 1 (4/14/21)**: WHAT: 1st round options presentation & input
- **Forum 2 (6/2/21)**: WHAT: Final options review & feedback
The Process (How?): Guiding Principles

When considering school reconfigurations and boundary revisions, BEP process participants shall prioritize, to the extent possible, the following guiding principles.

These are the lenses through which the advisory team members will evaluate options.

1. Implement a **transparent and inclusive boundary review process** that fosters the widespread and ongoing engagement of Harford County’s families and community members.

2. Take a **district-wide perspective** by considering the full scope of individual school capacities and student population projections to **balance enrollment**.

3. Operate in the best interest of students by prioritizing **equitable access to safe, high-quality educational environments** for all.

4. Consider the **accessibility of regional programs and signature academic programs & the long-term needs of special populations** (e.g., students with special needs, early learners, etc.) with each decision.

5. Maintain neighborhood schools that **optimize proximity to home, prioritize safe, walkable passages** to and from school, and take into account the boundaries of existing & planned community developments.

6. Consider **transportation impacts** and work towards limiting the amount of time required on a bus to 45 minutes or less each way.

7. Optimize **operational efficiency** and ensure the **sustainable allocation of district resources** with each decision.
Community Education Forum #1 - Recap
If you attended all or part of the CEF...

1. What went well?
2. What should we do differently next time?
3. What surprised you?
4. What didn’t surprise you?

Answers in chat please...
CEF #1 Feedback & Outputs: Demographics

Survey-Takers by Region & Primary Role (total n of non-unique survey takers = 2000)

- South
- Center South
- Center East
- Center West
- Southeast
- North + East

Number of Survey-Takers

Percent of Survey-Takers by Primary Role for Each Region (total n of non-unique survey takers = 2000)

- Administration, central office staff
- School-based staff/leadership
- Community member/advocate
- County planner/county leadership
- Parent
- Other

Percent of Survey-Takers by Role
## CEF #1 Feedback & Outputs: Demographics

<table>
<thead>
<tr>
<th></th>
<th>North + East</th>
<th>Southeast</th>
<th>Center West</th>
<th>Center East</th>
<th>Center South</th>
<th>South</th>
</tr>
</thead>
<tbody>
<tr>
<td>Abingdon</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>10</td>
<td>0</td>
</tr>
<tr>
<td>Bel Air</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>70</td>
<td>14</td>
<td>0</td>
</tr>
<tr>
<td>Churchville</td>
<td>0</td>
<td>0</td>
<td>3</td>
<td>9</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>Darlington</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Deerfield</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>Dublin</td>
<td>3</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Edgewood</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Emmorton</td>
<td>4</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>257</td>
<td>2</td>
</tr>
<tr>
<td>Forest Hill</td>
<td>1</td>
<td>0</td>
<td>6</td>
<td>3</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Forest Lakes</td>
<td>1</td>
<td>0</td>
<td>10</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Fountain Green</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Hall's Cross Roads</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Havre de Grace</td>
<td>3</td>
<td>211</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Hickory</td>
<td>0</td>
<td>0</td>
<td>3</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Homestead/Wakefield</td>
<td>2</td>
<td>4</td>
<td>4</td>
<td>1</td>
<td>288</td>
<td>1</td>
</tr>
<tr>
<td>Jarretsville</td>
<td>4</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Joppatowne</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>5</td>
</tr>
<tr>
<td>Magnolia</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>Meadowvale</td>
<td>0</td>
<td>18</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Norrisville</td>
<td>3</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>North Bend</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>North Harford</td>
<td>13</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Prospect Mill</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>91</td>
<td>4</td>
<td>1</td>
</tr>
<tr>
<td>Red Pump</td>
<td>0</td>
<td>1</td>
<td>69</td>
<td>3</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Ring Factory</td>
<td>2</td>
<td>3</td>
<td>0</td>
<td>4</td>
<td>366</td>
<td>1</td>
</tr>
<tr>
<td>Roys-Williams</td>
<td>0</td>
<td>3</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>William Paca/Old Post</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>William S. James</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>3</td>
<td>55</td>
<td>1</td>
</tr>
<tr>
<td>Youth's Benefit</td>
<td>146</td>
<td>1</td>
<td>206</td>
<td>24</td>
<td>4</td>
<td>17</td>
</tr>
<tr>
<td><strong>Total Counts</strong></td>
<td><strong>187</strong></td>
<td><strong>250</strong></td>
<td><strong>308</strong></td>
<td><strong>210</strong></td>
<td><strong>1005</strong></td>
<td><strong>32</strong></td>
</tr>
</tbody>
</table>
Favorability Ratings of Change Options Presented - Weighted Averages (n=variable by region)

1=Strongly Unfavorable 2=Unfavorable 3=Somewhat Unfavorable 4=Somewhat Favorable 5=Favorable 6=Strongly Favorable

Change Options by Region
## Forum Event Flow - Timing & Attendance

<table>
<thead>
<tr>
<th>District Region</th>
<th>Schools Included (Elementaries Only)</th>
<th>Timing</th>
<th>Attendance</th>
</tr>
</thead>
<tbody>
<tr>
<td>North + East</td>
<td>Jarrettsville, North Bend, Norrisville, North Harford, Dublin, Darlington</td>
<td>5:25-5:50</td>
<td>494 (5:22PM)</td>
</tr>
<tr>
<td>Southeast</td>
<td>Meadowvale, Havre de Grace, Roye-Williams, Hall's Cross Roads, Bakerfield, George D. Lisby</td>
<td>5:50-6:15</td>
<td>592 (5:59PM)</td>
</tr>
<tr>
<td>Center East</td>
<td>Bel Air, Churchville, Fountain Green, Prospect Mill</td>
<td>6:15-6:40</td>
<td>579 (6:17PM)</td>
</tr>
<tr>
<td>Center West</td>
<td>Forest Hill, Forest Lakes, Hickory, Red Pump, Youth's Benefit</td>
<td>6:40-7:05</td>
<td>590 (6:41PM)</td>
</tr>
<tr>
<td>Center South</td>
<td>Abingdon, Church Creek, Emmorton, Homestead/Wakefield, Ring Factory, William Paca/Old Post Rd, William S. James</td>
<td>7:05-7:30</td>
<td>645 (7:07PM)</td>
</tr>
<tr>
<td>South</td>
<td>Deerfield, Edgewood, Joppatowne, Magnolia, Riverside</td>
<td>7:30-7:55</td>
<td>469 (7:39PM)</td>
</tr>
</tbody>
</table>
CEF #1 Feedback & Outputs: Open-Ended

Elementary School CEF Scenario Feedback:

- Emails (100+)
- CEF Q&A Comments (1400)
- Survey Responses (1992)
- Website Form
- Public Comment at Board Meetings

Representative Comments for Each Change Area

FLO Edits

Advisory Team Meeting 5
Advisory Team Session #5 Intentions & Agenda

**Intentions**

1. Participants review CEF #1 outputs and discuss takeaways.
2. Participants discuss refinements to the elementary school change options.
3. Participants consider forecast data and provide input to initial balancing enrollment options for middle and high schools.
4. Participants leave with clear next steps.

**Agenda**

- **Session Preview, CEF1 Review (30 min)**
- **Considering Changes Breakout (110 min)**
  - Group 1: N+E, CW, CE
  - Group 2: CS, S, SE
  - Group 3: Middle & High
- **Wrap Up & Next Steps (10 min)**
Balancing Enrollment:
Getting Back to Work
### Today’s Focal Points

<table>
<thead>
<tr>
<th>ES: North, East, Center West, Center East Regions</th>
<th>ES: Center South, South, South East Regions</th>
<th>Middle &amp; High Schools</th>
</tr>
</thead>
<tbody>
<tr>
<td>➡️ Review change implications &amp; iterations post CEF</td>
<td>➡️ Review change implications &amp; iterations post CEF</td>
<td>➡️ Dive into springboard</td>
</tr>
<tr>
<td>➡️ Resolve &amp; advance as possible</td>
<td>➡️ Resolve &amp; advance as possible</td>
<td>➡️ Surface concerns &amp; change ideas</td>
</tr>
</tbody>
</table>
Breakout Groups: Parallel Work

SET UP
Participants in 3 groups based on preferences:
- Group 1: ES (N+E, CW, CE)
- Group 2: ES (CS, S, SE)
- Group 3: MS & HS springboard

Please be sure your camera is on if possible.

PART 1: FLO Presentation (~20 min)
- ES: Adjustments & implications based on CEF feedback
- MS/HS: Springboard proposal

PART 2: Discussion (~65 min) (back in full group by 7:00)
- ES: Reactions, suggestions
- MS/HS: Concerns, suggestions

PART 3: Return to Full Group (~20 min)
- Each group will present out key themes from discussion
- Fist-to-five poll of ES option
Welcome Back!
Time for group share outs.
Question: Is the updated ES option ready to release to the public?

- No way! It's all wrong. I don't see a way forward. Not public ready.
- I see MAJOR issues w/ the option that we need to resolve. Not public ready.
- I see MINOR issues w/ the option that need to be resolved before going public.
- I see MINOR issues w/ the option that we can resolve later. OK to go public.
- It's not perfect but I'm fine w/ making the option public as it is.
- I love the option! It's public-ready and I will champion it.
Welcome Back!
Time for group share outs.
Advisory Team Session #5 Intentions & Agenda

**Intentions**

1. Participants review CEF #1 outputs and discuss takeaways.
2. Participants discuss refinements to the elementary school change options.
3. Participants consider forecast data and provide input to initial balancing enrollment options for middle and high schools.
4. Participants leave with clear next steps.

**Agenda**

- **Session Preview, CEF1 Review** (30 min)
- **Considering Changes Breakout** (110 min)
  - Group 1: N+E, CW, CE
  - Group 2: CS, S, SE
  - Group 3: Middle & High
- **Wrap Up & Next Steps** (10 min)
## Timeline of Key Meetings & Events

<table>
<thead>
<tr>
<th>January</th>
<th>February</th>
<th>March</th>
<th>April</th>
<th>May</th>
<th>June</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Executive Leadership Team Meeting 1</strong> WHAT: Prepare for A-Team meetings</td>
<td><strong>Executive Leadership Team Meeting 2</strong> WHAT: Debrief A-Team meeting; Springboard proposal</td>
<td><strong>Advisory Team Meeting 3 (3/10/21)</strong> WHAT: Prep for CIF1</td>
<td><strong>Executive Leadership Team Meeting 5</strong> WHAT: CIF1 review, options implications</td>
<td><strong>Executive Leadership Team Meeting 6</strong> WHAT: Process check, options check, prep for CIF2</td>
<td><strong>Community Input Forum 2 (6/2/21)</strong> WHAT: Final options review &amp; feedback</td>
</tr>
<tr>
<td><strong>Process Orientation</strong> WHAT: Asynchronous process overview</td>
<td><strong>Advisory Team Meeting 2 (2/10/21)</strong> WHAT: Springboard proposal, options development</td>
<td><strong>Executive Leadership Team Meeting 4</strong> WHAT: Prep for CIF1, options implications</td>
<td><strong>Community Input Forum 1 (4/14/21)</strong> WHAT: 1st round options presentation &amp; input</td>
<td><strong>Advisory Team Meeting 6 (5/12/21)</strong> WHAT: Options redevelopment, prep for CIF2</td>
<td><strong>Advisory Team Meeting 7 (6/16/21)</strong> WHAT: Present final options to superintendent</td>
</tr>
<tr>
<td><strong>Advisory Team Meeting 1 (1/13/21)</strong> WHAT: Meet &amp; greet, process overview, dat 101</td>
<td><strong>Executive Leadership Team Meeting 3</strong> WHAT: Debrief AT2, continue opts devt</td>
<td><strong>Advisory Team Meeting 4 (3/24/21)</strong> WHAT: Options redevelopment, prep for CIF 1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Advisory Team Meeting 3 (2/24/21)</strong> WHAT: Options development</td>
<td></td>
<td><strong>Advisory Team Meeting 4b (3/31/21)</strong> WHAT: South Region options redevelopment</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>Advisory Team Meeting 5 (4/28/21)</strong> WHAT: Consider CIF1 inputs, prep for CIF2</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Advisory Team Meetings - Boundary Review

**Advisory Team Meeting 2 (2/10/21)**
WHAT: Springboard proposal, options development

**Advisory Team Meeting 3 (3/10/21)**
WHAT: Options development

**Advisory Team Meeting 4 (3/24/21)**
WHAT: Options redevelopment, prep for CIF1

**Community Input Forum 1 (4/14/21)**
WHAT: 1st round options presentation & input

**Springboard & ESN**

**ESN (All)**
1. ESE & ESSE
2. ESS & ESCS
3. ESCW & ESCE

**Advisory Team Meeting 5 (4/28/21)**
WHAT: CIF1 input review, options redevelopment

**Advisory Team Meeting 6 (5/12/21)**
WHAT: Options development, prep for CIF2

**Advisory Team Meeting 7 (6/16/21)**
WHAT: Present final recommendations to superintendent

**Final revisions on all options**

- **Secondary School Options**
  - MS/HS
  - Refine Elementary Schools

**Elementary Options**

1. ESE & ESSE
2. ESS & ESCS
3. ESCW & ESCE

- **MS/HS**
- Refine Elementary Schools
**Meeting Intentions & Outcomes**

1. Continue options refinement for ES boundaries
2. Options consideration for MS & HS boundaries
3. Goal: CEF-ready revisions for each region
4. Preview upcoming CEF in more detail

**Facilitation Details**

- Wednesday, May 12th, 5-7:30PM
- Virtual via Zoom
- Expecting ~40 participants + FLO/ Bloom staff
- Continuation of breakout session engagement and on-the-fly modeling
- During and post-session opportunities for reaction and feedback
Please take ~5 minutes to complete our exit survey. It will be emailed to you TOMORROW and you will have until 9AM Monday to complete it.

We will be asking specific questions about the ES revisions and MS/HS springboard.

We take your responses very seriously! Members of our planning team will read and consider every word from your surveys and use the information to develop FAQs and other process considerations. Please help us continue to make this process constructive and meaningful.

Thank you!
Thank You!

Don’t forget the survey!

See you again on May 12.