



**BELLWETHER**  
EDUCATION PARTNERS

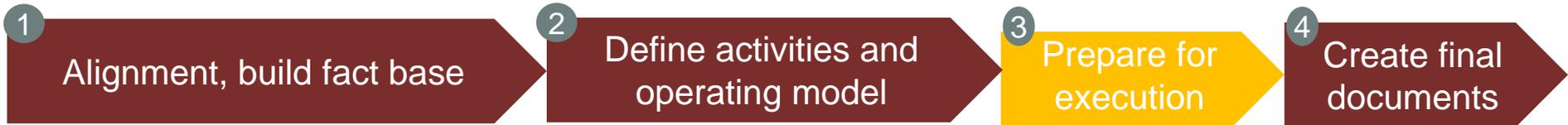
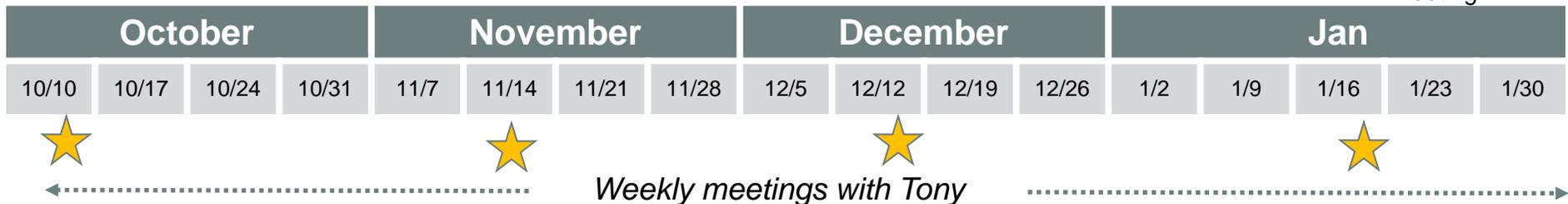
# NOEEN Strategic Planning Committee **Working Session #3**

January 20, 2017

# We are wrapping up elements of phases 2 and 3 of our work and will soon be finalizing the strategic plan

## Meeting schedule

★ Strategic planning meeting



- Launch visit
- Conduct stakeholder interviews and focus groups
- Policy, funding, regulatory analysis
- Best practice research: other intermediary organizations
- Develop refined vision for EC landscape and mission, vision, theory of action and intended impact for NOEEN

- Draft potential NOEEN activities and assess fit
- Define governance options and decision rights
- Develop staffing plan
- Begin developing financial model

- Finalize theory of action
- Finalize financial model
- Develop high-level implementation plan

- Finalize written plan
- Develop synthesized PPT of strategic plan
- Plan communication of strategic plan

## Recap: Decisions and progress from the second working session on 12/15

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- Reaffirmed decision for **NOEEN to serve as intermediary**-limiting direct service activities as possible, and championing quality in the local ecosystem
- Aligned on **overarching focus areas** for NOEEN's work
- **Defined desired strategies for NOEEN to pursue within those focus areas**—either directly or in partnership with other organizations

# We have revised NOEEN's mission statement based on our 12/15 working session discussion

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Updated

**Vision:** The New Orleans early childhood sector supports families' aspirations for their children from birth through age eight by providing access to high quality early learning programs and schools, ensuring that all children receive a strong foundation for their future success.



**NOEEN's Mission:** To ensure an excellent start for every child in New Orleans by strengthening the early childhood education sector.

## We have updated the wording of the first NOEEN focus area

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### Focus Area

- ① Strengthen the quality of the New Orleans ECE sector in order to meet community needs
- ② Influence local and state-level discussions to advance our mission
- ③ Increase public and private ECE funding
- ④ Collect, analyze, and share unbiased data to increase transparency, help improve program quality, and inform sector priorities
- ⑤ Support parent choice through coordinated enrollment and parent information initiatives
- ⑥ Allocate publicly funded seats to high-quality providers to meet localized demand
- ⑦ Increase the ability of the ECE sector to attract, develop, and retain talent

## We've also made language changes to help clarify a few of the NOEEN strategies (1 of 3)

Focus area	Strategy	Category
1. Strengthen quality	a. Use data to identify the most pressing needs and challenges facing the sector and cultivate solutions (including seeding new organizations and capabilities)	Perform directly
	b. Facilitate collaboration and information sharing among ECE providers to address common problems	Perform directly
	c. Evaluate progress and spearhead continuous improvement efforts in the sector against strategic goals	Perform directly
	d. Improve the quality of existing publicly funded seats	Cultivate or support
	e. Develop partnerships between early learning programs and schools to ensure smooth transitions from preschool to kindergarten and aligned, quality learning experiences for children from kindergarten through third grade	Cultivate or support
	f. Increase understanding of developmentally appropriate practice across the early childhood and K-12 sectors	Cultivate or support
	g. Support the efficient and effective use of public funds by encouraging ECE providers to improve their non-programmatic and financial capabilities	Cultivate or support
	h. Support the development of new high-quality providers	Cultivate or support

## We've also made language changes to help clarify a few of the NOEEN strategies (2 of 3)

Focus area	Strategy	Category
<b>2. Influence local and state discussions</b>	a. Provide input to state and local government administrators to help them shape an ECE policy agenda that is responsive to families' needs, provider needs, and on-the-ground concerns	Perform directly
	b. Serve as a leading champion of ECE in the local and state community	Perform directly
	c. Align stakeholders to amplify the sector's voice and move key issues forward	Perform directly
	d. Advocate for key policy, legislative, and campaign issues as appropriate	Perform directly
	e. Align existing systems to support children holistically (health, social services, etc.) and encourage creation of new systems where there are gaps	Cultivate or support
<b>3. Increase ECE funding</b>	a. Raise awareness of the importance of ECE in the philanthropic community and secure additional private funding for ECE	Perform directly
	b. Work with others to develop the sector-wide advocacy agenda that will increase the total volume of public funding	Perform directly

## We've also made language changes to help clarify a few of the NOEEN strategies (3 of 3)

Focus area	Strategy	Category
4. Collect, analyze, and share data	a. Identify and collect reliable and fair program data (regarding quality, demand, satisfaction, etc.)	Perform directly (contracted)
	b. Analyze quality and demand data	Perform directly
5. Support parent choice	a. Facilitate coordinated enrollment process	Cultivate or support
	b. Provide families with information that will help them choose a “best-fit” program for their child	Cultivate or support
	c. Increase and improve transportation options to facilitate access to high-quality seats	Cultivate or support
6. Allocate publicly funded seats	a. Shift existing publicly funded seats to higher quality providers based on data	Perform directly
	b. Partner with LDE, Head Start, and others to allocate publicly funded seats to meet demand in each neighborhood	Perform directly
6. Attract, develop, and retain talent	a. Increase the attractiveness of the ECE sector as a place to work	Cultivate or support
	b. Build sustainable ECE teacher and paraprofessional pipelines	Cultivate or support

# In order to meet NOEEN's governance objectives, strategy committee aligned on NOEEN being an independent non-profit

## Key considerations for NOEEN in determining organization type/governance

- Ensure requirements of Act 3 are met
- Enable NOEEN to maintain focus on its mission and intended impact and avoid competing objectives; make independent decisions about how to best serve the community
- Ensure organizational accountability and transparency (to state and community)
- Enable NOEEN to cultivate a collaborative early childhood community
- Receive funding from state sources as “lead agency” as well as philanthropic funding
- Enable re-granting ability – to distribute funds throughout the sector
- Minimize “red tape” in order to maximize impact to sector

*NOEEN will incorporate as an independent non-profit*

# A founding board will support organization launch; over time the board will strive to build a breadth of skill sets...

New

## Founding board

## Governing board

### Responsibilities

- Incorporate the organization as a standalone 501(c)(3)
- Raise funds for successful organization launch
- Hire founding Executive Director (with input from steering committee)
- Hold Executive Director accountable for early organizational launch activities

- Guide the strategic direction of the organization and approve major initiatives
- Evaluate and support the Executive Director
- Monitor and strengthen programs and services
- Provide financial oversight and ensure controls are in place
- Leverage networks and voice to support the fundraising efforts of the organization

### Key skills

- Fundraising acumen (personal networks or experience with institutional donors)
- Early childhood sector enthusiasm (if not knowledge)
- Willingness to dig in to the launch work over a short period of time

- Early childhood education expertise
- Corporate and/or foundation fundraising expertise
- Local and state-level advocacy expertise
- Finance/accounting acumen
- Community engagement expertise

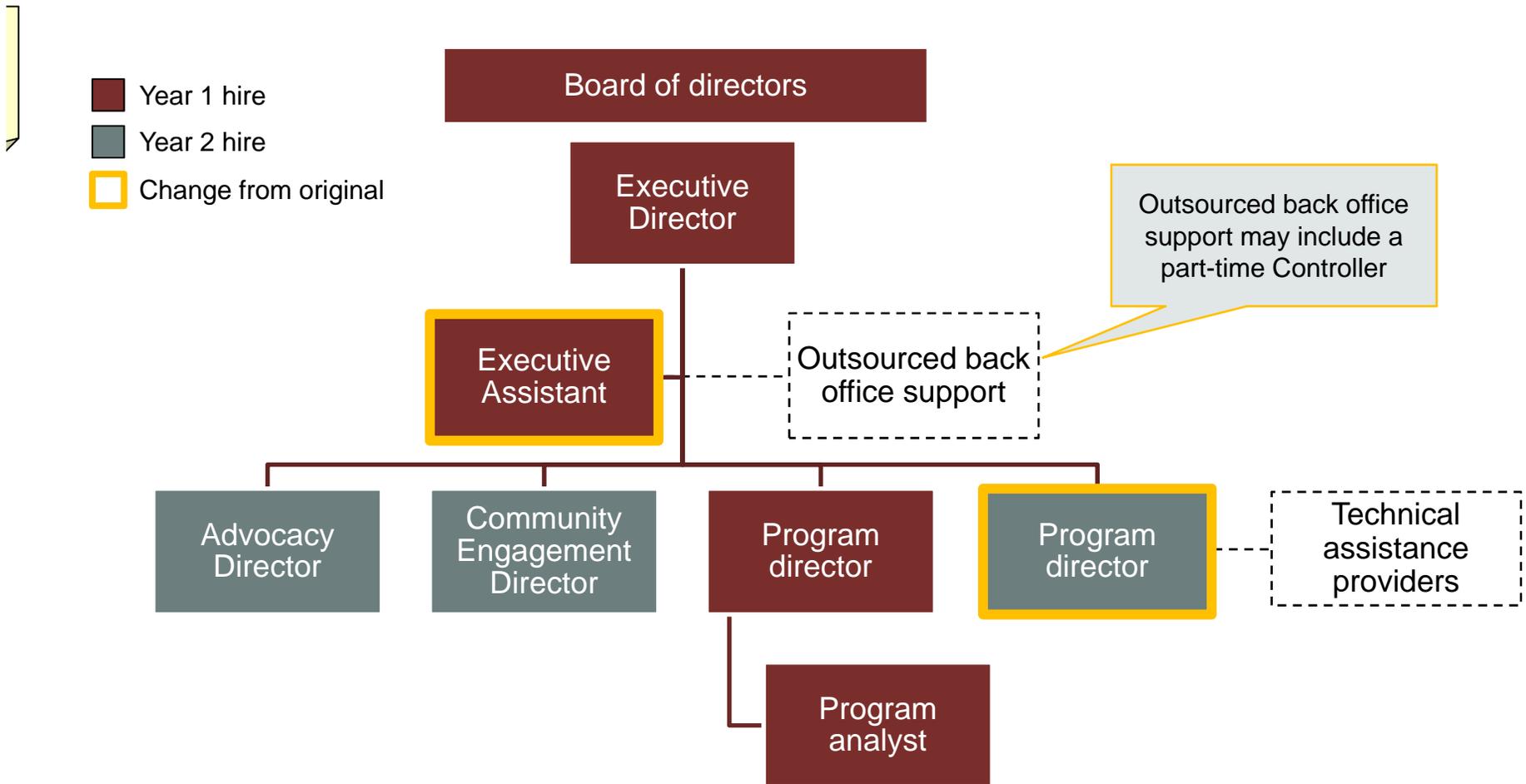
...an advisory board, similar to the current steering committee, will continue to weigh in on NOEEN's work

*Similar to its current formation, the advisory board would comprise a set of early childhood leaders who have a breadth of vantage points to the local early childhood work: as publicly-funded center operators, Head Start program operators, K-12 school systems, and influential members of the local early childhood ecosystem*

### Example topics that advisory board may weigh in on

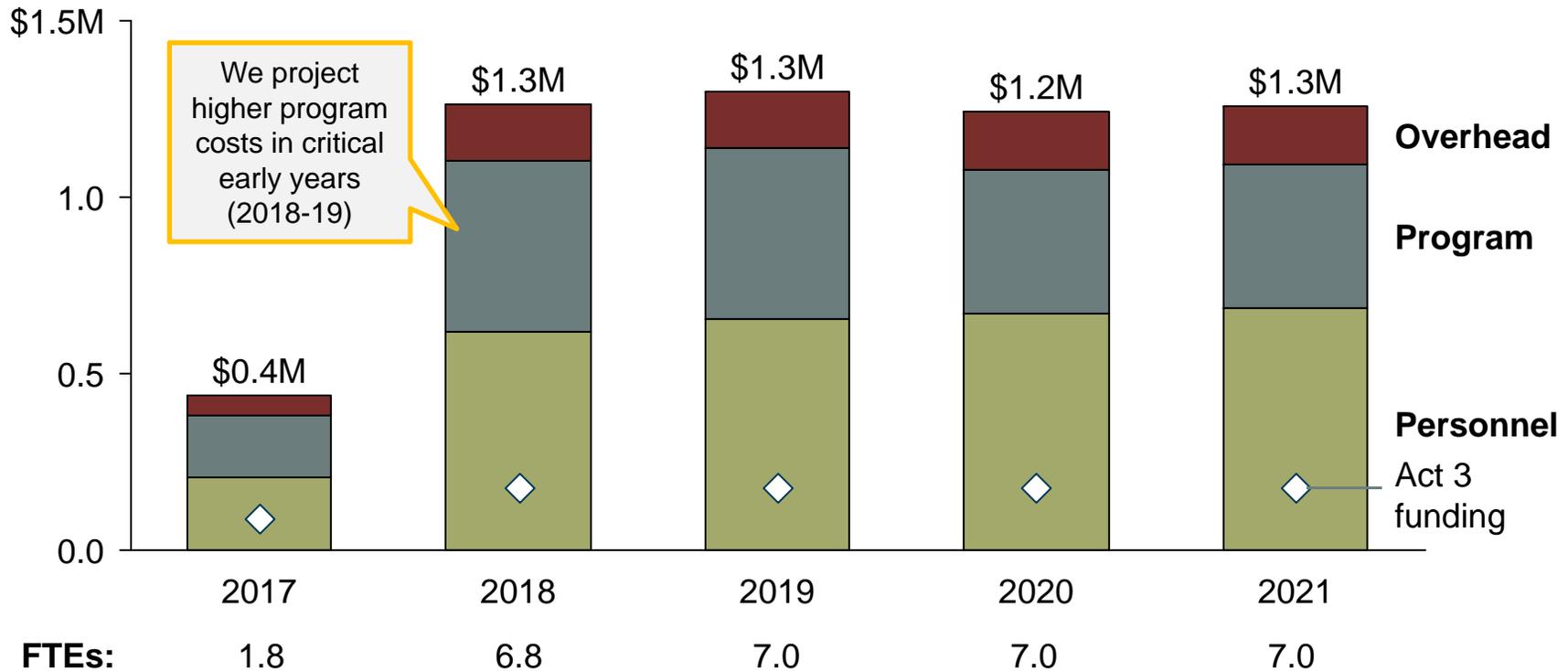
- Approach to Act 3 work (observations, enrollment, funding)
- Local- and state-level advocacy agenda
- Approach to assessing parent awareness of and satisfaction with early education options
- Feedback on NOEEN's effectiveness in specific areas or overall
- How to approach cultivation of ECE and K-12 relationships and partnerships

# We've recommended a lean staffing structure that limits costs while enabling NOEEN to succeed



# We estimate that NOEEN will incur annual expenses of \$1.3M once at full scale

Projected annual NOEEN expenses by category, 2017-2021 (\$M)\*



We anticipate that NOEEN will have to cover the majority of its expenses through grants and private fundraising

Source: BW projections (see NOEEN Financial Model v2 16-0112.xlsx)

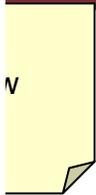
\*Notes: Program expenses include ~\$175k of pass through funding for Act 3 observations; higher 2018-19 program expenses driven by higher Marketing, partnership, and contract support spending during startup years

# There are three critical near-term priorities for launching NOEEN as an independent entity...

New	Priority	Lead
	Acquire funding to support launch and initial operations	A. Recasner
	Establish independent 501(c)(3) and establish it as lead agency (note: must be completed by June 21 BESE meeting)	TBD
	Hire Executive Director to lead new organization	Search committee (members of Steering committee)

## We'd like volunteers to lead the following activities

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- Leading the transition of the organization to an independent non-profit
- Developing an approach to communicating with key stakeholders about the strategic plan
- Serving on search committee to hire executive search firm and hire Executive Director

# Bellwether next steps

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- Make final updates to all content including financial model and implementation plan
- Develop summary PowerPoint appropriate to share with funders and other external stakeholders
- Continue developing written plan for review