



BELLWETHER
EDUCATION PARTNERS

NOEEN Strategic Planning Steering Committee Update

November 29, 2016

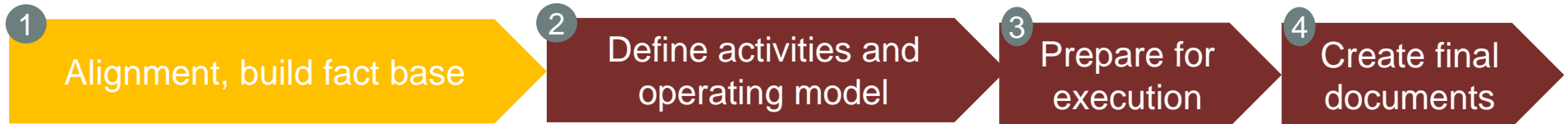
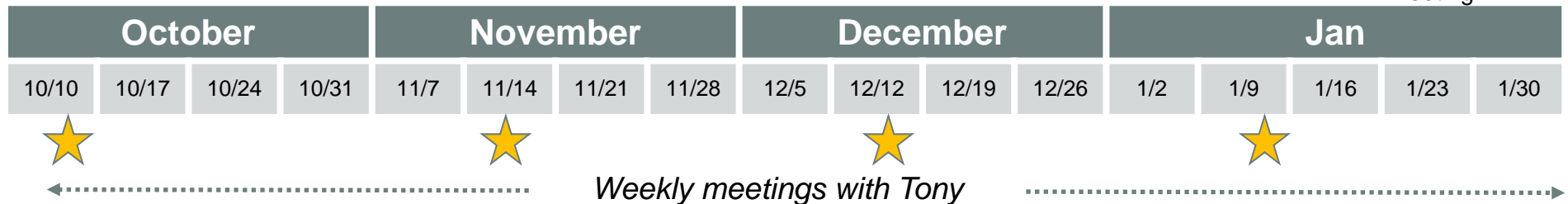
Our objectives are to help position NOEEN for success

- To help **define a shared vision** for the New Orleans early childhood sector that is clear and embraced by local stakeholders
- To enable the strategic planning committee to **decide on the role NOEEN will play** in achieving that vision
- To define the set of activities that NOEEN will **actively undertake as an intermediary** and **those that it will work to ensure exist in the city** (or ecosystem) to support the sector's growth and stability
- To support clear **alignment on a governance structure for NOEEN** that will best enable it to accomplish its goals
- To aid in the **development of an actionable implementation plan** that provides clear next steps for the development of the organization
- To help **develop a plan that is compelling to funders** and reflects a coordinated, sector-wide vision

We are working through four phases of work together over 16 weeks, and have just completed phase 1

Tentative 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 plan

Question

Do we want the citywide vision for the early childhood sector to include:

- A) Children birth to eight years old*
- B) Children birth to five years old
- C) Children birth to six years old

* Keep in mind, all early childhood research is based on viewing child development as the period from birth to eight years old.

Bellwether Recommendation

We recommend that NOEEN think of itself as an “early childhood intermediary”, not a “service provider”



Rooted in desire to develop a “network”, and supported by city-based ECE benchmarks, we see NOEEN as an intermediary

We use “intermediary” to mean a place-based organization that leads planning, coordination, and management across a set of stakeholders to enable a common goal.

The *specific activities* of each intermediary organization differ, but tend not to focus on “direct service.”

Intermediary role

- Convenes key stakeholders from across the sector
- Evolves approach and focal areas over time based on sector-wide needs
- Provides neutral assessments of sector-wide progress and performance, and fosters broad understanding of the current landscape
- Helps service providers avoid duplicative efforts and encourages existing or new organizations to fill service gaps
- Attracts and allocates resources across the sector, supporting highest needs

Direct service role

- Executes a specific program that contributes to the citywide vision
- Delivers services to meet a specific need or set of needs for a particular set of beneficiaries
- Collaborates with other service providers to serve own mission
- Regularly shares programmatic and outcomes data with intermediary

NOEEN’s role as an intermediary means it will focus on coordinating across the sector while limiting direct service activities