Making government work for kids: Governance models for local pre-K programs

April 20, 2023
Welcome!

Early Decisions: How Policymakers Think about Planning for Pre-K Initiatives

Thank you for joining today’s webinar!

Please keep microphone on mute, until discussion time later on.

Privately message Ashley Davison if you have any technical difficulties.

Today’s webinar will be recorded and available to registrants with the slide deck.
Acknowledgements
Introductions

Today’s Presentation Team

GG Weisenfeld
Josh Wallack
Tara Ryan
Ashley Davison
Components to Consider When Planning City Preschool Programs

Authors: Emmy Liss, Josh Wallack, GG Weisenfeld, Ellen Frede

https://nieer.org/research-report/components-to-consider-when-planning-city-preschool-programs-require
Preschool Policy Brief

Components to Consider When Planning City Preschool Programs

Key Takeaways

- Investment and innovation for preschool programs is growing at the local level
- Various design choices have been made by city or county leaders across components
- There is no “right way” to design a local preschool program; numerous examples provide ideas for consideration
Components to Consider When Planning City Preschool Programs

9 Components

- Governance & administration
- Financing & cost
- Eligibility & pace of scale
- Enrollment & outreach
- Structural program features
- Workforce
- Program standards & supports for program implementation
- Continuous improvement & evaluation
- Integration with other city services
Preschool Policy Brief

Components to Consider When Planning City Preschool Programs

Governance models

- Some cities govern and administer their program within city government
  - New agency created
  - Delegated to existing agency
  - Overseen by mayor’s office
- Some assign responsibility to the school district, with city oversight
- Some create a separate board, or interagency coordinating council
- Some counties drive the initiative
- Many localities also form advisory groups
Panel & Discussion

Sarah Barray, PhD
CEO, PreK 4 SA, San Antonio

Rebecca Latham
Executive Director of Early Childhood
NOLA Public Schools, New Orleans

Jen Roberts
CEO, Agenda for Children, New Orleans

Elsa Huguín
President & CEO, Denver Preschool Program
Pre-K 4 SA Education Centers
- 4 Demonstration Sites
- Hubs for Research & Innovation
- Serving 2,000 3- and 4-year olds

Grants ($4 Million Annually)
- Expanding access to quality
- Supporting schools & CDCs
- 3,000 children, birth through 2nd grade

Professional Learning
- Strengthening the ECE workforce
- Free to any teacher or leader
- 20,000+ hours annually

Family Engagement
- Supporting families as first teachers
- Developing leaders & advocates
- Connecting to economic supports

Changing the education and workforce trajectory in one generation through high-quality early childhood education.

Authorized by Voters 2012 & 2020
Organizational Structure

- Municipal Development Corporation (501c3)
- Board appointed by Mayor & Council
- Organization embedded within city government
- CEO reports to the City Manager
- All employees are city employees
EARLY CHILDHOOD GOVERNANCE IN NEW ORLEANS: A PUBLIC-PRIVATE-PROVIDER PARTNERSHIP MODEL

Jen Roberts
Chief Executive Officer
Agenda for Children
jroberts@agendaforchildren.org

Rebecca Latham
Executive Director, Early Childhood
NOLA Public Schools
rlatham@nolapublicschools.com
<table>
<thead>
<tr>
<th>YEAR</th>
<th>Entity</th>
<th>Function + Responsibilities</th>
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<tbody>
<tr>
<td>Early Childhood Community Network (Orleans Parish) (2012)</td>
<td><strong>NOEEN</strong></td>
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New Orleans Early Education Network (NOEEN) |  
- LADOE launches Lead Agency pilot program through Act 3 in 2012  
- Unifies every publicly-funded pre-k, child care, and Head Start program for children 0-4 under the LA Dept of Education to improve family access to high-quality early learning experiences for children and provide more resources; Orleans selected as one of five pilot sites with Agenda as backbone  
- Network grows to include ~160 providers; 5,000 publicly funded seats representing ~45k children under 5 |
| Lead Agency (Orleans Parish) (2013-2020 - Agenda) (2020-present - Agenda and NOLA-PS) | **NOEEN** |  
Agenda for Children  
NOLA-PS  
(co-lead agencies on behalf of NOEEN) |  
The Lead Agency is the administrator of the compliance or “government” functions and contracts and facilitates coordinated leadership functions for the community network for publicly funded children 0-4.  
- coordinated observations (CLASS)  
- coordinated enrollment  
- coordinated funding request  
- coordinated information, convenings, and child count  
- fiscal management, stipend payments, seat payments  
- Steering Committee - public body |
| NOEEN City Seats (2018) | **NOEEN CITY SEATS** |  
Agenda for Children + Subcontractors  
(on behalf of Lead Agency) |  
The City Council approves first general fund allocation to create 50 high quality ECE seats in Orleans Parish for children 0-2. The program expands dramatically from 50-400 children in three years and is an impetus for 2020 and 2022 ECE property tax campaigns. |
| Ready Start Network (Orleans Parish) (2018) | **AGENDA FOR CHILDREN** |  
Agenda for Children  
(on behalf of NOEEN) |  
The State launches a new pilot program to help expand the strategic scope of Lead Agencies. Orleans is selected in initial pilot of five communities. RSNs:  
- Assess local demand for early care and education and creates a blueprint to address gaps  
- Recruit stakeholders to expand early childhood coalition  
- Establish local governance structures to make collaborative decisions  
- implement fundraising strategies to satisfy local demand |
| Orleans Parish ECE Millage Implementation (2022) | **AGENDA FOR CHILDREN** |  
Agenda for Children + NOLA-PS + Subcontractors  
(on behalf of NOEEN) |  
20-year millage passed by voters that will generate nearly a half a billion dollars over the next 20 years to support high quality ECE in Orleans Parish (~20M/annually) with potential for 1:1 state match. Focus on increasing seats, services, and infrastructure. Agenda is the lead implementer for the first five years with NOLA-PS on behalf of the City of New Orleans. |
# NOEEN Staffing Model

## Programs Team
- NOEEN program teams consist of **Agenda for Children (x4) and NOLA-PS (x3) staff** who lead and execute day-to-day activities of the Orleans Parish Lead Agency and Ready Start Network
- Also rely on other staff and contractors to execute work (CLASS observers, temporary workers, K-12 enrollment staff, etc.)

## Agenda for Children Leads:
- Administration, Fiscal Agent/Reimbursements, CLASS Observations, Data Certification, Child Count/Census, TSGOLD, Grant writing, Steering Committee prep, Coordinated Funding Request, Strategic grants (Ready Start), Seat Program Administration (ECE Millage)

## NOLA-PS Leads:
- Administration, Coordinated Enrollment, Coordinated Funding Request to LADOE, Family Enrollment/Navigation Support (ECE Millage)

## Steering Committee
- 20-person **formal advisory and oversight body**
- Representation from child care providers (all funding streams), City Council, City of New Orleans, NOLA-PS, CCR&R, Family Child Care, and others
- Operates via bylaws and Louisiana Public Meeting Laws

## Reviews and approves annual plans for State, resource allocations (City), and advises on strategic matters (enrollment, budget, funding requests)
- Standing Committees (Executive, Enrollment/Funding, Family Engagement)
- Ad-Hoc Taskforces (Strategic Planning, Workforce)
# STRENGTHS AND OPPORTUNITIES OF THE NOEEN MODEL

<table>
<thead>
<tr>
<th>STRENGTHS</th>
<th>OPPORTUNITIES</th>
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<td>● Providers and families have a stronger voice and presence in decision making</td>
<td>● Difference between non-profit and government organizational cultures</td>
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<td>● Different types of providers have equal voice “weight”</td>
<td>● Financial and staff sustainability across and within organizations</td>
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<td>● Builds public confidence while trying out new things and model evolves (2013 vs. 2023)</td>
<td>● Balancing partner representation vs. conflicts of interest, especially with increased accountability and opportunities for funding</td>
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<td>● No one entity has to do “all the functions” – can rely on organizational and staffing strengths (flexibility, access to public and private resources, different relationships/partnerships, history, expertise, etc.)</td>
<td>● Communication within and across organizations and partners</td>
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<td>● Scalable up or down depending on responsibilities and needs</td>
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<td>● Opportunities for innovation and third-party partnerships (e.g. research (CECR))</td>
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Denver Preschool Program

PRESENTED BY
ELSA HOLGUÍN, PRESIDENT AND CEO, DENVER PRESCHOOL PROGRAM
DENVER PRESCHOOL PROGRAM (DPP)

$150 Million in tuition credits

65,000 children served

15 years in the community

Exceptional, beneficial, remarkable, innovative, life-changing, phenomenal, successful, equitable, thriving.
VISION
Every child in Denver enters kindergarten ready to reach their full potential

STRATEGIC GOALS

Families
Reach and engage families of young children to better serve them and, through innovation and partnership, promote the benefits of and increase access to quality early learning opportunities.

Children
Increase the number of Denver’s young children participating in preschool.

Preschool Teachers
Strengthen Denver’s early childhood education workforce by supporting preschool professionals to ensure they are well-qualified, effective, compensated and valued.

DPP Board and Staff
Strengthen DPP’s internal operations and governance to steward our mission and financial resources, improve the delivery of services, lead in the early childhood space, and sustain operations.

Preschool Programs
Improve and measure the quality of early childhood education programs in Denver.

Policy/Strategy Leaders
Respond to community needs and champion, advocate and partner to advance early childhood education policies and strategies that help our youngest learners succeed.

MISSION
Denver Preschool Program helps Denver fulfill its commitment to its youngest learners. We champion, fund and increase access to quality preschool across our community.

VALUES
• The Denver Preschool Program is an independent nonprofit organization funded by taxes for which the city is financially responsible, with strong Board of Directors oversight.

• DPP is ground-breaking. Our success has allowed several other organizations to model it and win voter approval for funding for their organizations.

• Prop EE, a cigarette/nicotine tax, was approved by the Colorado Voters in 2020. It funds the Colorado UPK program and catalyst for a new Colorado Department of Early Childhood.

• Denver Preschools in addition to the UPK for the City of Denver is the intermediary, Local Coordinating Organization, for the state UPK program for Denver!
Panel & Discussion

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Let’s Connect!

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@city_health

@PreschoolToday

Nieer.org

Josh Wallack & Emmy Liss

joshwallack@outlook.com
emmyliss@gmail.com