



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

Preschool Policy Brief

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

Preschool Policy Brief

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





Sarah Baray CEO

April 20, 2023





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

Authorized by Voters
2012 & 2020



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

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



**\$48M
Annually**

**Local
Sales Tax
1/8¢**



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

NOEEN

NEW ORLEANS EARLY
EDUCATION NETWORK



YEAR	Entity	Function + Responsibilities
<p>Early Childhood Community Network (Orleans Parish) (2012)</p>	 <p>New Orleans Early Education Network (NOEEN)</p>	<ul style="list-style-type: none"> • 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
<p>Lead Agency (Orleans Parish) (2013-2020 - Agenda) (2020-present - Agenda and NOLA-PS)</p>	 <p>Agenda for Children NOLA-PS (co-lead agencies on behalf of NOEEN)</p>	<p>The Lead Agency is the administrator of the compliance or “government” functions and contracts and facilitates coordinated leadership functions for the community network for <i>publicly funded</i> children 0-4.</p> <ul style="list-style-type: none"> • coordinated observations (CLASS) • coordinated enrollment • coordinated funding request • coordinated information, convenings, and child count • fiscal management, stipend payments, seat payments • Steering Committee - public body
<p>NOEEN City Seats (2018)</p>	 <p>Agenda for Children + Subcontractors (on behalf of Lead Agency)</p>	<p>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.</p>
<p>Ready Start Network (Orleans Parish) (2018)</p>	 <p>Agenda for Children (on behalf of NOEEN)</p>	<p>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:</p> <ul style="list-style-type: none"> • 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
<p>Orleans Parish ECE Millage Implementation (2022)</p>	 <p>Agenda for Children + NOLA-PS + Subcontractors (on behalf of NOEEN)</p>	<p>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.</p>

NOEEN STAFFING MODEL

<p>PROGRAMS TEAM</p>	<ul style="list-style-type: none"> • 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.) 	<p>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)</p> <p>NOLA-PS Leads: Administration, Coordinated Enrollment, Coordinated Funding Request to LADOE, Family Enrollment/Navigation Support (ECE Millage)</p>
<p>STEERING COMMITTEE</p>	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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

STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none">● Providers and families have a stronger voice and presence in decision making● Different types of providers have equal voice “weight”● Builds public confidence while trying out new things and model evolves (2013 vs. 2023)● 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.)● Scalable up or down depending on responsibilities and needs● Opportunities for innovation and third-party partnerships (e.g. research (CECR))	<ul style="list-style-type: none">● Difference between non-profit and government organizational cultures● Financial and staff sustainability across and within organizations● Balancing partner representation vs. conflicts of interest, especially with increased accountability and opportunities for funding● Communication within and across organizations and partners



Denver Preschool Program

PRESENTED BY

ELSA HOLGUÍN, PRESIDENT AND CEO, DENVER PRESCHOOL PROGRAM

DENVER PRESCHOOL PROGRAM (DPP)

exceptional
beneficial
life-changing
phenomenal
successful
equitable

remarkable
innovative
thriving

\$150 Million
IN TUITION CREDITS

65,000
CHILDREN SERVED

15 Years
IN THE COMMUNITY

community-
driven
incredible
strong
high-quality
supportive
engaging
amazing
extraordinary

STRATEGIC PLAN

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.

Preschool Programs

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

Children

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

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.

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.

Preschool Teachers

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

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 ORIGINAL TERMS

- 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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Selected Resources

Frede, E., Brooks, J.L., Weisenfeld, G.G., & Bryant, C. (2021). *Taking stock of city pre-K quality policy and practice: A framework*. National Institute for Early Education Research. [https:// www.cityhealth.org/pre-k-self-assessment/](https://www.cityhealth.org/pre-k-self-assessment/)

Garver, K. (2021). *City funding strategies to support public preschool programs*. National Institute for Early Education Research. <https://www.cityhealth.org/prek-funding-strategies>.

Early decisions: How policymakers think about planning for pre-k initiatives. (2023, March 23). National Institute for Early Education Research.

Slides:

https://nieer.org/wp-content/uploads/2023/03/March_23rd_Early_Decisions_How_Policymakers_Think_About_Planning_for_Pre-K_Initiatives_Slide_Deck.pdf;

Recording: <https://www.youtube.com/watch?v=qHKGlxRiVT0>

Liss, E. (2023). *Guest blog: Blending and braiding to build an equitable early care and educational system-lessons from New York City*. Children's Funding Project.

<https://www.childrensfundingproject.org/cfp-blog/2023/3/21/guest-blog-blending-and-braiding-to-build-an-equitable-early-care-and-education-system-lessons-from-new-york-city>

Liss, E., Wallack, J., Weisenfeld, G., & Frede, G. (2023). *Components to consider when planning city preschool*. National Institute for Early Education Research. https://nieer.org/wp-content/uploads/2023/02/City-Preschool-Program-Planning_Feb-FINAL.pdf

Pre-K in American cities. (2019). National Institute for Early Education & CityHealth.

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Let's Connect!



AN INITIATIVE OF

the de Beaumont Foundation + Kaiser Permanente



@city_health

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EARLY EDUCATION RESEARCH



@PreschoolToday

nieer.org



Josh Wallack &
Emmy Liss

joshwallack@outlook.com

emmyliss@gmail.com