NOEEN | NEW ORLEANS EARLY EDUCATION NETWORK

2023 – 2027 Strategic Plan
DRAFT

ResourceFull Consulting

Strategic Plan Outline

1. NOEEN Background
2. Mission and Vision
3. The Current State of ECE
4. Strategic Priorities and Key Strategies
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NOEEN Background

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NOEEN History

The New Orleans Early Education Network (NOEEN) was founded following the passage of Act 3 of the 2012 Louisiana Legislative Session, which sought to create a comprehensive and integrated delivery system for early care and education (ECE) and improve kindergarten readiness.

The Louisiana Department of Education (LDOE) took a parish-based approach to Act 3 implementation, identifying lead agencies in each parish to build local early care and education networks that:

- Coordinate quality observations of early learning classrooms using the CLASS tool;
- Unify enrollment across all publicly funded early care and education programs, including Early Head Start, Head Start, school-based Pre-K programs, and family child care providers with academic approval;
- Streamline funding through an annual unified funding recommendation to LDOE; and
- Communicate with early learning providers about state policies and initiatives, serving as a local connector between the state and a multitude of early care and education providers.

Initially, Agenda for Children served as the lead agency for NOEEN. Currently, this responsibility is shared between Agenda for Children and NOLA Public Schools.

In 2019, NOEEN became one of the first LDOE Ready Start Networks, which were designed to increase access to high-quality early care and education at the local level.

Today, NOEEN is comprised of all publicly funded early childhood care and education providers in Orleans Parish—more than 150 public schools, non-public schools, Type III early learning centers, Early Head Start centers, Head Start centers, and family child care providers with academic approval—that serve more than 5,500 publicly funded birth to five-year-old children. It also boasts the most comprehensive network with some of the most diverse funding of any local early childhood community network in Louisiana.

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NOEEN's Role

Role	Entity	Function + Responsibilities
Early Childhood Community Network (Orleans Parish)	**New Orleans Early Education Network (NOEEN)**	•unifies early learning programs •includes every publicly-funded pre-k, child care, and Head Start program •improves family access to high-quality early learning experiences for children and increases support for programs
Lead Agency (Orleans Parish)	**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. •coordinated observations (CLASS) •coordinated enrollment •coordinated funding request •coordinated information, convenings, and child count •fiscal management, stipend payments, seat payments
Ready Start Network (Orleans Parish)	**Agenda for Children** *(on behalf of NOEEN)*	The Ready Start Network is the strategic arm of the lead agency and community network and focuses on capacity building, increasing access and quality, and innovation. •assesses local demand for early care and education and creates a blueprint to address gaps •recruits stakeholders to expand early childhood coalition •establishes local governance structures to make collaborative decisions •implements fundraising strategies to satisfy local demand

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Mission and Vision

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NOEEN's Mission

To ensure an excellent start for every child in New Orleans by strengthening early childhood education and providing families access to high-quality early learning programs that help them realize their dreams for their children.

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NOEEN's Vision for the ECE System

The NOEEN Steering Committee envisions making New Orleans the premiere city for early education with a system that ensures:

- **School-Ready Children and Child-Ready Schools:** All children enter school ready to succeed and kindergarten classrooms across the city are prepared to best support children through the transition into "big school."
- **A Quality Early Learning Seat for Every Child:** Every family that wants one can continuously and easily access a high-quality early learning seat for their child throughout their early years from birth to kindergarten with an easy enrollment process.
- **A Professional, Well-Compensated, and Sustainable Educator Workforce:** Early learning teachers are respected, able to build savings, access career ladders, and stay in the field of early education.
- **Families with Decision-Making Power:** Families are engaged and have decision-making power in the development and design of New Orleans' early education system.
- **Diverse High-Quality and Sustainable Early Learning Providers:** There are an abundance of early learning providers across settings that deliver high-quality programs and meet the needs of children and families.
- **A Comprehensive Quality Rating & Improvement System:** New Orleans' early learning system operates with a more nuanced understanding of – and means of assessing and improving – quality that goes beyond the CLASS assessment of teacher-child interactions.
- **Longitudinal Data:** The system easily allows stakeholders to track data for children over time from their early education into their K-12 careers to track and monitor impacts across settings and programs.
- **All Children Served Well:** The specific needs of children with disabilities, English Language Learners, and other diverse learners are consistently met in environments that work for them.

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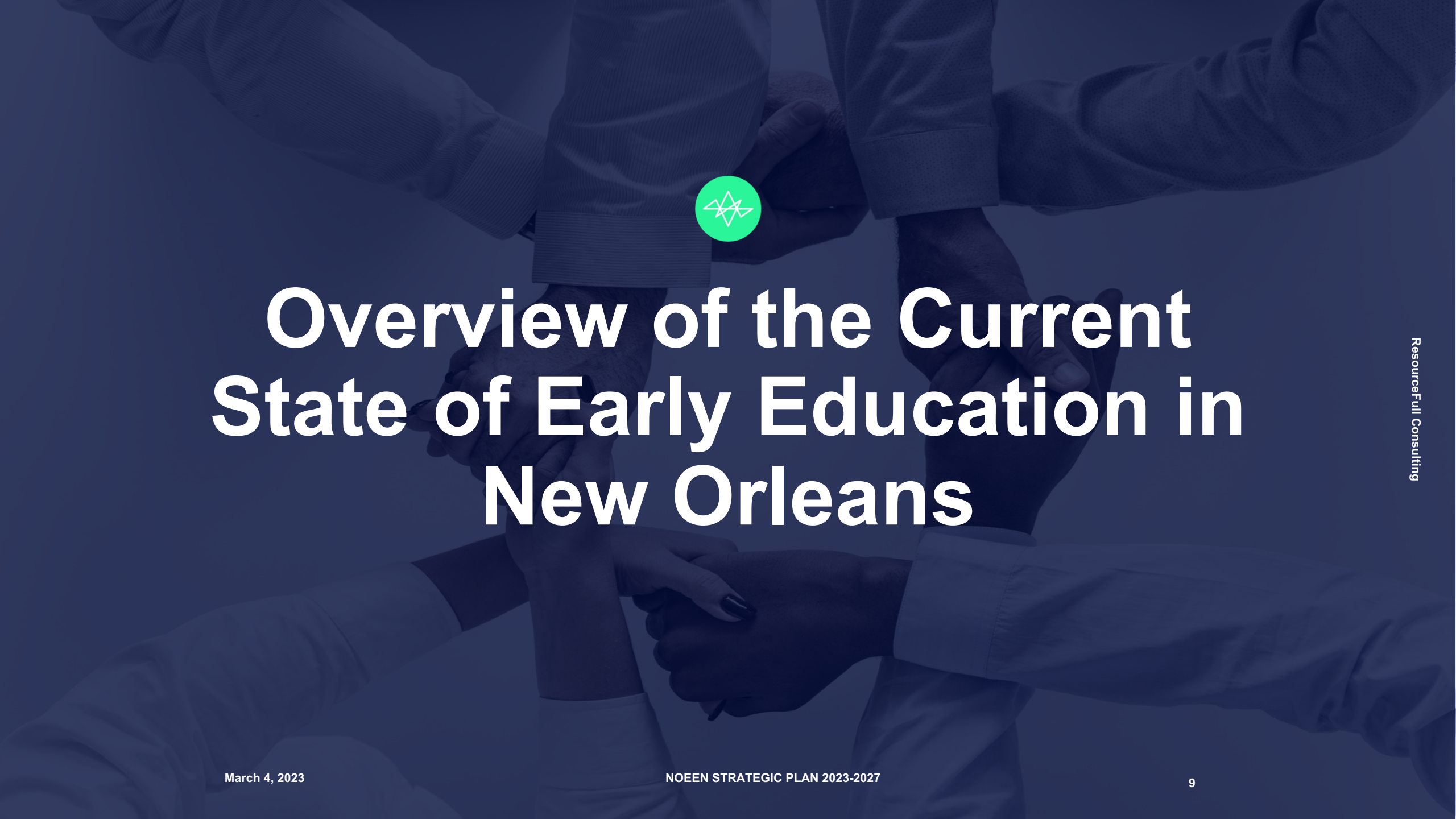

Overview of the Current State of Early Education in New Orleans

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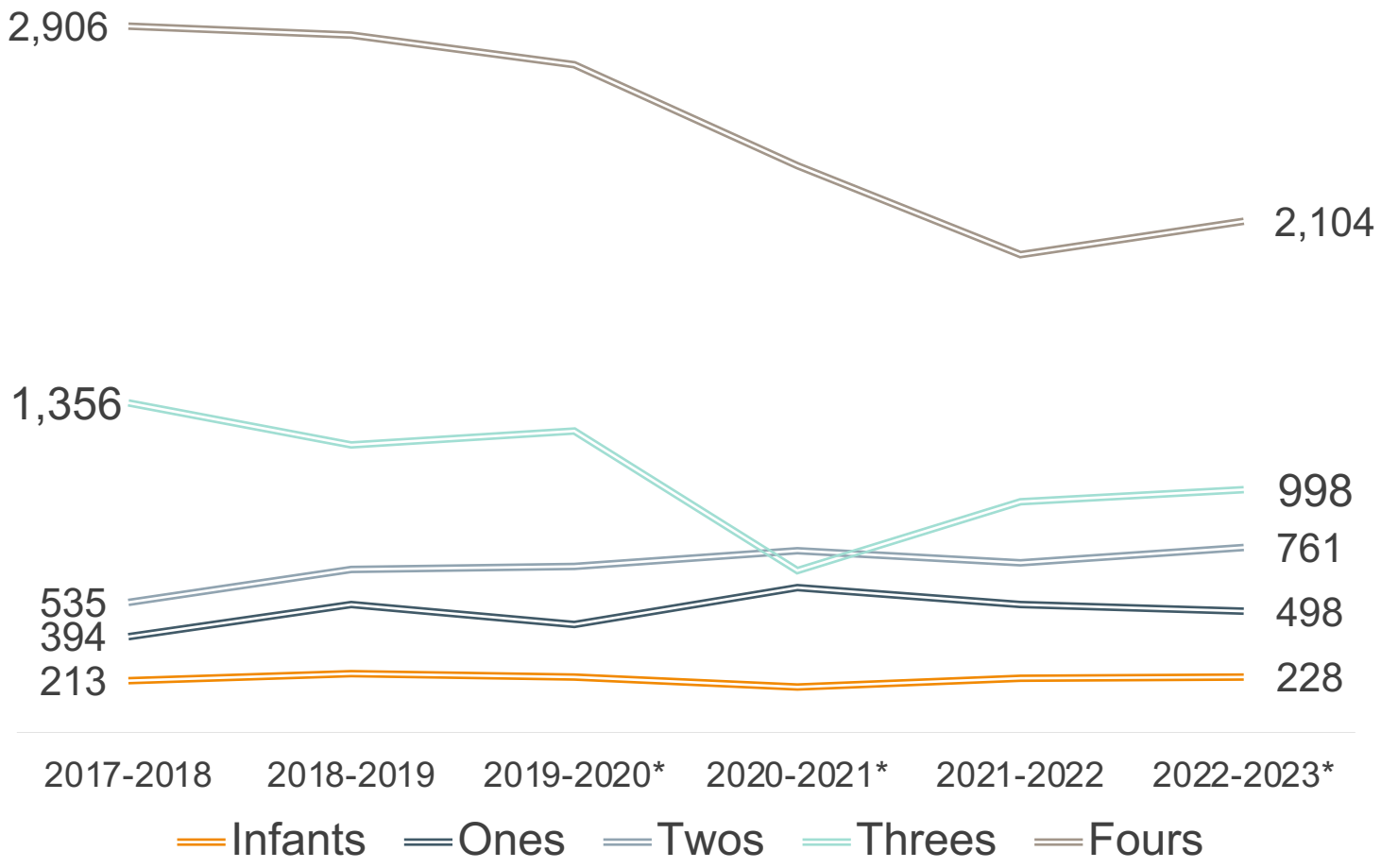
ECE Enrollment in New Orleans

Publicly Funded Early Care and Education Enrollment by Age Group and Year, 2017 - 2023



- While publicly funded enrollment remains highest among **four year-olds**, there were 802 fewer four year-olds enrolled in Oct. 2022 than in Oct. 2017, the equivalent of 40+ fewer classrooms.
- While far fewer seats are available for children, **birth through age two**, there were 345 more children enrolled in 2022 than in 2017 –a 30% increase.
- The network served 815 **fewer children overall** in 2022 than in 2017.

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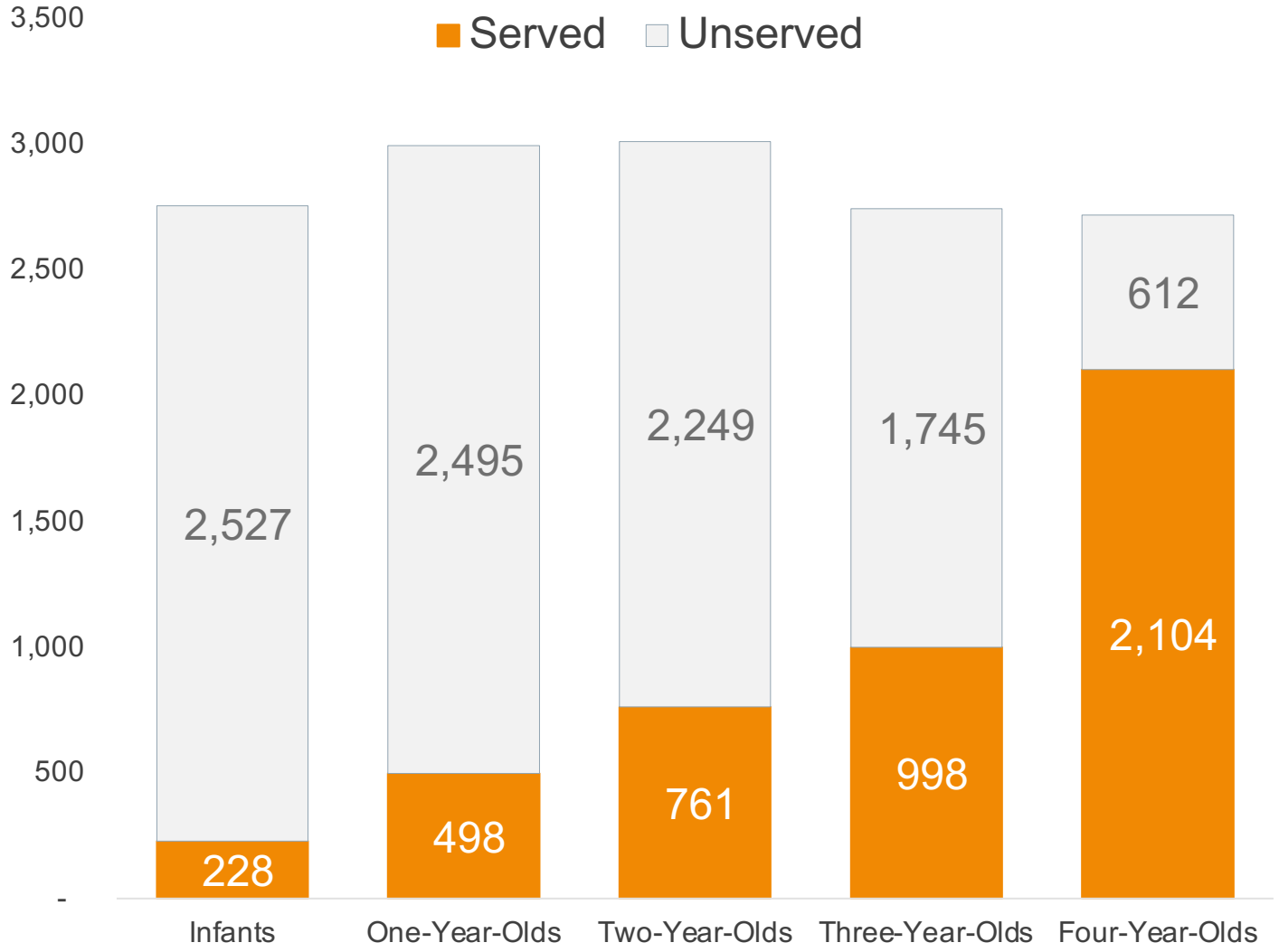
Current Statistics: ECE Access



Source: Oct 1, 2022 (unaudited) child count and LDOE estimates of eligible children from 2021-22

- **32% of economically disadvantaged children** in New Orleans have a free or subsidized ECE seat.
- **Access varies widely by age**, from a low of 8% among infants to 77% among four year-olds.
- There are an estimated 9,600 eligible **children who are not served**, including 9,000 children ages 0-3.

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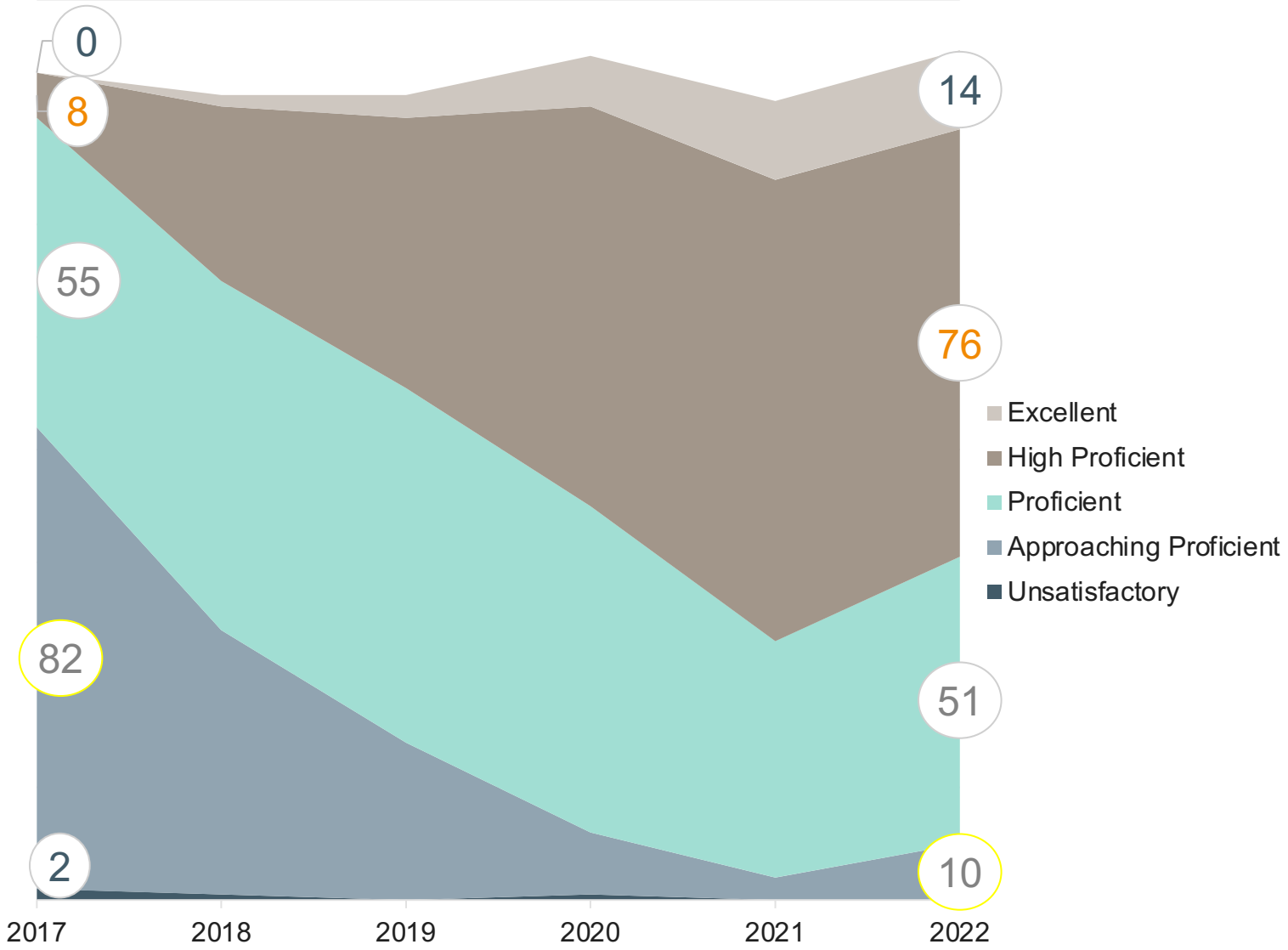
Performance Profile Ratings over Time



- The percentage of New Orleans early learning programs **rated as "Proficient" or better** rose from 43% in 2017 to 93% in 2022.
- The percentage of programs **rated as "High Proficient" or better** rose from just 5% in 2017 to 60% in 2022.*

**Note that the high proficient rating was not officially used in 2017, so it was calculated based on performance scores.*

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Perceptions of the Overall State of ECE*

1. **New Orleans is "ahead"** of many places because of Act 3 and the millage.
2. Despite great progress, there is room for improvement, especially in **consistent quality and access** to seats that work for families (geography, hours, etc.).
3. **Fragmentation** is a significant challenge for stakeholders across the system including parents, center directors, community agencies, and system leaders.
4. Increasing, maintaining, and streamlining **funding mechanisms** is essential to ensuring access to high-quality ECE that works for every family.
5. Many **families do not know** what options and supports are available.
6. There is **no shared understanding** of the ECE system and roles within it.
7. **Gaps in the system remain** related to workforce sustainability, parent voice, children with disabilities, enrollment, diverse models of care, and coordination across systems.
8. Lack **of coordinated, system-level data** means system leaders may not have an accurate picture of where and how all children are cared for currently.

* Perceptions are based on interviews with a diverse group of early learning stakeholders in New Orleans

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SWOT Analysis of NOEEN

Strengths (internal)

- Strong **alignment and unified political will** across sectors
- **Dedicated millage funding** to increase access and improve quality
- New Orleans is **seen as a leader in ECE** in the state and region
- Significant **talent and commitment** among NOEEN staff
- **Passionate early childhood providers** and educators
- The **network NOEEN brings together**, including access to professional development, information, and resources
- **Commitment to measuring & improving quality** across stakeholders
- Increasing diversity of **options available** to families re: curriculum & settings, particularly for 3- and 4-year-olds
- **NOEEN Steering Committee meetings** are seen as well run and useful

Opportunities (external)

- **Celebrate** the millage and other successes more regularly
- Tell and set the **narrative about NOEEN**, its impacts, and defining key terms
- Engage high schools and higher ed to create **ECE workforce pipelines**
- Better **align** child-focused state agencies (DCFS, LDH, LDOE) and programs (WIC, SNAP, Medicaid, ECE, etc.) to support families
- Leverage momentum and alignment to create **universal ECE**
- Expand inclusion of **Family Child Care, and Type I and II** providers
- Use **data** on the "good" and "bad" within the system more effectively for planning
- Measure and communicate **long-term impact**
- Improve **system-wide supports for early childhood educators**, including prioritization in the enrollment algorithm
- **Increase per child funding levels** to meet the true cost of care
- Centrally subscribe to a language line for **translation services**
- Engage **business leaders** to ↑ access to facilities, capital, and ECE for employees
- Create guidance for centers to **navigate the Dept of Safety & Permits**
- Proactively **expand access to capital for ECE providers**

Weaknesses (internal)

- **Staffing challenges** constrain ECE quality and access
- **Lack of clear understanding of NOEEN** and the local ECE system structure, function, and roles among stakeholders
- Limited **public communications** about NOEEN and ECE
- The **enrollment and verification process** remains difficult for families
- **Family child care providers** are not included in many programs
- Lack of access and quality in **non-traditional hours care**
- Lack of **support for children with disabilities**
- Lack of **consistent data** makes planning and measuring impact difficult
- **Staff turnover in lead agencies** reduces institutional knowledge
- **Parent voice** in the ECE system is largely absent; the system is designed more around the needs of system partners than parents

Threats (external)

- Lack of **funding** overall
- **Low wages for teachers** leads to difficulty with recruitment, turnover, and maintaining quality, which threatens ability to expand access
- **Fragmentation** in funding streams and eligibility requirements
- **Funding levels for PreK-4** are not sustainable for schools
- **Lack of special education infrastructure,** including different definitions/eligibility among educators and medical providers
- Barriers to accessing seats for **undocumented families**
- Lack of a **clear public charge** for ECE like in K-12
- Difficulty navigating **safety and permits and accessing capital** means quality centers who want to expand may not be able to do so.
- Persistent **negative stigma** around publicly-funded ECE as inferior
- A **shifting political environment** at state and federal levels

NOEEN Builds on Existing Leadership

As part of its Strategic Planning process, NOEEN conducted a crosswalk of 21 existing plans across partners focused on young children that focused goals and strategies in eight major areas:

Goal	NOEEN	NOLA -PS	NOLA-GLR / NOLA CARES	NOLA YMP	LDOE	LDH	Geaux Far LA
Increase **funding** to expand ECE access & quality (public, corporate, philanthropic)	✓		✓	✓	✓		✓
Retain, attract, and support a highly-qualified, consistent, and adequately compensated **workforce**	✓	✓	✓		✓		✓
Build the **capacity of providers** through business supports, facilities, and shared learning	✓	✓	✓		✓		
Increase the system's coordination, **responsiveness, and supports for all families** through coordinated enrollment and services	✓	✓	✓	✓	✓	✓	✓
Develop and support **parents & families** as first teachers, advocates, and leaders	✓	✓	✓	✓	✓	✓	✓
Use **data** for continuous learning, quality improvement, advocacy, and addressing evolving needs	✓	✓	✓		✓	✓	✓
Influence **public policy** to improve access, quality, sustainability, and responsiveness to families	✓		✓		✓	✓	✓
Raise **community awareness** about the importance of the early childhood years for future health, learning, and development	✓		✓	✓	✓	✓	✓

Key

- NOEEN = New Orleans Early Education Network
- NOLA-PS = New Orleans Public Schools
- NOLA-GLR = New Orleans Campaign for Grade-Level Reading
- NOLA CARES = New Orleans CARES collaborative
- NOLA YMP = New Orleans Youth Master Plan
- LDOE = Louisiana Department of Education
- LDH = Louisiana Department of Health
- Geaux Far LA = Geaux Far Louisiana

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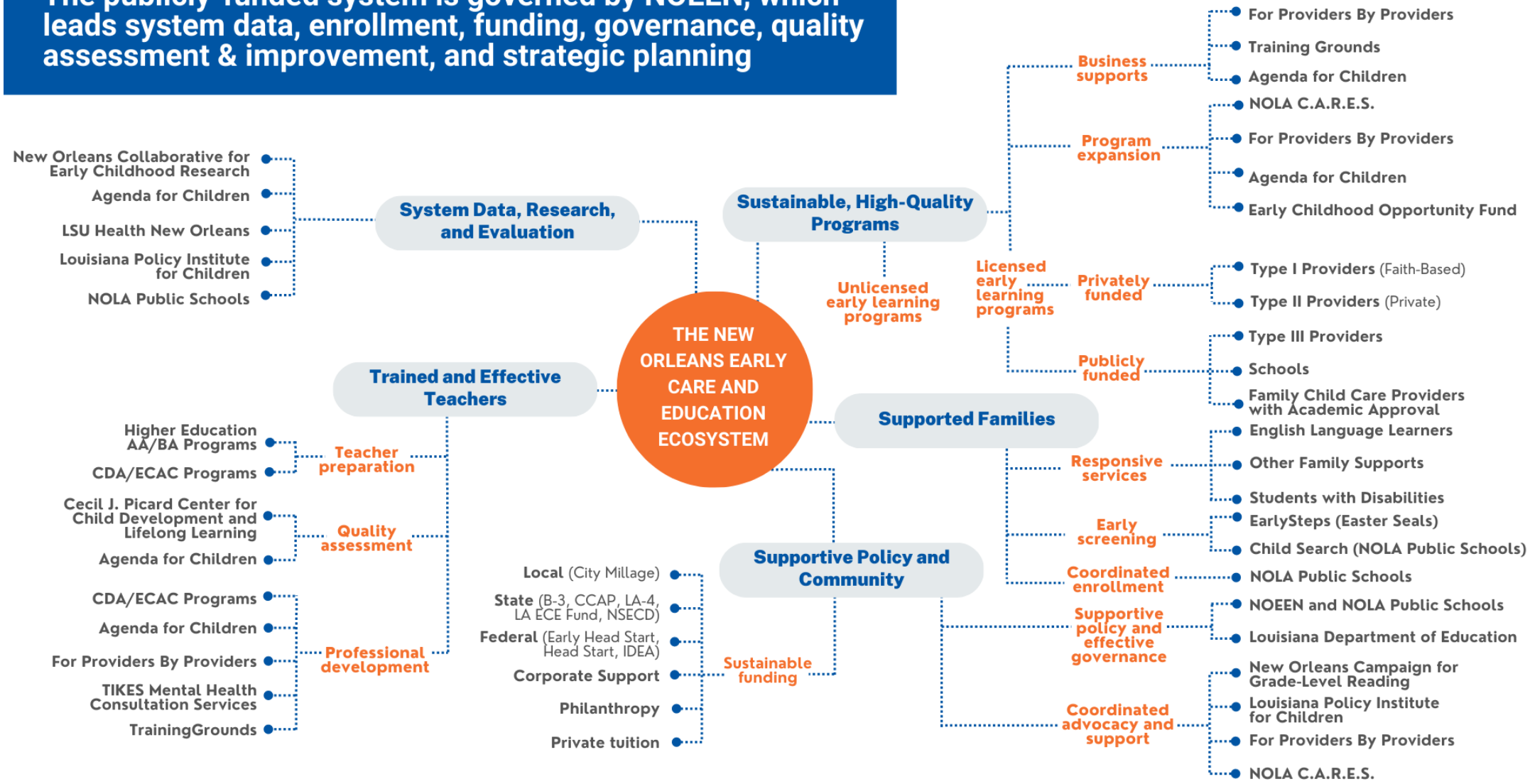
New Orleans ECE Ecosystem

The publicly-funded system is governed by NOEEN, which leads system data, enrollment, funding, governance, quality assessment & improvement, and strategic planning



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Strategic Priorities & Key Strategies

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Clarifying NOEEN's Strategic Focus

1. **B-5:** While NOEEN was originally envisioned as focusing on early education from birth through age eight, given its responsibilities for the early learning system, NOEEN will focus on children from birth to age five, including the transition to kindergarten.

2. **Publicly-Funded:** NOEEN is charged with expanding access to high-quality early learning for all children with a priority focus on the publicly-funded aspects of the early learning system in Orleans Parish that will expand over time to address and support a comprehensive system that includes all children and all programs, including those that are privately funded.

3. **Networks & Partnerships:** Over the past five years, interest and engagement in early care and education has increased. With numerous other organizations and collaboratives engaged in various aspects of New Orleans' early learning system, NOEEN seeks to accomplish its goals through collaboration and coordinated partnerships.

4. **Quality Improvement:** While much of NOEEN's focus has been on expanding access to early care and education over the past several years, NOEEN will focus its efforts on expanding quality and ensuring sustainability while maintaining recent gains in access.

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NOEEN's 5 Strategic Priorities, 2023-27

1. **Workforce**: A high-quality, highly compensated workforce with continuous career advancement opportunities
2. **Funding**: Increased and more sustainable and equitable funding that addresses immediate needs and long-term system needs
3. **Coordination**: Comprehensive and coordinated services and supports for families with young children
4. **Policy**: An informed and engaged community with a strong and diverse coalition for policy advocacy
5. **Quality**: Supports to improve and sustain quality and inclusive programs that meet all children's developmental needs

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1. High-Quality Workforce

Cultivate a **high-quality, highly compensated workforce** with continuous career advancement opportunities through strategies focused on:

A. Preparation + Pathways

i. Reduce barriers and increase access to **early educator preparation** programs.

ii. Increase the number of **non-traditional preparation opportunities** (ex. apprenticeship, mentorship, high school).

iii. Clearly define the various roles in the early care and education sector and the **career pathways** between them.

B. Retention + Recruitment

i. Reduce sector attrition and **retain early childhood educators and leaders** currently in the sector.

ii. **Recruit qualified educators** into the sector.

iii. **Increase pathways and reduce barriers** into the sector.

C. Compensation (Pay + Benefits)

i. Offer a **competitive salary** to early educators and leaders.

ii. Advocate for policies that provide **sustainable and increased funding** to increase educator salaries.

iii. Identify the most attractive **benefits** to the early care and education sector and explore shared services (ex. centralized benefits, business supports, recruiting) to reduce program overhead and improve access to benefits.

See the Workforce Task Force Playbook for additional details

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2. Sustainable & Equitable Funding

Increase the **availability, sustainability, and equity of funding** to address both immediate and long-term system needs through:

A. Sustainable Funding for the True Cost of Care

i. Conduct research and release a **localized cost model** that shows the actual cost of high-quality care for different age groups, settings, and neighborhoods across New Orleans

ii. Use the cost model to **inform recommended funding levels** for sustainable funding that reflects the true cost of high-quality care across all city, state, and federal funding programs

iii. Support **policy advocacy efforts to establish sustainable funding** that reflects the true cost of high-quality care across all city, state, and federal funding programs

B. Maximize and Leverage all Available Funding

i. Work with Louisiana Department of Education to **access the maximum available state matching funds** for local investments each year and leverage these funds to expand high-quality early care and education in New Orleans

ii. Support **policy advocacy efforts to ensure the state matching fund has enough funding** to match every dollar of local investment in New Orleans and is sustainable and predictable from year to year

iii. Advance policy that supports **more effective braiding of different funding streams at the system level**

C. Leverage System Partnerships

i. Conduct an **assessment of existing and potential funding sources for the ECE system**, including specialized funding sources for workforce development, screening and early intervention, additional services for children with disabilities, etc.

ii. Use this assessment to **guide efforts to increase the utilization of under-used funding sources** for ECE

iii. Increase **technical assistance to help early learning programs most effectively braid funds**, using the Coordinated Funding Request process to help them think through how best to braid funding to maximize access, quality, and sustainability

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3. Comprehensive & Coordinated Services

Foster strong partnerships to help ensure comprehensive and coordinated services, supports, resources, and information for families with young children by:

A. Increasing Awareness of Available Services

i. Support the creation and/or dissemination of specialized resource guides for families and providers focused on supporting **young children with behavioral challenges, developmental delays or disabilities**

ii. Support the creation and/or dissemination of a comprehensive resource guide for all NOEEN partners to share and identify available **resources and "wraparound services" for families** in employment training, financial assistance, health, housing, and a variety of social services

iii. Coordinate **trainings among NOEEN stakeholders** about available services, supports, and resources

B. Addressing Gaps in Services, Access, Consistency, and Quality

i. **Assess gaps and prioritize needs** among families and providers for comprehensive services for families that impact early learning and child success

ii. Leverage the resource guides and gap analysis to identify and implement opportunities to **develop new and/or expand existing partnerships** to address gaps, scale promising partnerships, and improve coordination

iii. Identify and implement **opportunities for improved coordination and responsiveness** of services that can lead to better results and experiences for partners and families

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4. Informed & Engaged Community

Cultivate an **informed and engaged community** with a strong, diverse, and effective coalition that works together with a shared understanding of the needs and priorities for policy advocacy through:

A. Education + Information Sharing

i. Develop **NOEEN's communications capacity** to serve as a source of information on the early care and education system in New Orleans

ii. Release an **annual state of the sector report** to highlight current gaps, opportunities, and progress updates related to early education in New Orleans

B. Coordinated Advocacy + Organizing

i. Maintain **regular communication across advocacy partners** at the local, state, and national level to advance a shared policy agenda and regularly update the NOEEN Steering Committee on activities

ii. Deepen **intentional engagement with key constituents**, including parents and families, providers and partners, civic and elected leaders, and the business community to understand and be empowered to advance policies to improve New Orleans' early education system

C. Policy Development + Improvement

i. Work with the City of New Orleans, Louisiana Department of Education, and others to **reduce regulatory and policy barriers** to maximize access, quality, and coordination to support the realization of NOEEN's vision

ii. Coordinate with partners to advance **legislative policies** that support NOEEN's vision, including braided funding at the local, state, and federal levels

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5. Quality & Inclusive Programs

Strengthen supports to improve and sustain quality and inclusive programs that meet the development needs of all students through:

A. Improved Services for Children with Disabilities

i. Advocate for improved **services for children with disabilities** and providing centers and parents support in knowing their rights and accessing these services

ii. Better **support educators and providers** to meet the developmental needs of children with disabilities through professional development, curriculum, teacher mentors, classroom supports, and resource sharing

iii. **Differentiate funding** for children with disabilities based on the additional costs required to serve them effectively

B. Inclusion of Dual Language Learners

i. Establish a **centralized interpretation line** for providers and the families of English Language Learners to minimize language barriers

ii. Provide **targeted supports for multi-lingual educators and providers** to serve Dual Language Learners and immigrant families

C. Comprehensive Measurement of Instructional Quality and Impact

i. Advocate for Louisiana to move toward a **more comprehensive system for quality rating and improvement**, using pilots as appropriate

ii. Develop capacity to **track longitudinal data on impacts** related to school readiness and child outcomes

iii. Increase supports for **providers that achieve proficient or higher rankings** on the CLASS to continue improving quality

iv. Expand supports for **family child care providers** to achieve academic approval and access quality supports

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Desired Impact & Key Metrics of Success

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Our Desired Impact

The NOEEN Steering Committee intends for the effective implementation of this plan to create the following by 2028:

- **Improved Quality** of Publicly Funded Early Learning Programs

  2022 Baseline: 59% of publicly funded early learning programs are rated at least "high-proficient"

  2028 Goal: At least 90% of publicly funded early learning programs are rated at least "high-proficient"

- **Improved School Readiness**

  2022 Baseline: 44.8% of children enter kindergarten meeting school readiness benchmarks*

  2028 Goal: At least 70% of children enter kindergarten meeting school readiness benchmarks

- **Increased Access** to Publicly Funded Early Learning Programs

  2022 Baseline: 32% of "at-risk" children under age 5 have access to a publicly-funded early learning program, including 77% of 4 year-olds and 22% of 0-3 year-olds

  2028 Goal: At least 50% of "at-risk" children under age 5 have access to a publicly-funded early learning program, including 100% of 4 year-olds and 38% of 0-3 year-olds

* Reflects only DRDP data; baseline may be revised to incorporate GOLD data when it becomes available

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Key Internal Measures of Success*

Goal Area	Key Metric	Details	Baseline (2022)	Progress Metric	Data Source
1. High-Quality Workforce	1. ↑ workforce retention	Need to establish tracking system. Current state attrition rate is 46% annually in Type III early learning centers, according to UVA			CECR/UVA or Child Count
	2. ↑ Average/median compensation	Need to establish a tracking system for Orleans Parish			CECR/UVA or Child Count
	3. ↑ Credential and degree attainment				LA Pathways
2. Equitable Funding	4. ↑ Average per child funding amount	Current data has average by program			NOEEN records
	5. ↑ amount of state match funding accessed				NOEEN records
	6. ↑ in new/additional funding realized				NOEEN records
3. Comprehensive & Coordinated Services	7. ↑ # of families referred to services from early learning programs	Start with Part B and C services			CECR/UVA or Child Count?
	8. ↑ in knowledge among families and providers re: available resources and services	Need to establish a survey and baseline			Survey data
4. Informed & Engaged Community	9. ↑ # of media & social media impressions	Need to establish tracking system			Media records
	10. Key policy changes achieved				NOEEN records
5. Quality & Inclusive Programs	11. ↑ # of children with disabilities who are identified and connected to services	Start with Part B and C services			Part B / C records
	12. ↑ # of Dual Language Learners enrolled in publicly-funded early learning programs				Child Count
	13. ↑ % of children enrolled in a program that is ranked proficient or better				Child Count and Annual Report Card

*Metrics to be fleshed out further and baselines established by staff over the coming months.

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High-Level Work Plan

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1. High-Quality Workforce

See the Workforce Task Force Playbook for additional details

2. Equitable Funding

Strategy	Key Activities	Lead Partner	Key Partners	Deliverable(s)	'23	'24	'25	'26	'27
A. Sustainable Funding for the Trust Cost of Care	i. Conduct research and release a **localized cost model** that shows the actual cost of high-quality care for different age groups, settings, and neighborhoods	Agenda for Children	All Providers	Localized cost model report & annual update	✓	✓	✓	✓	✓
	ii. Use the cost model to **inform recommended funding levels** for sustainable funding that reflects the true cost of high-quality care across all city, state, and federal funding programs	NOEEN Steering Committee	NOEEN (Lead Agency)	Funding levels more aligned with the model across programs		✓	✓	✓	✓
	iii. Support **policy advocacy to establish sustainable funding** that reflects the true cost of high-quality care across all city, state, and federal funding programs	LA Policy Institute for Children	4PXP, Agenda, NOLA CARES, NOLA-GLR, Power Coalition, Ready Louisiana			✓	✓	✓	✓
B. Maximize and Leverage All Available Funding	i. Work with LDOE to **access the maximum available state matching funds** for local investments each year to expand high-quality ECE in New Orleans	NOEEN (Lead Agency)	LDOE	100% of local investments matched	✓	✓	✓	✓	✓
	ii. Support **policy advocacy to ensure enough money in the state matching fund** to match every local dollar and that funding is sustainable and predictable	LA Policy Institute for Children	4PXP, Agenda, NOLA CARES, NOLA-GLR, Power Coalition, Ready Louisiana	Matching fund has projected revenue to match for 10 years		✓	✓	✓	
	iii. Advance policy that supports **more effective braiding of different funding streams at the system level**	Agenda for Children	LDOE, LA Policy Institute for Children	State policy adopted to allow braiding of state and local funds		✓	✓	✓	
C. Leverage System Partnerships	i. **Assess existing and potential funding sources for the ECE system**, including specialized funding sources for workforce development, screening and early intervention, additional services for children with disabilities, etc.	NOEEN Steering Committee	Children's Funding Project, City Office of Youth & Families	Completed written assessment of potential funding streams		✓	✓	✓	✓
	ii. Use this assessment to **guide efforts to increase the utilization of under-used funding sources** for early care and education in New Orleans	NOEEN Steering Committee	EarlySteps, NOLA-PS, Office of Workforce Development, Board of Regents,	More and better coordinated funding to support families w/young children		✓	✓	✓	✓
	iii. Increase **technical assistance to help early learning programs braid funds**, using the Coordinated Funding Request (CFR) process to help them think through how best to braid funds to maximize access, quality, and sustainability	NOEEN (Lead Agency)	4PXP	Workshops integrated into CFR process		✓	✓	✓	✓

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3. Comprehensive & Coordinated Services

Strategy	Key Activities	Lead Partner	Key Partners	Deliverable(s)	'23	'24	'25	'26	'27
A. Increase Awareness of Available Services	i. Support the creation and/or dissemination of specialized resource guides for families and providers focused on supporting **young children with behavioral challenges, developmental delays or disabilities**	Early Steps / Child Find	Agenda, Families Helping Families, NOLA PS	Resource guides are widely distributed and used by NOEEN partners		✓	✓	✓	✓
	ii. Support the creation and/or dissemination of a comprehensive resource guide for all NOEEN partners to share and identify available **resources and "wraparound services" for families** in employment training, financial assistance, health, housing, and a variety of social services	NOEEN Consultant	City Office of Youth and Families, Geaux Far LA, New Orleans Career Center, Training Grounds			✓	✓	✓	✓
	iii. **Coordinate trainings among NOEEN stakeholders** about available services, supports, and resources	Agenda for Children	Easter Seals, Housing NOLA, NOLA-PS, Total Community Action, etc.	Regular trainings offered		✓	✓	✓	✓
B. Address Gaps in Services, Access, Consistency, and Quality	**i. Assess gaps and prioritize needs** among families and providers for comprehensive services for families that impact early learning and child success	NOEEN Steering Committee	NOEEN Lead Agencies and all partners	Annual process used to assess gaps, prioritize needs, and increase awareness of gaps & needs		✓	✓	✓	✓
	ii. Leverage the resource guides and gap analysis to identify and implement opportunities to **develop new and/or expand existing partnerships** to address gaps, scale promising partnerships, and improve coordination	NOEEN Steering Committee	Numerous TBD	New and expanded partnerships to support NOEEN goals		✓	✓	✓	✓
	iii. Identify and implement **opportunities for improved coordination and responsiveness** of services that can lead to better results and experiences for partners and families	NOEEN Steering Committee	Numerous TBD	Improved coordination and responsiveness on key priorities		✓	✓	✓	✓

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4. Informed & Engaged Community

Strategy	Key Activities	Lead Partner	Key Partners	Deliverable(s)	'23	'24	'25	'26	'27
A. Education + Information Sharing	i. Develop **NOEEN's communications capacity** to serve as a source of information on the early care and education system in New Orleans	NOEEN Lead Agencies	Communications Firm	NOEEN generates regular media content on ECE	✓	✓	✓		
	ii. Release an **annual state of the sector report** to highlight current gaps, opportunities, and progress updates related to early education in New Orleans	Agenda for Children	All NOEEN Partners	Annual state of the sector report		✓	✓	✓	✓
B. Coordinated Advocacy + Organizing	i. Maintain **regular communication across advocacy partners** at the local, state, and national level to advance a shared policy agenda and regularly update the NOEEN Steering Committee on activities	NOLA-GLR	4PXP, Agenda, LA Policy Institute for Children, NOLA CARES, Power Coalition, Ready Louisiana	At least quarterly coordinating calls through NOLA CARES policy committee	✓	✓	✓	✓	✓
	ii. Deepen **intentional engagement with key constituents**, including parents and families, providers and partners, civic and elected leaders, and the business community to understand and be empowered to advance policies to improve New Orleans' early education system	NOEEN Steering Committee	4PXP, Agenda, LA Policy Institute for Children, NOLA-GLR, NOLA CARES, Power Coalition, Ready Louisiana	Targeted monthly bidirectional communication w/each key constituent group	✓	✓	✓	✓	✓
C. Policy Development + Improvement	i. Work with the City of New Orleans, Louisiana Department of Education, and others to **reduce regulatory and policy barriers** to maximize access, quality, and coordination to support the realization of NOEEN's vision	Agenda for Children	City Council, City Office of Youth and Families, LDOE	Key administrative policy wins that advance NOEEN's goals and vision	✓	✓	✓	✓	✓
	ii. Coordinate with partners to advance **legislative policies** that support NOEEN's vision, including braided funding at the local, state, and federal levels	LA Policy Institute for Children	4PXP, Agenda, NOLA CARES, NOLA-GLR, Power Coalition, Ready Louisiana	Key legislative policy wins that advance NOEEN's goals and vision	✓	✓	✓	✓	✓

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5. Quality & Inclusive Programs

Strategy	Key Activities	Lead Partner	Key Partners	Deliverable(s)	'23	'24	'25	'26	'27
A. Improved Services for Children with Disabilities	i. Advocate for improved **services for children with disabilities** and providing centers and parents support in knowing their rights and accessing these services	Early Steps, Child Find, LSU Human Development Center	Agenda for Children, NOLA PS	Increased percentage of of2 year-olds served by Early Steps		✓	✓	✓	✓
	ii. Better **support educators and providers** to meet the development needs of children with disabilities through professional development, curriculum, teacher mentors, classroom supports, and resource sharing	LSU Human Development Center	Early Steps, Child Find, Agenda for Children, NOLA PS	Additional resources established to support educators and providers		✓	✓	✓	✓
	iii. **Differentiate funding** for children with disabilities based on the additional costs required to serve them effectively	NOEEN		Differentiated funding formula established for children with disabilities			✓		
B. Inclusion of Dual Language Learners	i. Establish a **centralized interpretation line** for providers and the families of English Language Learners to minimize language barriers	NOEEN (Lead Agency)		Centralized interpretation established and used by all providers when needed		✓			
	ii. Provide **targeted supports for multi-lingual educators and providers** to serve Dual Language Learners and immigrant families	NOEEN (Lead Agency)	Agenda, 4PXP, LDOE, Training Grounds	Increased number of multi-lingual educators and providers			✓	✓	✓
C. Comprehensive Measurement of Instructional Quality and Impact	i. Advocate for Louisiana to move toward a **more comprehensive system for quality rating and improvement**, using pilots as appropriate	Agenda	LDOE, LA Policy Institute for Children	Pilot launched with LDOE support for more comprehensive QRIS			✓	✓	✓
	ii. Develop capacity to **track longitudinal data on impacts** related to school readiness and child outcomes	Center for Early Childhood Research	National research partner(s) TBD	Research study established to track longitudinal impact data		✓	✓	✓	
	iii. Increase supports for **providers that achieve proficient or higher rankings** on the CLASS to continue improving quality	Agenda	LDOE, 4PXP	State funded supports available to providers		✓	✓		
	iv. Expand supports for **family child care providers** to achieve academic approval and access quality supports	Agenda	4PxP, LDOE, Training Grounds	Increased number of family child care providers with academic approval		✓	✓	✓	✓

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Key NOEEN Policy Priorities

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Key Policy Priorities

1. Increased and more sustainable **workforce compensation**
2. Sustainable **funding for the true cost of care**
3. Sustainable, sufficient, and **predictable state matching funding** in the Louisiana Early Childhood Education Fund
4. Increased **ability to braid or combine funds** at the system and child levels across funding sources and programs
5. Opening up **more aligned funding through partners in other systems** (health, workforce, etc.)
6. **Expanding the quality rating and improvement system** to include measures beyond CLASS
7. Increased ability of Resource & Referral agency to **use state funds to support providers and teachers scoring proficient or higher**

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Groundtruthing Plan

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Groundtruthing Plan

To garner additional feedback and continue to refine the plan, the Working Group will work with ResourceFull Consulting to share a draft of the written plan (through slide 26) via email and/or meeting presentation with an associated Google survey asking for feedback as follows:

1. **NOEEN Steering Committee** – Approval of Plan (through slide 26) at March 8th meeting
2. **Detailed Review by Lead Agencies** to flesh out Work Plan - by March 31st
3. **Stakeholders interviewed and named partners** – by April 30th
4. **Focus group(s) with parents and families** – by April 30th
5. **Other presentations with key stakeholders** – Ongoing
6. **Final NOEEN Steering Committee Review** of Detailed Plan – May 10th

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