



# NEXT Memphis: Supporting Pedagogical and Business Leadership

Presented by Alicia Norman,  
*NEXT Memphis Director*

Phoenix, Arizona | October 2-4, 2023

A photograph of two young girls sitting at a table in a classroom, playing with colorful toys. The girl on the left is smiling and looking towards the other girl. The girl on the right is focused on the toys. The table is covered with colorful blocks and a blue bucket. The background shows a classroom setting with a bulletin board and a globe.

# NEXT

MEMPHIS

The Community for Childcare

# Porter-Leath

## MISSION

Empowering children and families to achieve a healthy, optimal and independent lifestyle.

- **NEXT Memphis** is an initiative of Porter-Leath
- 170 plus years of serving children and families in Shelby County
- NM able to leverage PL best practice models for ECE
- Methods already tried and true

# NEXT MEMPHIS MISSION

To transform early education in Shelby County by partnering with community childcare programs to ensure that childcare professionals have the resources they need and that families have access to high-quality childcare options from wherever they live, work, and play.

## **Our Vision**

We envision a network of high-quality, financially sustainable childcare programs that work together to prepare children for success in school and life.

# OUR TEAM

**Director - Alicia Norman**

**Program Coordinator - Candace Tate**

**Business Coach - Dr. Terri Oliver**

Education Coordinator - TaWanda Payton

Family Liaisons (2)

Instructional Coaches (5)

PQI - (1)

*Care Coordinator (4)*

# KNOWING OUR WHY

- NEXT Memphis is keenly aware of the many challenges faced by OUR community as we work to ensure students are ready for kindergarten and beyond.
  - We believe that the solutions begin with quality early childhood education. These challenges must be addressed for OUR community to thrive and for ALL citizens to have a reasonable measure of success.
- Community-based partners/classrooms do not receive adequate level of funding nor support needed to provide the additional resources that students and families need to address the impact of poverty, stress, and trauma that can affect long-term outcomes for students and families.

# CHALLENGES IN SHELBY COUNTY

- 45% of Shelby County children live in poverty
- 25% of children in Shelby County have experienced 2 or more ACE's
- Pre-K Students are expelled at a rate of 3 times K-12
- 59% of students are not kindergarten ready
- 24% of 3rd graders in Tennessee are proficient in TCAP
- 70% of 3rd graders at risk for retention

# THE PROFIT & THE PROMISE

Equally important to produce the profit & deliver the promise

Profit for the providers

Promise for the children

Promise for the families



# THEORY OF CHANGE

The NEXT Memphis Theory of Change focuses on strengthening business, elevating instructional practices in classrooms, and providing comprehensive support services for each family.



STRENGTHEN BUSINESSES



ENHANCE QUALITY



UPLIFT THE COMMUNITY

# NEXT Memphis Service Overview SY 22-23

- 23 Community Based Childcare Centers & 13 Family Childcare Centers
  - 1655 Children Served
- 1326 Children Direct Services (including student's academic and health assessment)
  - 1,291 Families received direct services (FOA & FPA)

# NEXT Memphis Service Overview SY 22-23

- 293 Business Coaching Support Hours
- 237 Teachers supported
- 4576 Hours of teachers support
- 51 Teachers in Practiced Based Coaching
- 931 Students received educational assessments
- 2332 Total assessments completed
- 2,758 Hearing, Vision and Speech Assessments Completed
- 721 Family Outcome Assessments completed
- 698 Family Partnership Agreements completed
- 84 Care Coordinators clients served

# PROGRAM COORDINATOR

- Planning, scheduling and facilitating monthly/quarterly partner and staff meetings
- Sharing and providing community resources (Monthly Newsletter)
- Assisting with set up, transfer, training and troubleshooting the childcare management system
- Addressing partner concerns/answering questions about services or who they should contact
- When we billed for services, sending out the monthly invoices and tracking payments
- Creating emails, documents, guides, forms, resource folders for staff and partners
- Planning schedules for onboarding of new and re-assessment of current partners
- Building relationships to best serve partners, children and families

# BUSINESS COACHING

## INPUTS

Back office supports that build business leadership with Center Directors and improve business operations.

## STAFF

Business Coach (1)

# BUSINESS COACHING

## MENU OF SERVICES

- Fiscal Coaching
- Business automation
- Outcomes tracking/analysis,
- HR, IT and Facilities Consulting,
- Childcare Finder Website,
- Center Director Mentorship
- Director's Roundtable

# **BUSINESS COACHING CHECKLIST/FRAMWORK**

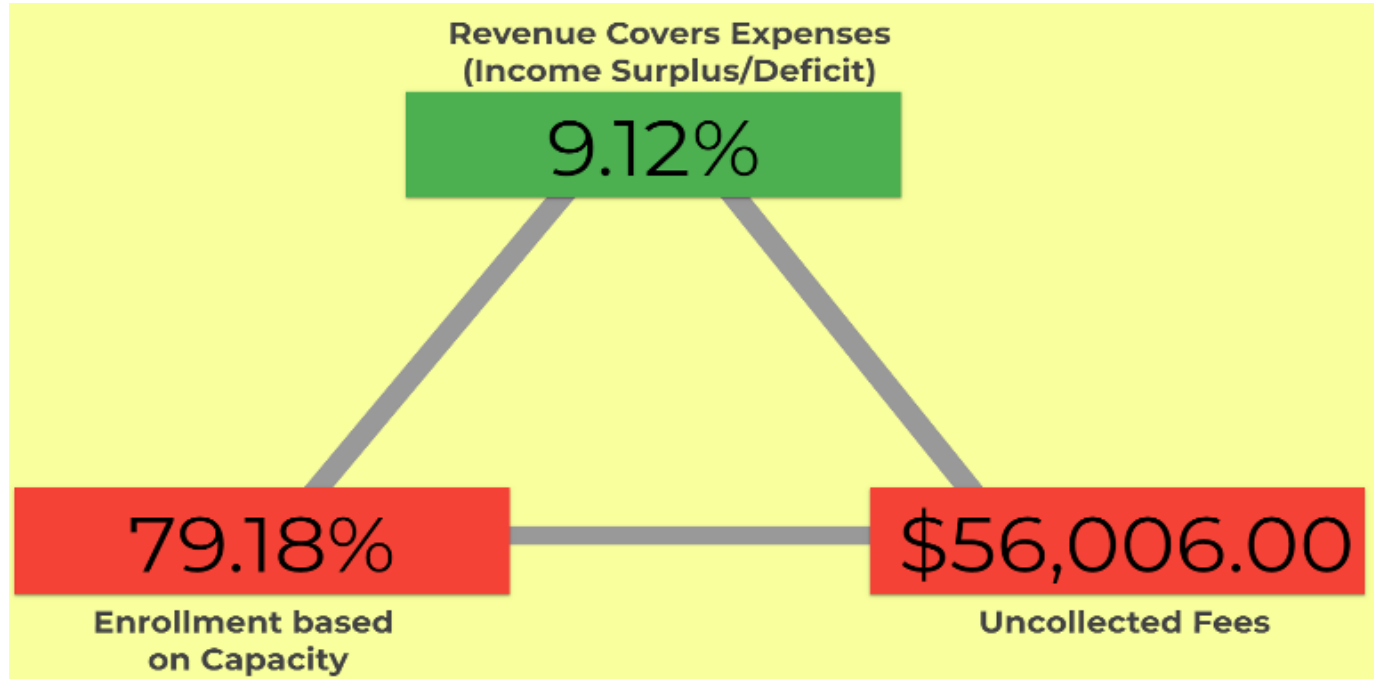
- Iron Triangle
- Revenue
- Risk Management (N/A)
- Human Resources
- Debt & Liquidity
- Fiscal Management

# BUSINESS COACHING PROCESSES

- Initial Business Assessment
- Monthly 1:1 Business Coaching Sessions
- Track Iron Triangle Data
- Develop Business Goals
- Track Business Goals Outcomes
- Ongoing Professional Development



# NEXT MEMPHIS IRON TRIANGLE DASHBOARD



# Elevating Instructional Practices

## **INPUTS**

Educational supports that build pedagogical leadership with Center Directors and teaching effectiveness with classroom staff.

## **STAFF**

Education Coordinator (1), Instructional Coaches (5)

# EDUCATION SUPPORT

## MENU OF SERVICES

- Research-based Curriculum
- Student and teacher assessments
- Practiced Based Coaching (PBC)
- Professional Development
- CPR Certification Class
- LENA Grow
- Professional Development and Training

# Comprehensive Family Support

## **INPUTS**

Interactive process to positively engage parents and children to build family resiliency and well-being.

## **STAFF**

Family Liaisons (2), Family Liaison Supervisor

# FAMILY SUPPORT

## MENU OF SERVICES

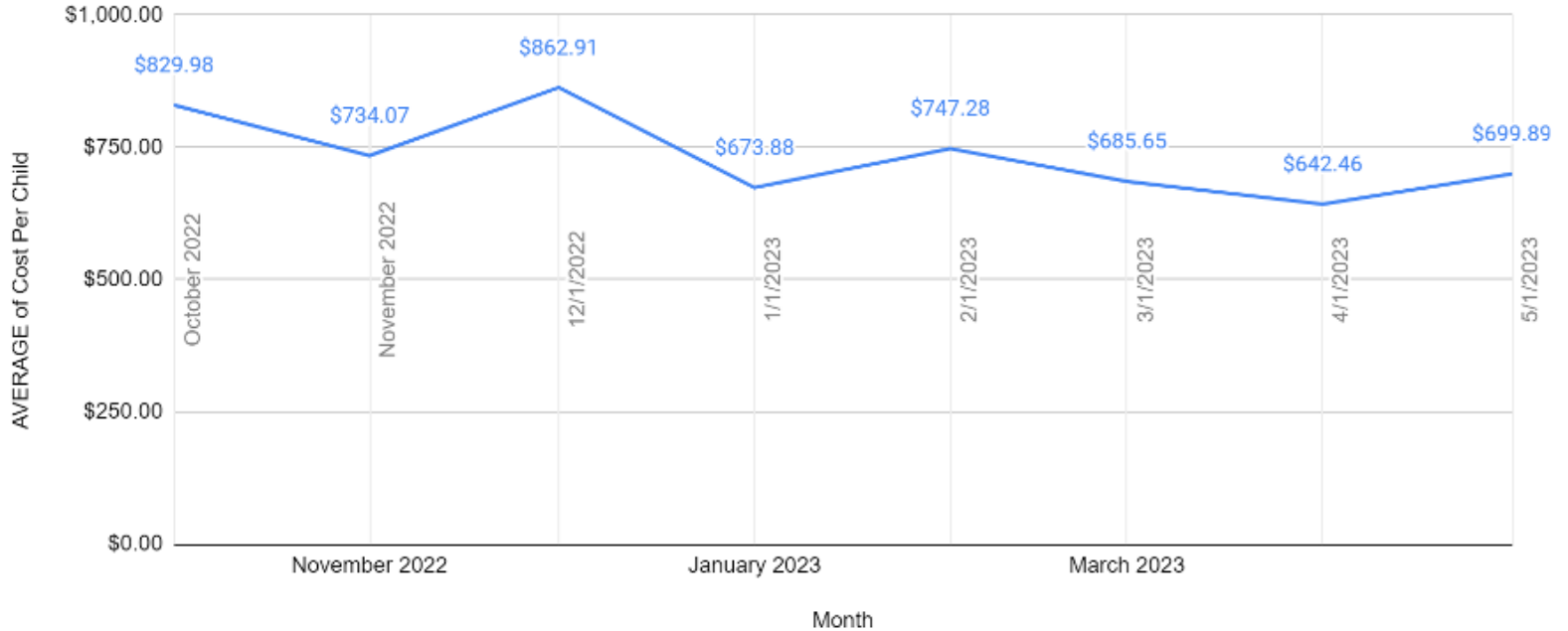
- Monthly Parent Meetings
- Resources & Referrals
- Parent Engagement Event Assistance
- Family Outcome Assessments
  - Goal Setting
  - Goal Attainment
- Care Coordinator
  - Crisis Intervention
  - Financial, rental, education, transportation and mental wellness support & resources

# NEXT Memphis Outcomes SY 22-23

- **Business Coaching**
  - 22.6% decrease in cost per child
  - 21.8 % Increase in enrollment
  - 19.1% increase in profit margin
- **Enhance Education**
  - 65.9% of students Kindergarten ready according to I-Station
  - 60.2% of students measured at or above age level on language on LAP-BK
  - 60.2% on Fine Motor
- **Family Support**
  - 83.2% of families increased in FOA
  - 52.9% completed at least one goal

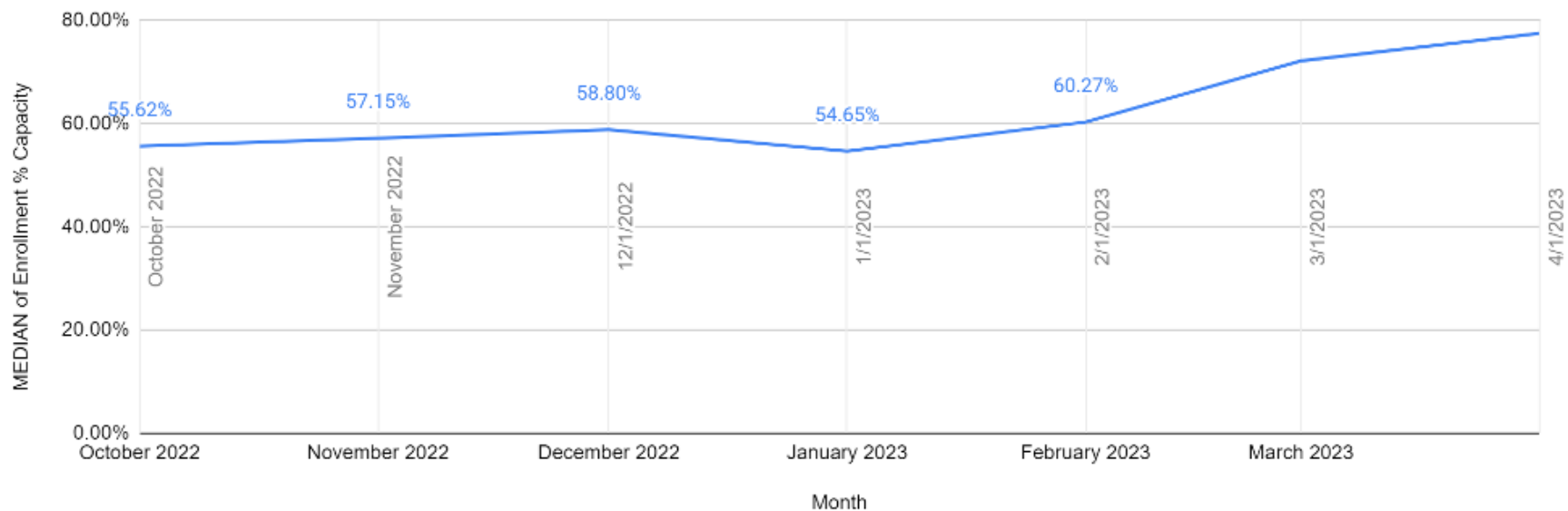
# 22.6% Decrease in cost per child on average

AVERAGE of Cost Per Child vs. Month



# 21.8% Increase in enrollment utilization

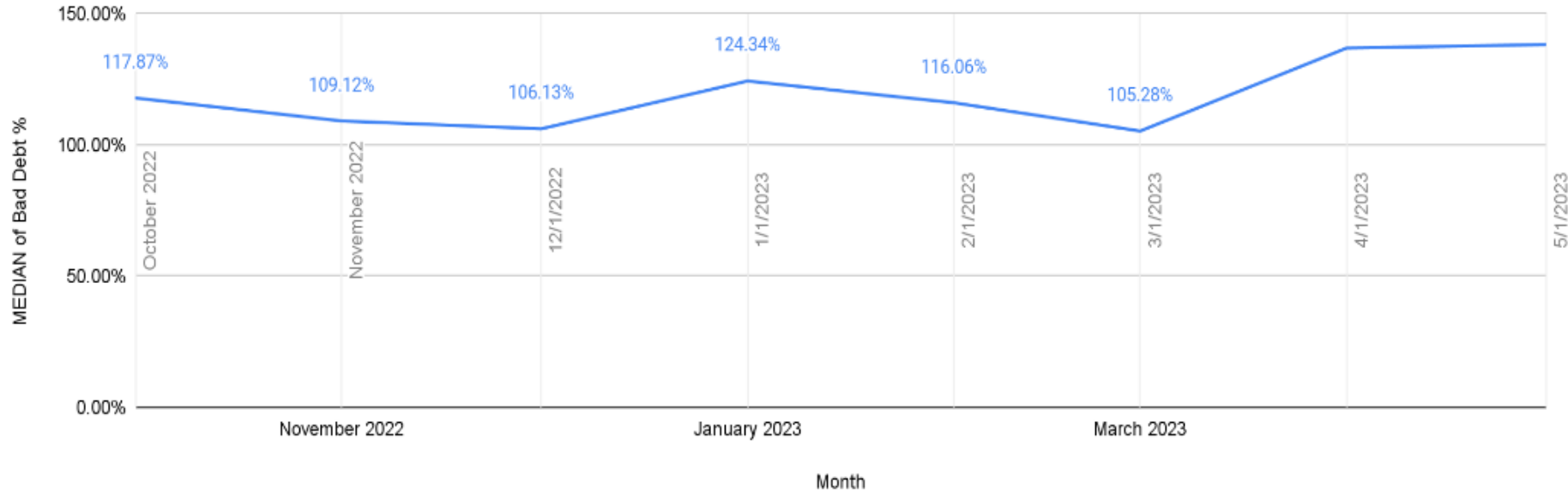
MEDIAN of Enrollment % Capacity vs. Month





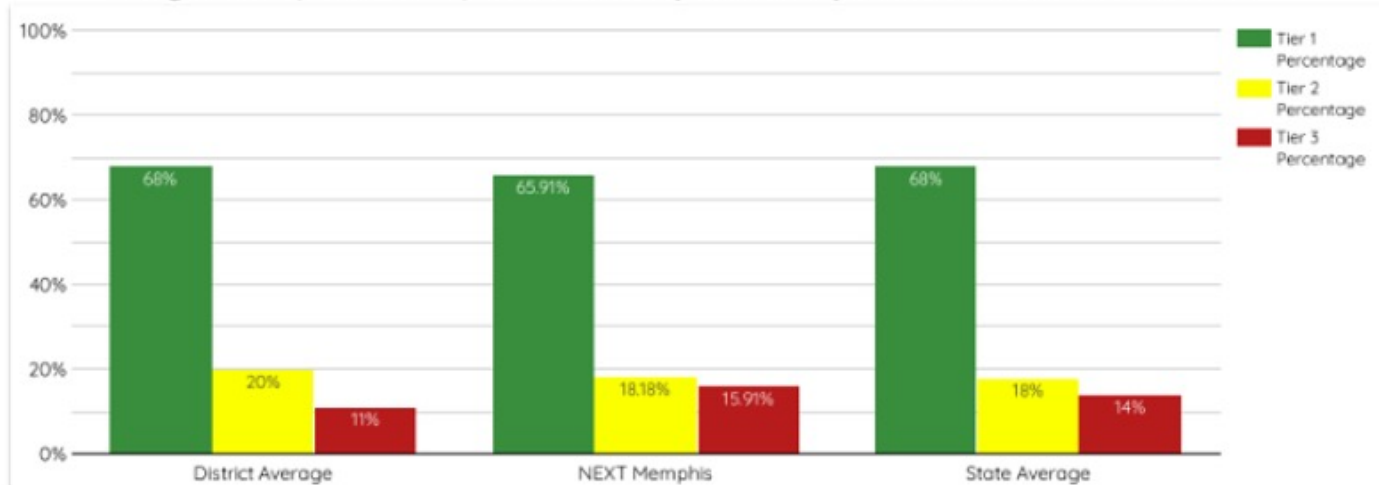
# 19.01% Increase in amount of expenses covered by revenue

MEDIAN of Bad Debt % vs. Month



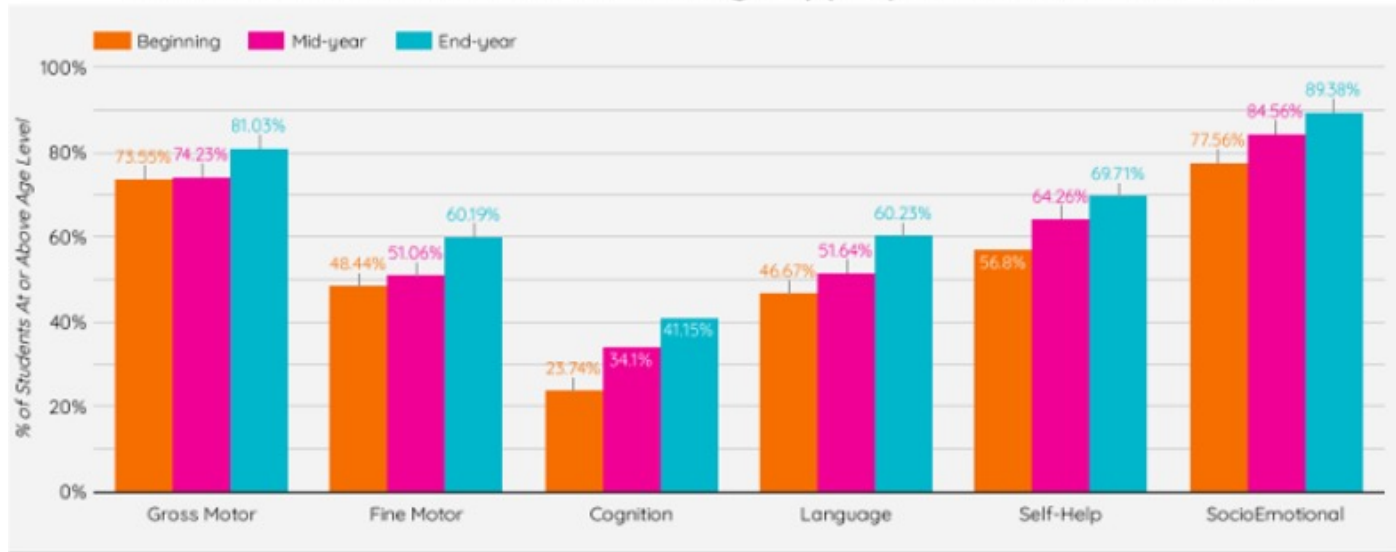
# EDUCATION OUTCOMES

May 2022 (Year-End) NEXT Memphis Comparitive IStation Results



# EDUCATION OUTCOMES

Percent of Students At or Above Age Appropriateness on LAP B-K



# FAMILY OUTCOMES

FOA's Completed  
1,725



\*\*FOA Completion is calculated from the number of families eligible for FOA completion (913). Eligibility includes enrollment for 45 days and consent to participate in wraparound services.

Family Liaisons collaborate with families to complete a Family Outcome Assessment (FOA), which gathers information to monitor the progress of families to assist them in meeting their needs and desires. The FOA consists of seven categories with indicators for assessing individual family need and wishes for the family's well-being. The goal for 2022/2023 is 75% FOA completion.

At year-end, Family Liaisons complete final FOAs with families enrolled for the year (630), gauging progress toward well-being and self-sufficiency. The goal for eligible families increasing from initial to final FOA is 85%. For the 22/23 program year, NEXT Memphis fell just shy of meeting this goal, likely due to changes in staffing during the program year, which thus limited services provided to families.



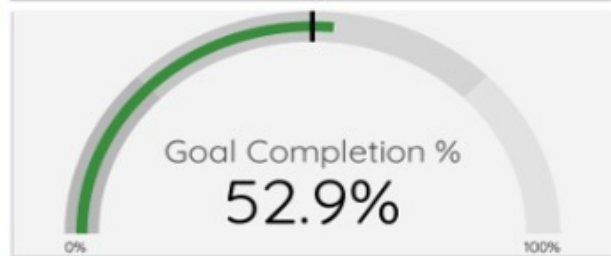
FPA's Completed  
722



\*\*FPA Completion is calculated from the number of families eligible for FPA completion (913). Eligibility includes enrollment for 45 days and consent to participate in wraparound services.

In the family partnership agreement (FPA), family liaisons collaborate with families to identify interests, needs, and aspirations related to the family engagement outcomes. Family liaisons create goals with the family, following up throughout the year to check on progress and connect families with community resources via external referrals. The goal for 2022/2023 is 75% FPA completion.

For the 22/23 program year, NEXT Memphis has the goal for 50% of families who completed an FPA to complete one or more of their identified goals. NEXT Memphis Family Liaisons surpassed this goal. 56% of goals completed were in the Family Well-Being Domain. This means that over 400 families made progress in creating a safe, healthy, and stable environment that fosters educational advancement and economic mobility.



# LESSONS LEARNED

- Many different models of shared services
- Shared Services can be very expensive
- Can be done on different levels from low cost to high cost
- Must be individualized to the center's needs
  - Assessments of center and business needs are critical every year
- Should include education and family support if applicable
- Clarifying 'what we do' and 'what we expect' on a regular basis
- Ensuring that when you market you don't over-promise
- Figure out what needs to be tracked and what doesn't

# CURRENT FUNDING STRUCTURE

\$1 Million Budget

- County Commission
- Private Funding



# NEXT Memphis Sustainability Plan

- Shelby County Commission
- Private Philanthropy
- Grant Opportunities:
  - Community Child Care Hub Grant
  - DHS Families First Community Grant

## Tennessee Child Care Task Force December 15, 2022 Final Report

Tennessee already has **two (2) of the most comprehensive shared service alliances in the country**, located in Chattanooga (The Chambliss Center for Children) and **Memphis (NEXT Memphis at Porter-Leath)**. Each of these models have invested significant time and resources into building out their shared services offerings and could be further studied to take their services to a larger scale or to offer lessons learned and best practices developed since their inception.





# Questions?

Thank you!

Change  
NOW!





Opportunities  
Exchange

Change  
NOW!



For more information, contact:



Opportunities  
Exchange

[www.oppex.org](http://www.oppex.org)

Helping organizations thrive

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