

Welcome!

# Spring 2025 ELO-P Academy

**Strategic Design for CA Expanded Learning:  
Activate, Join, and Shape the Ecosystem Plan**



**CAN**  
California AfterSchool Network  
CONNECT. CONVERSE. INSPIRE.

**April 17, 2025**

10:00 AM - 12:00 PM





# Mindful Moment

**We will begin recording now.**





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## Today's Agenda

10:00 AM: Welcome!

**10:15 AM: Participatory Input Workshop Session:**

***Strategic Design for CA Expanded Learning:***

***Activate, Join, and Shape the Ecosystem Plan***

11:15 AM: Closing Comments

**11:20 AM: The Ecosystem Plan Q & A with Heather and Vanessa**

11:40 AM: Final Participatory Feedback Breakout Sessions

12:00 PM: Zoom & Workshop Ends



### *Workshop Intentions:*

- Gain an understanding of the design process for California's Ecosystem Plan (Strategic Plan 3.0)
- Deepen our shared understanding of what authentic, values-aligned partnerships with local CBOs can look like under ELO-P.
- Participate in activities that directly contribute to shaping the future of Expanded Learning in California



## Shared Learning Spaces

We hold our workshops as shared learning & collaborative spaces and often update materials with content & resources lifted throughout the presentation.

We will share resources and contact info via a Google Doc that all participants can access. (note: for security reasons the full chat cannot be downloaded)

**Presentation materials, including the recording will be available shortly  
(within 24 hours) after the workshop.**



A Recap of our 1st Workshop of the Spring 2025 ELO-P Academy Journey  
Day 1: Nuts & Bolts: EXL 101 & Education Funding -  
*How Expanded Learning Fits Into the Education System*



**Tiffany Gipson**  
Director, Equity & Quality



**Heather Williams**  
Director, Policy & Outreach

Workshop Recording & Resources Available: [bit.ly/3E0aBru](https://bit.ly/3E0aBru)



*Scan me*





[bit.ly/4jk1Mc2](https://bit.ly/4jk1Mc2)



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# Connect with us!



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@ca\_afterschool



@caafterschoolnetwork



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**Get our latest  
info in one place!**



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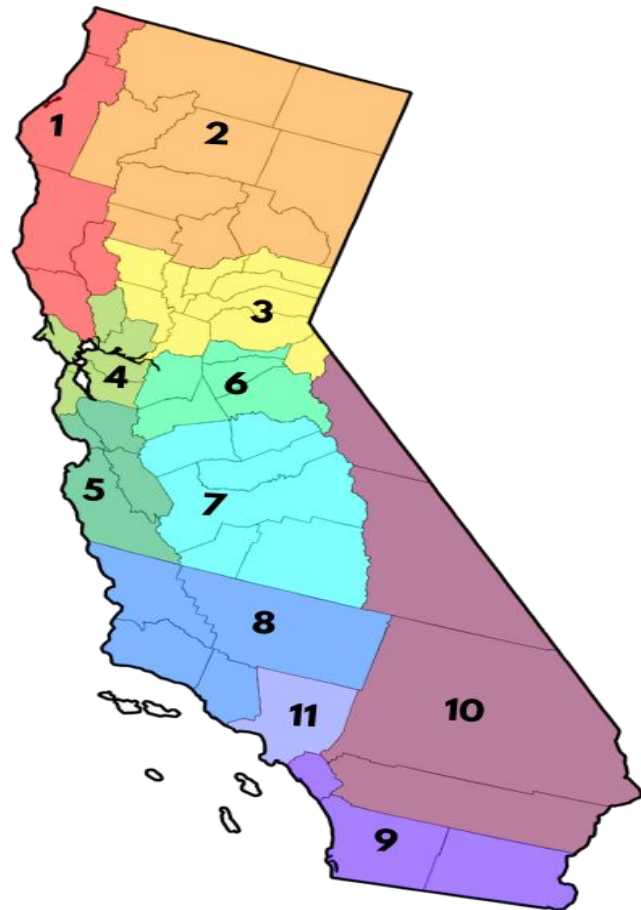
# We're here to support YOU!

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for Expanded Learning:

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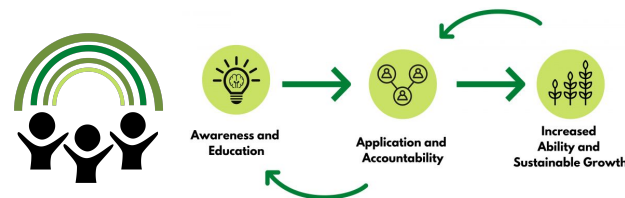


# CAN's Expanded Learning Pedagogical Methodology

We believe every child, youth, and the adults that live, love, and work with them deserve just and affirming spaces and opportunities that enrich, empower, enlighten, educate, and elevate them. We know learning happens in every context and young people are assets in supporting their own learning, and co-creating the solutions to the issues and challenges they face.

Expanded Learning/OST spaces can be cultivated by anchoring in some core beliefs and shared mindsets:

- We are rooted in love and love is shown in our actions and our words.
- We are asset-anchored AND driven.
- We are aspirational in our mindsets, words, and actions.
- We are connected by our differences because that is what gives us strength and creates our collective. The appreciation of every culture, language, and lived experience is what we leverage to grow and nurture our collective spaces.
- We make decisions based on elevating the intrinsic gifts, talents, and wisdom of those closest to the problems we work collaboratively to solve.
- We learn by doing and we grow by reflecting on that learning.





## Day 2: Strategic Design for CA Expanded Learning: *Activate, Join, and Shape the Ecosystem Plan*




**Vanessa Hernandez (she/her)**  
Senior Specialist,  
Policy & Outreach



**Heather Williams (she/her)**  
Director,  
Policy & Outreach

# Resources for Today's Space-Padlet



 The Collective Input Padlet Wall—Contribute your feedback in real time to guide key conversations about how we can strengthen partnerships as a core strategy in the Ecosystem plan--and how ELO-P funding can be used to support and resource those partnerships within the broader youth serving ecosystem

 Add your questions, insights, and contributions to the Padlet at any time and when prompted throughout the workshop.

 Do not forget to download the padlet to take back with you and all you do!

 Learning Guide Resource: important links, resources and note taking form

# Shaping the Future of Expanded Learning

An Ecosystem Plan to Leverage  
California's Expanded Learning Infrastructure  
Strategic Plan 3.0



## Shared Meaning for this Space



Ecosystem: An ecosystem is a community of living organisms (plants, animals, microbes) interacting with each other and their non-living environment (like water, soil, temperature, sunlight) within a specific area, where all parts are interconnected and depend on one another to function as a whole system; essentially, it's a complex network of life and its surroundings in a particular place.

Strategic Plan– A strategic plan is a clear roadmap that outlines goals, priorities, and actions to guide the growth and impact of a program or system over time

“The Ecosystem Plan”– a shortened version of what we are calling ExL Strategic Plan 3.0

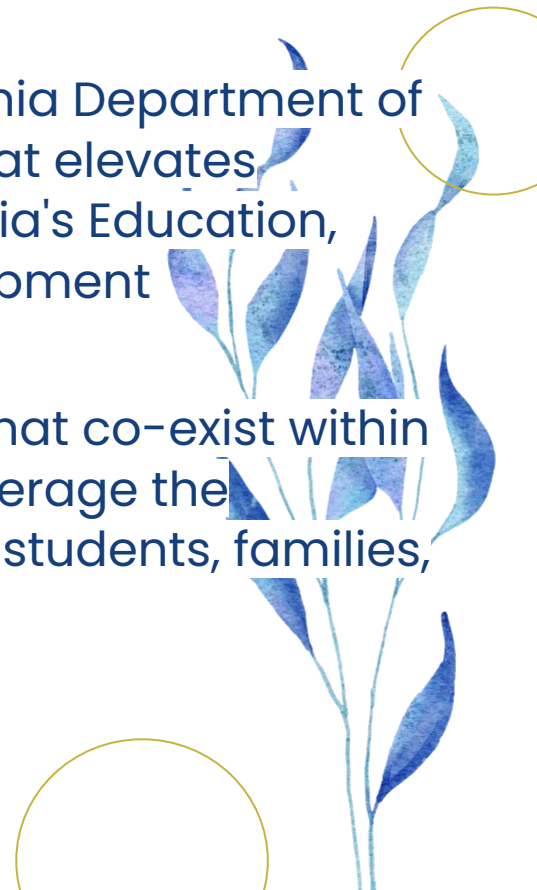
Strategic Design **Process**– a systematic approach that uses design principles and techniques to solve complex problems, create innovative solutions, and achieve institutional or organizational goals.



# Shaping the Future of Expanded Learning: The Ecosystem Plan



- **What:** Announcing our partnership with the California Department of Education to co-host a Strategic Design Process that elevates Expanded Learning as an essential pillar of California's Education, Health and Human Services, and Workforce Development ecosystem.
- **WHY:** Given the current opportunities and threats that co-exist within our youth serving ecosystem, now is the time to leverage the Expanded Learning infrastructure to better support students, families, and the workforce, in real time.



## Shaping the Future of Expanded Learning: The Ecosystem Plan

- **HOW:** More than just a strategic plan, the Ecosystem Plan is a collective care response—a collective impact strategy to leverage Expanded Learning as a wellspring of access, healing and opportunity in the broader youth serving ecosystem. In a time of uncertainty, we are building a future of abundance—**one where young people are not just supported but uplifted by a community that deeply cares for the next generation.**



## Guiding Goals for the Ecosystem Plan



### **Heal and Strengthen the Expanded Learning (ExL) System:**

Foster authentic, connected relationships among those who work together in the ExL ecosystem—so we can collectively show up in our full, authentic power for youth, families, communities + our partners in this work. This includes addressing historical and systemic silos + ruptures to build a culture rooted in trust, collaboration, and mutual accountability.



### **Elevate, Celebrate, and Invite Multi-Sector Collaboration:**

Position Expanded Learning as a wellspring of resources, support, and access within the broader youth-serving ecosystem. Cultivate partnerships across sectors (education, health, community-based organizations, etc.) to amplify impact, celebrate diverse contributions, and invite continuous learning and co-creation.

## Guiding Goals for the Ecosystem Plan



### **Develop Community-Defined Shared Outcomes:**

Engage communities in defining shared outcomes that reflect their unique needs and aspirations, with a focus on healing, accountability, and continuous improvement. This ensures that the strategic design is grounded in the lived experiences of youth, families, and local leaders.



### **Adopt New Data and Information-Sharing Processes:**

Implement equitable, transparent, and accessible data-sharing tools and processes that support continuous learning, foster cross-regional collaboration, and drive informed decision-making. Data should serve as a bridge, not a barrier, to connection and improvement.



## Guiding Goals for the Ecosystem Plan



### **Implement Integrated Funding Approaches:**

Design and implement integrated funding strategies that maximize resources, reduce redundancies, and ensure sustainability. This includes identifying opportunities to braid and blend funding streams to support holistic, culturally relevant youth development and community well-being.



### **Ensure Coordinated Care Navigation at the Local Level:**

Establish systems of coordinated care navigation that are responsive to the needs identified by children, youth, and families. Organize services and supports at the local level, with attention to ZIP code-specific needs, to promote equity, accessibility, and community-centered care.

# Self Assessment:



- Anchor Question: *What questions, curiosities or wonderings do you have about the Ecosystem Plan?*
- Reflection Protocol:
  - (2 min:) Reflect on the question.
  - (3 min:) Write what surfaces from your reflections on the Community Padlet
- We will answer these questions during the Q+A portion of our session.
- Write your questions on the Padlet as we move through today's content.



# **ACTIVATE – The Power of Partnerships**

INTENTIONAL ADAPTATION IS THE HEART  
OF EMERGENT STRATEGY. HOW WE LIVE AND  
GROW AND STAY PURPOSEFUL IN THE FACE OF  
CONSTANT CHANGE ACTUALLY DOES DETERMINE  
BOTH THE QUALITY OF OUR LIVES, AND THE  
IMPACT THAT WE CAN HAVE WHEN WE MOVE  
INTO ACTION TOGETHER.

—adrienne maree brown

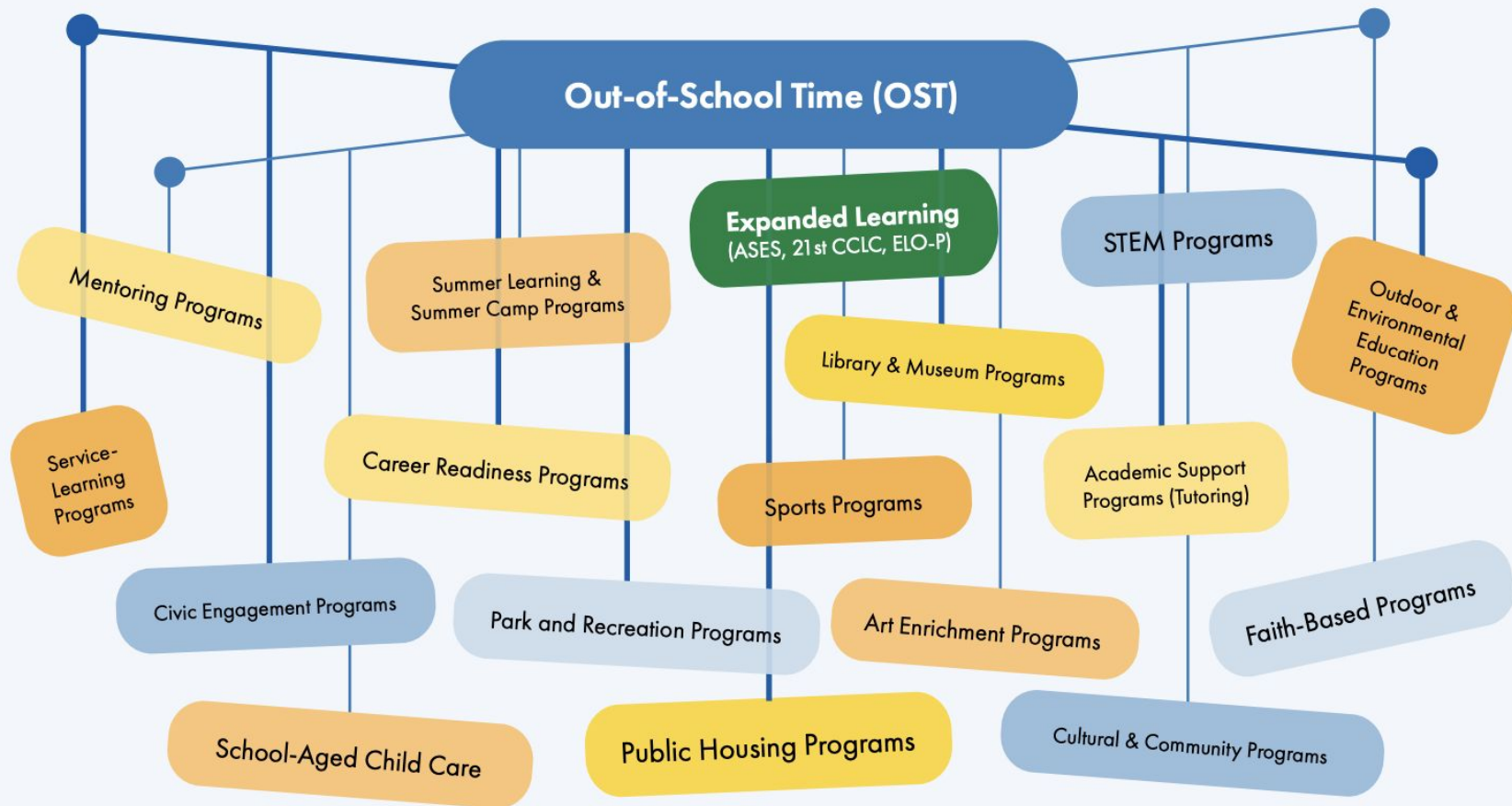
# The Power of Partnerships



- Intentional partnerships are essential in the implementation of ELO-P and the Ecosystem Plan.
- ELO-P funding is a mechanism/resource to nurture and grow intentional partnerships that **evolve** our collective impact strategy for whole youth, family, and community health and wellness.
- Strategic Design 3.0- the Ecosystem Plan as a “bold statewide vision to leverage the Expanded Learning infrastructure to work across sectors (form intentional partnerships) that are **united to achieve** whole child, family, and community wellness.”



CAN believes the Out-of-School-Time (OST) field, including Expanded Learning, plays an essential role in advancing the health and well-being of every child.



# Creating Conditions For Thriving:

## Convene Multi-Sector and Community Stakeholders

Licensed Family Child Care

Technical Assistance Providers

Education (K-12, Higher Education, Alternative Special Education, Tribal Schools)

Youth Development (leadership programs, civic engagement, workforce readiness, intergenerational knowledge-sharing)

Behavioral & Mental Health (counseling, social work, trauma-informed care, culturally rooted healing practices)

Sports & Recreation (youth leagues, physical wellness programs, traditional games and movement practices)

Human Services (child welfare, foster care, family support services, Indigenous family wellness programs)

Medical & Healthcare (pediatrics, adolescent health, school-based health programs, Native health clinics, traditional medicine)

Housing Services (youth shelters, transitional housing, supportive services, tribal housing programs)

Juvenile Justice & Legal Advocacy (restorative justice, diversion programs, youth rights advocacy, tribal justice systems)

Arts & Creative Development (youth arts programs, cultural preservation, Indigenous storytelling and traditional arts)

**\*\*Sectors Serving Ages: 0 - 24**

# This Strategic Design Process: An invitation to Deeper Collaboration + Partnership—across youth serving sectors



Moving from **transactional relationships** rooted in comparison, competition and performance to **transformative relationships** that center accountability, mutual reciprocity, collaboration and partnership.



## COLLABORATION CONTINUUM<sup>1</sup>



### **IMMURING**

Conducting activities without input from or exchange with other institutions



### **NETWORKING**

Exchanging information for mutual benefit



### **COORDINATING**

In addition, altering activities to achieve a common purpose



### **COOPERATING**

In addition, sharing resources (e.g., staff, finances, space, instrumentation)



### **COLLABORATING**

In addition, learning from each other to enhance each other's capacity



### **INTEGRATING**

Completely merging operations, administrative structures, and budgets. The constituent parts are no longer discernable

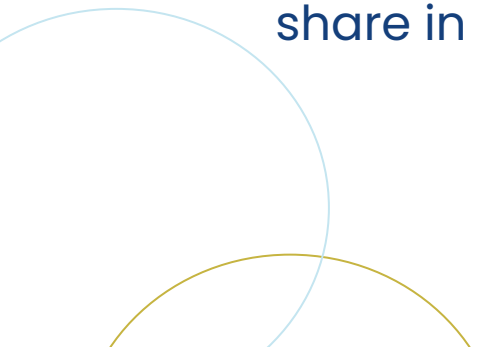
Source: Mashek, D. (June, 2015). Capacities and Institutional Support Needed along the Collaboration Continuum. A presentation to the Academic Deans Committee of The Claremont Colleges, Claremont, CA

<https://www.teaglefoundation.org/Teagle/media/GlobalMediaLibrary/documents/resources/CollaborationContinuum.pdf?ext=.pdf>

# Participatory Input Activity:



- Anchor Question: *What have been the key ingredients in your most successful partnerships with local CBOs?*
- Reflection Protocol:
  - (2 min:) Reflect on the question.
  - (5 min:) Write what surfaces from your reflections on the Community Padlet.
  - (5 min:) Community Reflection: Raise your hand or unmute or share in the chat









***Join –***  
**The Ecosystem Plan *Design Process* :**  
**Our Collective Impact Strategy**





# Why Join the Strategic Design Journey?




 **Community & Collaboration** – Connect with diverse professionals, build partnerships, and access shared resources beyond institutional gatekeeping.


 **Increased Impact** – Shape policies and practices that strengthen Expanded Learning as a force for equity, wellness, and justice.


 **Professional Recognition** – Gain visibility and demonstrate leadership in systemic change and community transformation.

 **Personal Growth** – Deepen your commitment to social justice through reflection, innovation, and collective action.

 **Access to Resources** – Utilize new tools, research, and support to enhance your impact.

 **Influence on Policy** – Play a key role in shaping the future of expanded learning and education justice.

 **Contribute to a Legacy of Change** – Leave a lasting impact on youth development and community transformation.

 **Equity & Inclusion** – Ensure historically marginalized voices are centered and celebrated in the process.

 **This is bigger than any one of us.** Step into this lineage. Reimagine. Build. Liberate.

# Equity Evolution in Strategic Design Processes



## Strategic Planning 1.0 & 2.0

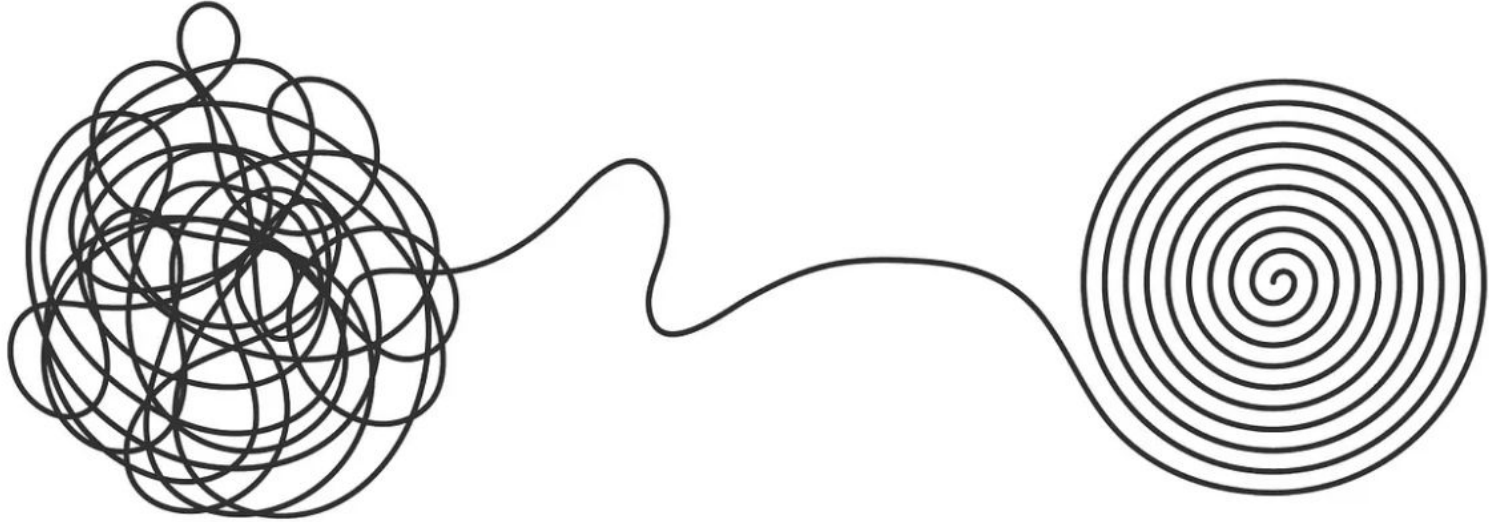
- Work funded by private funders through the Californians Dedicated to Education Foundation
- Staffing housed at EXLD, one full time dedicated staff member
- Primarily engaged the Expanded Learning ecosystem—with focus on input from CDE staff and field stakeholders and some K-12 partners
- Participatory approach with selected group of stakeholders.



## Strategic Design 3.0

- Work funded by private funders through the Foundation for California Community Colleges (CAN's Fiscal Sponsor)
- Staffing housed at CAN, one full time dedicated staff member
- Engages in **broader ecosystem partnerships**—essential to engage a more diverse set of interest holders (*workforce, health & human services, etc.*)
- Participatory Systems Change Framework—includes youth, families, community leaders, multiple youth serving sectors.

**Healing is not linear.  
Our experience of time is not linear.  
Transformation processes are complex and messy.**



**Process as Product-  
Equity/Healing/Interdependence lives  
in processes and the ways we are in relationship.  
Humans are complex and messy.**

# ZONES of BEING

## WHAT'S HAPPENING?

- familiarity
- relaxation
- self-care
- possible boredom
- resources feel abundant

- change & risk
- challenge
- new exploration
- engaged & learning
- resources feel available

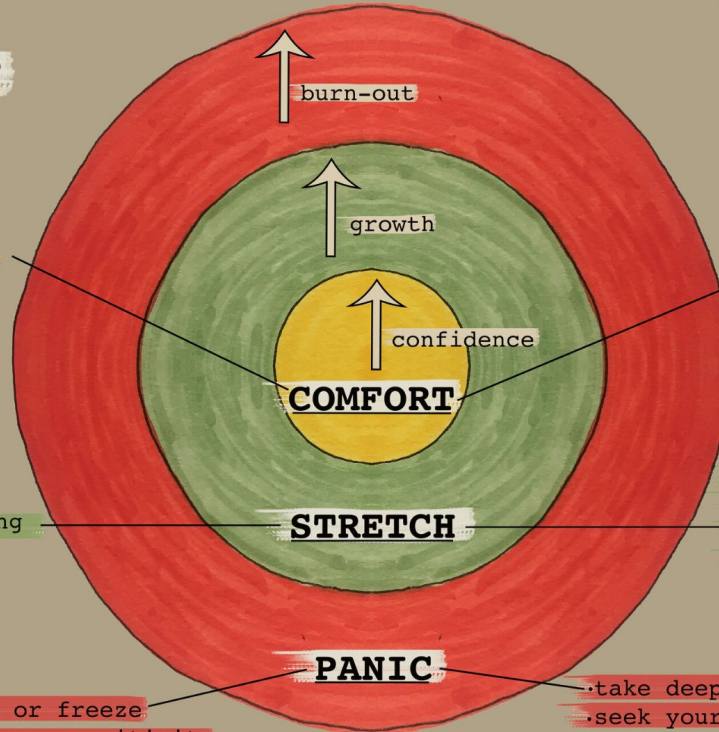
- high stress
- fight, flight or freeze
- numbness or hypersensitivity
- hyperactivity & dysregulation
- unable to listen
- resources feel scarce

## POTENTIAL NEEDS:

- notice what makes you comfy
- allow it in
- give gratitude
- step into stretch zone

- recognize change
- embrace vulnerability
- reflect on growth
- appreciate your learning

- take deep breaths
- seek your comfy
- ask for support
- practice self-compassion



artist: chetna mehta @mosaiceye  
inspired by: karl rohnke  
discovered via: yesworld.org

Leading through  
Complex Change



# Places we go when things are uncertain (change) or too much (complex)





## Trauma Stewardship:

a daily practice of tending to your own needs and emotions so that you can better care for others who are suffering. This involves honoring others' hardship and suffering, caring for them **without** taking on their paths, and developing a long-term strategy.

# Equitable Recovery for the ExL Workforce (post pandemic)



This strategic plan will guide the development of strategies that center:

- State level policy, funding and advocacy
- Local and regional strategies for whole child, family and community wellness
- Staff retention and school day alignment
- **Emotional and physical needs of staff**
- **Basic needs of staff**
- Professional development, training, skills and competencies



**SAVE THE DATE**



**CAN**

STRATEGIC DESIGN PROCESS

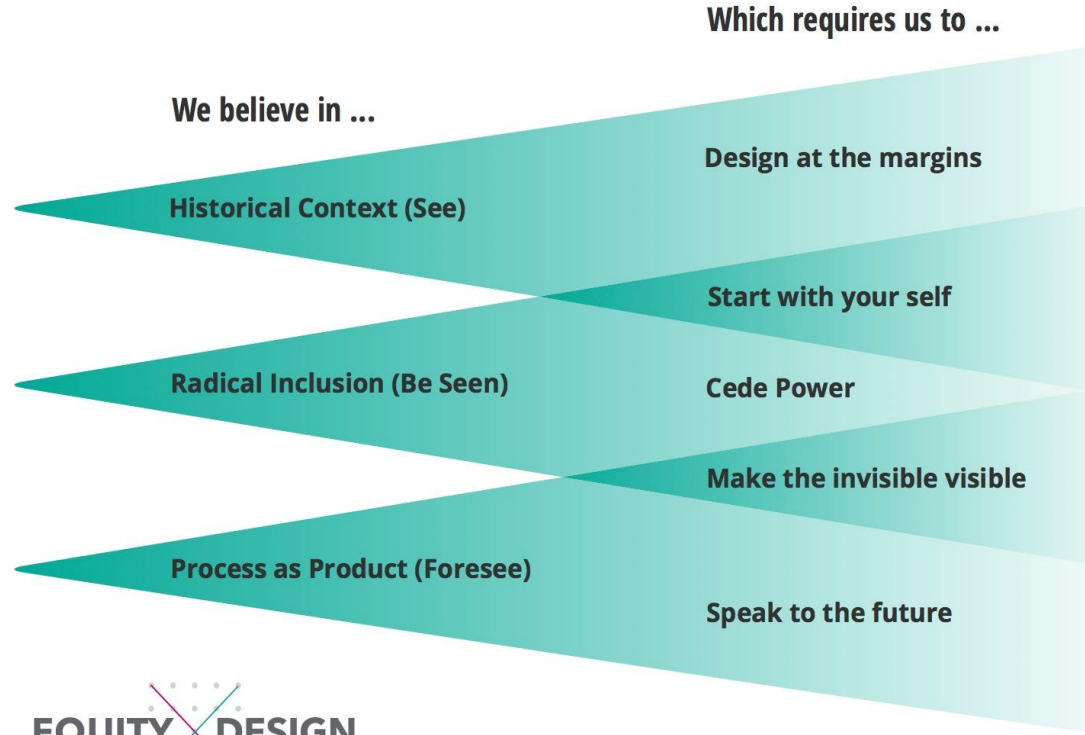
# **VIRTUAL KICK-OFF**

AN ECOSYSTEM PLAN TO LEVERAGE CALIFORNIA'S  
EXPANDED LEARNING INFRASTRUCTURE

**MARCH 26, 2025  
10:00 AM - 12:00 PM  
REGISTER VIA ZOOM**

## EQUITY X DESIGN FRAMEWORK

# The ECOSYSTEM PLAN “THE DESIGN PROCESS” Moving from “Hero” to “Host”





FACILITATION METHODS ARE WAYS WE GROW  
OUR EMOTIONAL INTELLIGENCE, COLLECTIVE  
DECISION MAKING, ALTERNATIVE GOVERNANCE  
STRUCTURES, AND PRACTICE WAYS OF  
CONNECTING TO THE INHERENT DIGNITY  
AND HUMANITY OF EACH OTHER.

—adrienne maree brown



**H O L D I N G   C H A N G E**

THE WAY OF EMERGENT STRATEGY FACILITATION AND MEDIATION

**I believe that *all organizing*  
*is science fiction* - that we  
are shaping the future we  
long for and have not yet  
experienced."**

- adrienne maree brown

**DECENTRALIZED  
FACILITATION**

### **emergent strategy mantras**

i am no victim of life; i shape change.  
we are not victims of circumstance; we shape change.

i practice what i want to become.  
we practice what we want to create.

i am a microcosm of all the possible justice, liberation,  
pleasure and honesty in the universe, and i act  
accordingly.

i remember that i exist only in relationship to other people  
and systems.

i accept that i cannot change others, but i can hold  
standards for my own life.

i willingly engage in and support transformative justice  
processes for accountability and getting in right  
relationship.

i create more possibilities in the face of scarcity thinking.

i act from and towards love.

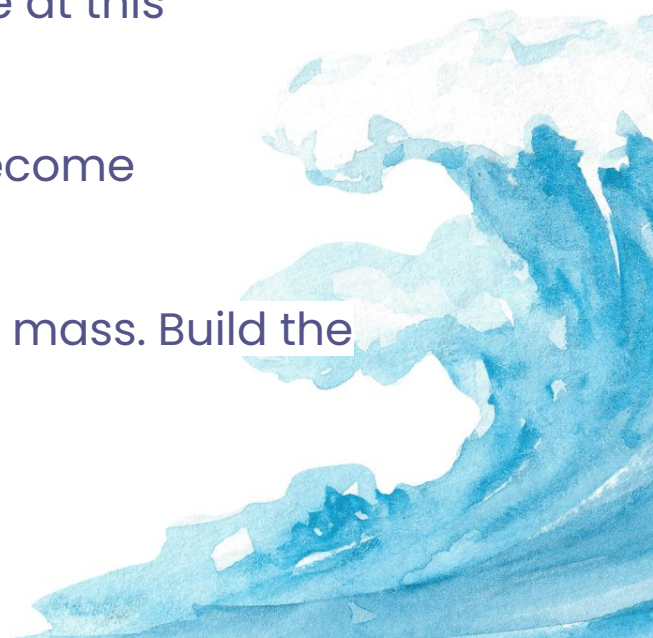


# EMERGENT STRATEGY: The 9 Principles

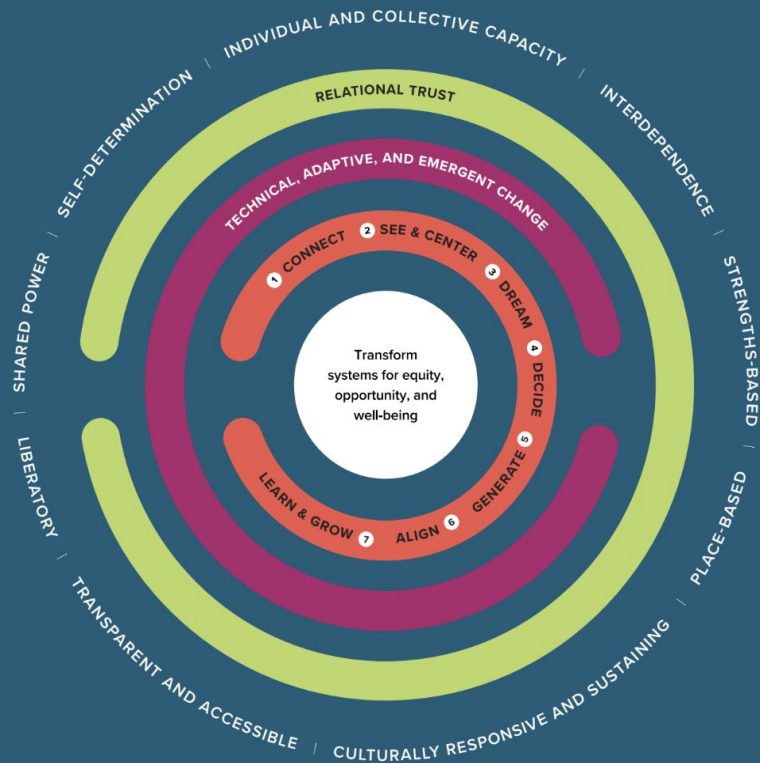
adrienne maree brown



1. Small is good. Small is all. (The large is a reflection of the small)
2. Change is constant. (Be like water)
3. There is always enough time for the right work. There is a conversation in the room that only these people at this moment can have. Find it.
4. Never a failure, always a lesson.
5. Trust the People (If you trust the people, they become trustworthy.)
6. Move at the speed of trust.
7. Focus on critical connections more than critical mass. Build the resilience by building the relationships.
8. Less Prep, More Presence
9. What you pay attention to grows.



# Participatory Systems Change Framework



## The Practice Ground: What we will practice—from the inside, out.

The Design Team and all interdependent spaces of the design process will experiment with practices from the Participatory Systems Change for Equity: An Inquiry Guide for Child-, Youth-, and Family-Serving Agencies

# Ways to Join the “Ecosystem Plan” Design Journey

1

## OBSERVER

I want to stay informed through social media, newsletter, website, not actively participate.

2

## CONTRIBUTOR

I'd like to provide input periodically by joining the Ecosystem Advisory Committee (3 Convenings)

3

## CO-CREATOR

I want to help shape the process actively by applying for the Design Team

4

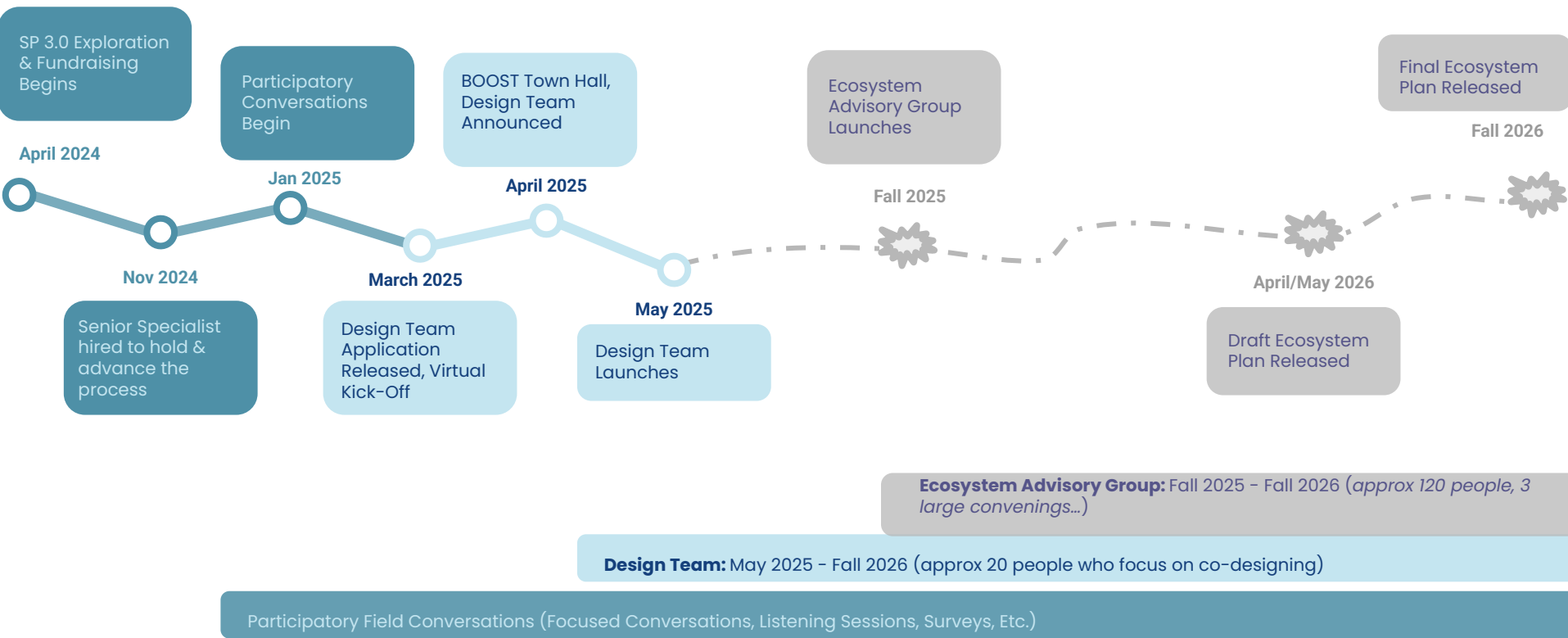
## ENGAGED LISTENER

I'm interested in participating in a listening session or focused survey to provide deeper feedback.

COMING SOON



# ExL Ecosystem Design Timeline



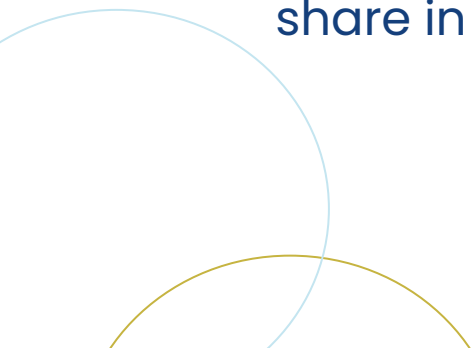
# The Practice Ground: Design Team + Ecosystem Advisory Team



- Convening 1 (*anticipated date*: Aug 2025): The team will begin with capacity building to create a shared mindset around designing “at the margins,” ensuring the work of this group is supportive of all and does not perpetuate marginalization. This session will also focus on community building and surfacing ideas for the Strategic Direction.
- Convening 2 (*anticipated date*: Nov 2025): This session will serve as a mid-point check-in, surfacing new data to inform the Strategic Direction and continuing to build community and coherent vision across sectors.
- Convening 3 (*anticipated date*: March 2026): This session will help finalize and celebrate the pending launch of the Strategic Direction and secure commitments from interest holders to support the dissemination and implementation.

# Participatory Input Activity:

- Anchor Question: How do you know when you're ready to partner outside of your organization in a values-aligned way?
- Reflection Protocol:
  - (2 min:) Reflect on the question.
  - (5 min:) Write what surfaces from your reflections on the Community Padlet.
  - (5 min:) Community Reflection: Raise your hand or unmute or share in the chat







# ***SHAPE –*** **The Ecosystem Plan in Real Time:** **The Power of Your Voice and Choice**



## Q & A:

### *Activate, Join, and Shape the Ecosystem Plan*



**Vanessa Hernandez (she/her)**  
Senior Specialist,  
Policy & Outreach



**Heather Williams (she/her)**  
Director,  
Policy & Outreach

*Thank You*  
for your participation!  
**Please provide us with your feedback.**

[bit.ly/3G5WBgL](https://bit.ly/3G5WBgL)



**SCAN ME**



**CAN**  
California AfterSchool Network  
CONNECT. COLLABORATE. INSPIRE.

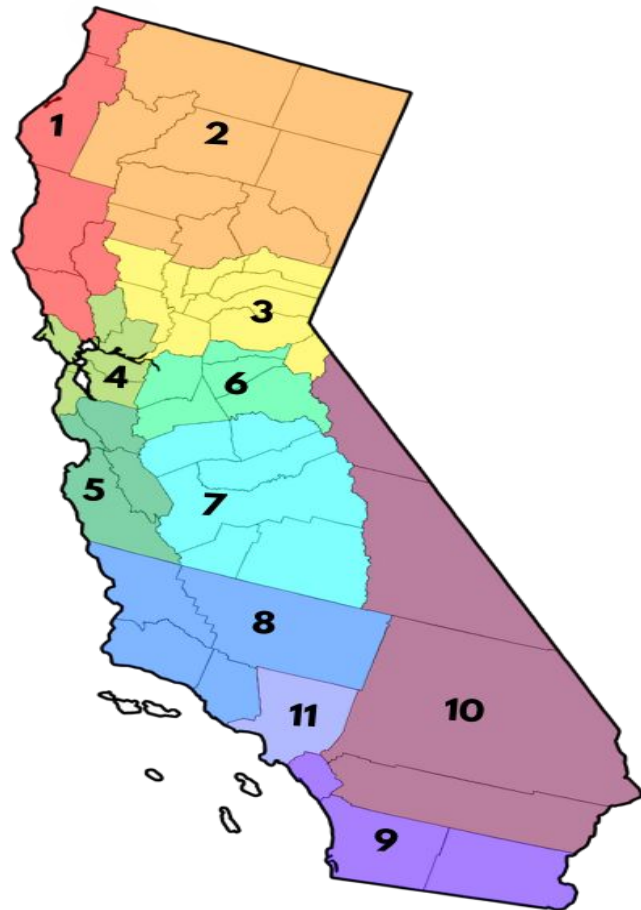
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## Break Out Room Discussions:

- Anchor Question(s): How can ELO-P programs ensure partnerships are resourced meaningfully? What tools, trainings, or frameworks support strong partnerships?
- Reflection Protocol:
  - (2 min:) Reflect on the question.
  - (2 min:) Write what surfaces from your reflections on the Community Padlet.
  - (12 min:) In your breakout rooms, share what resonates or reflect on what has been written on the community padlet. Rate your favorites from 1 star to 5 stars.