

# TECHNICAL ASSISTANCE

A stylized map of California is shown in a light yellow color. The map is set against a background of a teal color on the left and a green color on the right. The map's outline is irregular, following the state's coastline and borders.

for EXPANDED  
LEARNING  
OPPORTUNITIES  
in CALIFORNIA

A PROJECT OF THE AFTER SCHOOL DIVISION  
OF THE CALIFORNIA DEPARTMENT OF EDUCATION

---

This project was commissioned by:



CALIFORNIA DEPARTMENT OF EDUCATION  
AFTER SCHOOL DIVISION

**MICHAEL R. FUNK**

Director

**ONDA JOHNSON**

Education Administrator

**TAVI POPP**

Education Programs Consultant for Regions 1 and 2

**HEATHER WILLIAMS**

Strategic Initiatives Coordinator

---

Project was designed and conducted by:



**PUBLIC PROFIT**

**COREY NEWHOUSE**

Founder and Principal

**LINDA LU**

Research Associate

**STEPHANIE KONG**

Research Assistant

**JULIE LO**

Senior Research Assistant

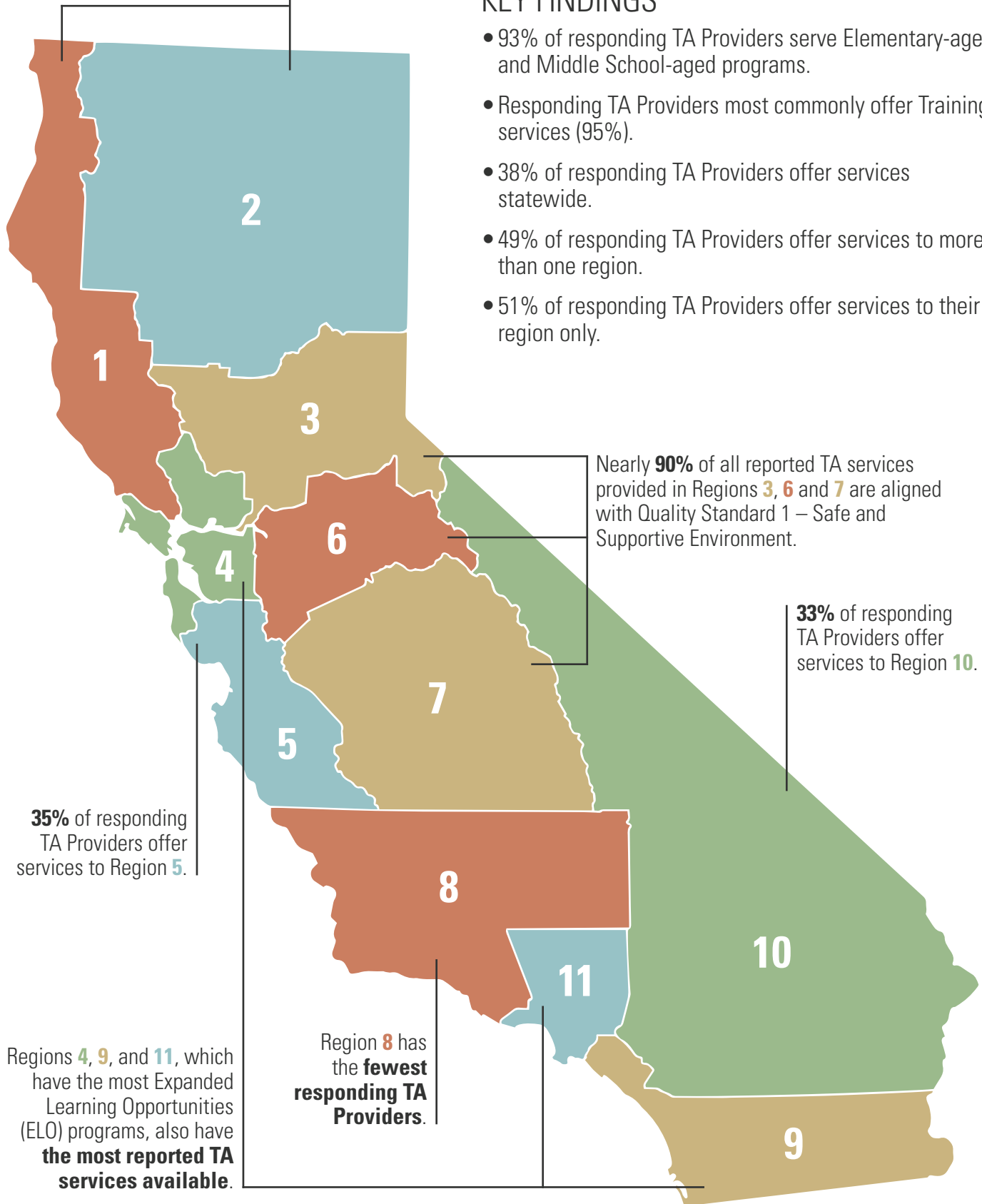
---

# EXECUTIVE SUMMARY<sup>1</sup>

Nearly **70%** of responding TA Providers offer Coaching services in Regions **1** and **2**.

## KEY FINDINGS

- 93% of responding TA Providers serve Elementary-aged and Middle School-aged programs.
- Responding TA Providers most commonly offer Training services (95%).
- 38% of responding TA Providers offer services statewide.
- 49% of responding TA Providers offer services to more than one region.
- 51% of responding TA Providers offer services to their region only.



<sup>1</sup>Further details of county by region are available in Appendix A.

---

## ACKNOWLEDGEMENTS

This report is made possible through the support and collaboration of many organizations and individuals. We appreciate the vision of the After School Division of the California Department of Education and their work to support high quality Expanded Learning Opportunities using quality research, field input, and statewide evaluations.

This report was also created in collaboration with the TA Landscape Advisory Committee Members. Their insights and thought partnership on this project have been invaluable.

---

### TA LANDSCAPE ADVISORY COMMITTEE MEMBERS

**DIEGO ARANCIBIA**

ASAPconnect

**KIMBERLY BOYER**

Central Valley Afterschool Foundation

**JEFF DAVIS**

California AfterSchool Network

**MARY JO GINTY**

Region 11 Lead

**MONROE HOWARD**

Sacramento City

**SANDY MCBRAYER**

Children's Initiative

**CATHIE MOSTOVOY**

Mostovoy Strategies

**RUTH OBEL-JORGENSEN**

CalSAC

**JASON RIGGS**

Extended Child Care Coalition and former Region 1 Lead

**ALEAH ROSARIO**

CalSAC

---

This project was generously funded by the David and Lucile Packard Foundation.

# TABLE OF CONTENTS

---

3	EXECUTIVE SUMMARY
6	INTRODUCTION
10	TECHNICAL ASSISTANCE PROVIDERS IN CALIFORNIA
13	TECHNICAL ASSISTANCE SERVICES BY STRATEGY
16	TECHNICAL ASSISTANCE SERVICES BY QUALITY STANDARD
18	REGION 1 Technical Assistance Landscape
19	REGION 2 Technical Assistance Landscape
20	REGION 3 Technical Assistance Landscape
21	REGION 4 Technical Assistance Landscape
22	REGION 5 Technical Assistance Landscape
23	REGION 6 Technical Assistance Landscape
24	REGION 7 Technical Assistance Landscape
25	REGION 8 Technical Assistance Landscape
26	REGION 9 Technical Assistance Landscape
27	REGION 10 Technical Assistance Landscape
28	REGION 11 Technical Assistance Landscape
29	GLOSSARY OF TERMS
30	APPENDIX A: Counties by Region
31	APPENDIX B: Count of Responding TA Providers and ELO Programs by Region
32	APPENDIX C: Reported ASES/ASSETS/21 <sup>ST</sup> CCLC ELO Sites and Staff Served
33	APPENDIX D: Quality Standards for Expanded Learning in California
34	APPENDIX E: Service Content Aligned to Quality Standards
35	APPENDIX F: Technical Assistance Landscape Survey Items

# INTRODUCTION

In 1997, Senate Bill (SB) 1756 passed, establishing the first allocation of state funding for school-based after school programs in California along with technical assistance<sup>2</sup> (TA) services to support those programs. In 2002, voters approved Prop 49, greatly increasing state funding administered by the California Department of Education (CDE), for these programs and the corresponding TA to support high quality Expanded Learning Opportunities (ELO). Today, California dedicates \$550 million in state funding annually to ELOs, more than all other states combined, which, with the over \$130 million in federal funding, helps support nearly 4,800 ELO sites, serving 824,000 young people, across 11 regions statewide.<sup>3</sup>

In 2012, the After School Division (ASD) of the California Department of Education began a highly participatory strategic planning process to provide a roadmap for the future of Expanded Learning Opportunities in California. One strategic plan initiative focuses on refining the approach to TA in order to establish a more comprehensive, coordinated system of support to promote program quality while encouraging creativity and innovation in the field.

In 2014, the ASD adopted *the Quality Standards for Expanded Learning in California*, a set of 12 standards that describe the elements of high quality ELO programs. These Quality Standards are a cornerstone of the strategic plan and will become an integral component of the system of support provided by the After School Division.

Additionally, in fall 2014, Governor Brown signed SB 1221 into law. SB1221 requires all state-funded ELO programs to engage in a continuous quality improvement process, and charges the After School Division with supporting programs in doing so.

To support goals of program quality improvement, as stated in SB1221, and to inform future investments in TA for Expanded Learning Opportunities, the After School Division commissioned this project: *Technical Assistance for Expanded Learning Opportunities in California*.

This report characterizes the current TA services by their alignment to the Quality Standards, the specific core TA Strategies<sup>4</sup>, and its geographic availability. Through this study of TA services available, a snapshot is created which highlights not only the relationship between TA services and high quality ELO programming in California, but also any gaps in statewide support.

<sup>2</sup> Technical Assistance is defined in the Glossary of Terms.

<sup>3</sup> Further details of regional leads and county lines by region are available in Appendix A.

<sup>4</sup> ASAPconnect Quality Framework – TA Strategies. <http://www.asapconnect.org/asap-quality-framework>.

# METHODOLOGY

## OVERVIEW

From January through March 2015, Public Profit conducted 2 rounds of data collection via surveys, which asked TA Providers working with ELOs in California to report organizational and service level details (as described in Table 1).

Survey questions were developed in partnership with ASD and the TA Landscape Advisory Committee. The survey questions were designed to document technical assistance available by region, strategy, areas of focus, and their alignment to Quality Standards.

TABLE 1: OUTLINE AND PURPOSE OF THE TA LANDSCAPE SURVEY<sup>5</sup>

ORGANIZATIONAL LEVEL	SERVICE LEVEL
<ul style="list-style-type: none"><li>• Serving ASES, ASSETS, 21st CCLC funded programs</li><li>• Organization type</li><li>• Number of staff providing TA</li><li>• In-person or online services</li><li>• Geographic reach</li><li>• Targeted age group</li><li>• Certifications</li><li>• Cost</li></ul>	<ul style="list-style-type: none"><li>• TA Strategy</li><li>• Length of service</li><li>• Content areas of service</li><li>• Format of service</li><li>• Sequenced services</li><li>• Number of sites and staff served</li><li>• Capacity to expand services</li></ul>

TA Providers were identified using three channels:

### **GEOGRAPHIC REPRESENTATION**

The survey was disseminated to all 11 Regional Leads and the directors of the 25 largest (by ASES/21st CCLC grant funding) County and District Offices of Education.

### **MAJOR ELO NETWORKS**

The survey was publicized through California ELO networks including the California AfterSchool Network (CAN), the California After School Resource Center (CASRC), the California School Age Consortium (CalSAC), and ASAPconnect.

### **EXTENDED NETWORKS**

The survey was publicized through conferences and word of mouth in the ELO community.

Responding TA Providers were either referred through their networks or signed themselves up. Public Profit distributed more than 250 online survey links and 110 respondents<sup>6</sup> completed the survey.

<sup>5</sup> Complete list of survey items are located in Appendix E.

<sup>6</sup> Each respondent serves as 1 TA Provider organization, which varies in size. As such, 1 responding TA Provider could be an individual practitioner or a lead agency with a staff of 25.

## LIMITATIONS

There are three primary limitations to this study. First, the data collected through the survey may not be representative of the TA Provider community as a whole. As noted above, the project team worked to solicit a range of input to mitigate this. However, since there is no centralized list of TA Providers in the state, we cannot estimate how representative the current sample is.

Second, the study makes certain assumptions about the geographic reach of reported TA Provider services. In the survey, responding TA Providers could select multiple regions, strategies, and content areas. As such, Public Profit inferred that an answer to one question applied to all selections they marked. For instance, if a responding TA Provider indicated they served Region 1, 3, and 5, and they also marked that they served Elementary-aged programs, it was assumed that they served Elementary-aged programs in Regions 1, 3, and 5.

Third, the survey data does not provide a precise estimate of the number of sites and staff served. Instead, responding TA Providers indicated a range that best fit each TA Strategy (e.g. fewer than 5 sites, 5-15 sites, and so on). This allows a rough estimate of the reach of TA services, but does not provide a precise count of sites or staff affected.

## TECHNICAL ASSISTANCE SERVICES BY QUALITY STANDARD SECTION

Within the Technical Assistance Services By Quality Standard section there are several distinct limitations:

In the survey, responding TA Providers were only asked to select the content areas they offer without knowing that their responses would be later aligned to the 12 Quality Standards. Some respondents may have selected a different Standard for their services.

Additionally, each Quality Standard has a different number of associated content areas (e.g. Skill Building has 11 content areas aligned to it while Continuous Quality Improvement has only 1). However, to mitigate this limitation, responding TA Providers are reported as offering a Standard-aligned service just once, regardless of how many sub-areas they provide. For example, a responding TA Provider could indicate they offer services in 4 content areas aligned to Skill Building, and another could indicate they offer services in 2 content areas aligned to Skill Building. Each is reported just once in the following analysis.

Lastly, the Quality Standards are designed as a guideline to help at the programmatic, staff, and participant level. However, in the survey, the content area that respondents selected were not distinguished at the programmatic, staff, or participant level.

Findings in this report are drawn from data reported by those 110 responding TA Providers surveyed for this study.

All information presented in this report is specific to those responding TA Providers who completed the survey, and may not be representative of the TA Provider community more broadly.



# A TECHNICAL ASSISTANCE STRATEGY GUIDE

To create a common set of definitions for TA services, the survey was organized into six strategies. We use ASAPconnect's framework for Technical Assistance Strategies<sup>7</sup> as reference:



## **BROKERING OF RESOURCES**

Providing research and policy information updates and creating intentional approaches to managing TA services for programs.



## **MENTORING**

Providing guidance and advice for personal and professional growth through a mentor's intentional and formal relationship.



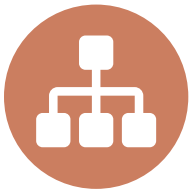
## **CONSULTING**

Working in collaboration with a program, focusing on organizational and programmatic issues or needs.



## **COACHING**

Working in collaboration with an individual or small group to develop specific skills that improve work performance.



## **TRAINING**

Teaching and providing learning opportunities to build skills and knowledge based on specific, well-defined objectives.



## **FACILITATION<sup>8</sup>**

Working in parallel to engage a program or a group of people into a common understanding of purpose and collaborative knowledge.

The TA services available within these six core strategies cut across other key dimensions such as organization type, geographic reach, and alignment to Quality Standards. The icons to the left of each strategy identify the strategy to which any key data points will apply.

<sup>7</sup>Definitions of the 5 core TA Strategies were adapted and slightly modified from ASAPconnect's framework, available at <http://www.asapconnect.org/asap-quality-framework>.

<sup>8</sup>The sixth strategy, Facilitation, is added at the request of the Advisory Committee.

# TECHNICAL ASSISTANCE PROVIDERS IN CALIFORNIA

## KEY FINDINGS

- Regions 4, 9, and 11, which have the largest number of publicly funded ELO programs, also have the most reported TA services.
- Responding TA Providers are most likely to offer services aligned with foundational Point-of-Service Quality Standards like Safe and Supportive Environment, Active and Engaged Learning, and Skill Building.
- On the other hand, responding TA Providers are less likely to offer services aligned with Continuous Quality Improvement and Program Management, the two Programmatic Quality Standards most aligned to objectives outlined in SB 1221.
- Of the six strategies of TA Service offered, responding TA Providers report Training as the most commonly offered TA Strategy while Brokering of Resources as the least offered of any strategy.
- Nearly 49% of responding TA Providers offer services in more than one region, while 51% offer services within their region only.
- When asked about their willingness to expand, responding TA Providers serving only their region are less likely to expand than those responding TA Providers serving more than one region. Eighty-eight percent of responding TA Providers serving multiple regions are willing to expand, compared to 69% of responding TA Providers serving only one region.
- 28% of responding TA Providers offer free services for ELOs, while 25% offer fee-based services. Nearly 47% of responding TA Providers offer both free and fee-based services to ELOs.
- While TA Providers can acquire a client through more than one method, most responding TA Providers acquire their clients through word-of-mouth. Nearly 80% of responding TA Providers' services are attained through referrals and 60% through the recommendation of a Regional Lead or County Office of Education.
- Responding TA Providers report a technological gap in the ways services are offered. Across all strategies, 90% of TA Providers report offering services in-person, while only 40% of TA Providers report offering services online.

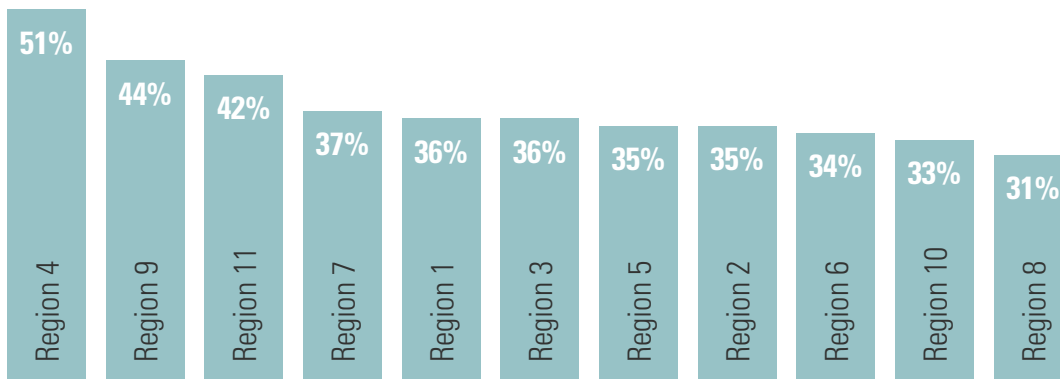
## A GLANCE AT 110 TA PROVIDER RESPONDENTS

Expanded Learning Opportunities (ELO) are aligned with the California County Superintendents Educational Service Association's (CCSESA) 11 regions. These regions provide the organizational mechanism for the 58 County Superintendents of Schools to design and implement statewide programming in order to identify and promote quality cost-effective educational practices and services as well as provide support to school districts.

A total of 110 Technical Assistance Providers spanning all 11 regions completed the *TA Landscape Survey*. Eighty-six percent of survey respondents report serving publicly funded ELOs, including ASES, ASSETS, or 21<sup>st</sup> Century Community Learning Centers grantees.

Responding TA Providers offer TA services concentrated in the same areas that host the most ELO sites. Regions 4 (Bay Area counties), 9 (San Diego, Orange and Imperial counties), and 11 (Los Angeles County), which responding TA Providers are most likely to report serving, are also host to the most ELO sites in California. However, the reverse is not true; regions that have the fewest publicly funded ELO programs do not have the fewest reported TA Providers offering services. Although Region 1 hosts the least amount of ELO sites, 36% of responding TA Providers offer services to Region 1, while 31% of responding TA Providers offer TA services to Region 8, the least amount of TA services available to all regions.<sup>9</sup>

FIGURE 1: RESPONDING TA PROVIDERS ARE MOST LIKELY TO SERVE REGIONS 4, 9, AND 11

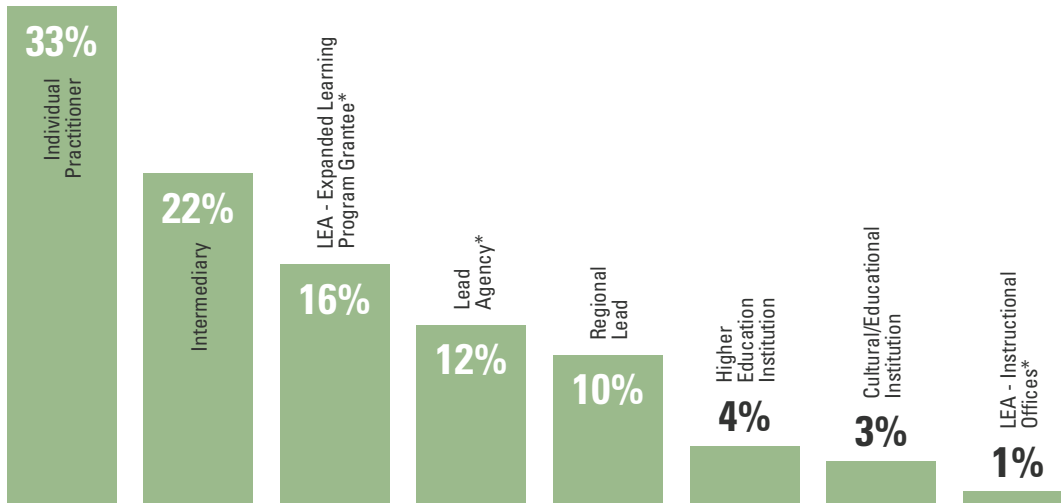


Source: TA Landscape Survey, January-March 2015, N=110. Because TA Providers may serve more than one region, percentages are calculated based on the percent of responding TA Providers who serve that region (e.g. Of 110 responding TA Providers, 51% offer services in Region 4 and 49% report not serving Region 4).

<sup>9</sup>The number of publicly funded ELO sites by region is located in Appendix B.

Respondents to the *TA Landscape Survey* are a mix of organizational types. Fifty-five percent of responding TA Providers identify as either individual practitioners or intermediaries, while only 1% identify as Lead Education Agencies – Instructional Offices.<sup>10</sup> About one in three responding TA Providers primarily serve program personnel within their organizations.

**FIGURE 2: MOST RESPONDING TA PROVIDERS ARE INDIVIDUAL PRACTITIONERS OR INTERMEDIARIES**

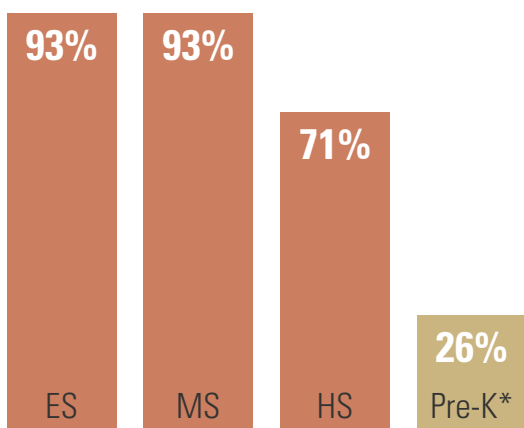


Source: TA Landscape Survey, January–March 2015, N=110.

\*These providers primarily serve program personnel within their organizations.

Responding TA Providers were asked which age groups their services targeted. Ninety-three percent of responding TA Providers serve programs for Elementary and Middle School-aged youth, while 71% report serving programs for High School-aged youth.

**FIGURE 3: MOST TA PROVIDERS REPORT SERVING PROGRAMS FOR ELEMENTARY AND MIDDLE SCHOOL-AGED YOUTH**



Source: TA Landscape Survey, January–March 2015, N=110. Because TA Providers may serve more than one age group, percentages are calculated based on the percent of responding TA Providers who serve that age group (e.g. Of 110 responding TA Providers, 93% offer services to Elementary-aged ELO programs and 7% report not serving Elementary-aged ELO programs).

\*Pre-K Programs do not receive ASES/ASSETS/21st CCLC Funding.

<sup>10</sup> Organization Types are defined in the Glossary of Terms.

# TECHNICAL ASSISTANCE SERVICES BY STRATEGY



## TRAINING

Training is the most commonly offered TA Strategy by responding TA Providers.



## FACILITATION

Among responding TA Providers who offer Facilitation, 26% report offering their services online, the least of any strategy reported.



## BROKERING OF RESOURCES

Brokering of Resources is one of the least common TA Strategies offered by responding TA Providers.



## MENTORING

Mentoring is one of the least common TA Strategies offered by responding TA Providers.



## COACHING

Among responding TA Providers who offer Coaching, 67% report having more than 5 years of experience.



## CONSULTING

Among responding TA Providers who offer Consulting, 74% report having more than 5 years of experience.

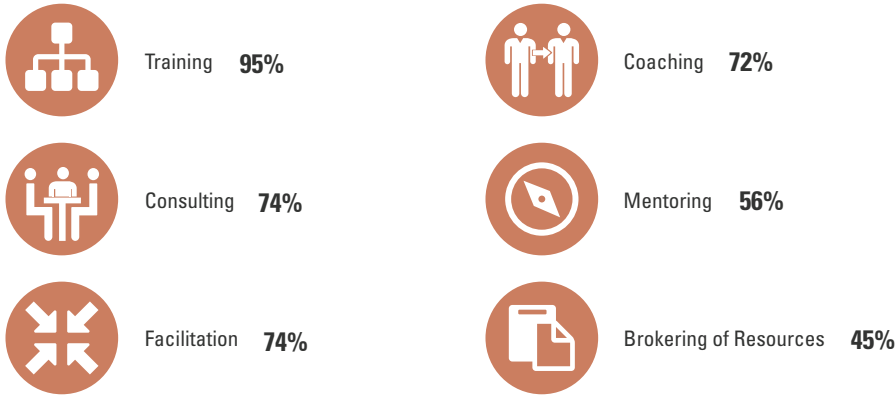
While Brokering of Resources is the Strategy least offered by responding TA Providers, those respondents that do offer Brokering of Resources report serving the most programs in 2013-14 compared to the other Strategies. This could be due in part to its reported higher availability online and/or the high capacity of the Strategy to reach large numbers of programs (e.g. a TA Provider could provide a policy update to 100 sites through an emailed newsletter).

Among the responding TA Providers who offer Brokering of Resources, 71% are available online, the most of any Strategy. This is compared to 26% of Facilitation services and 27% of Mentoring services.

Mentoring and Coaching services reached the fewest ELO programs in 2013-14, according to responding TA Providers. These Strategies are less likely to be offered online, possibly limiting their reach.

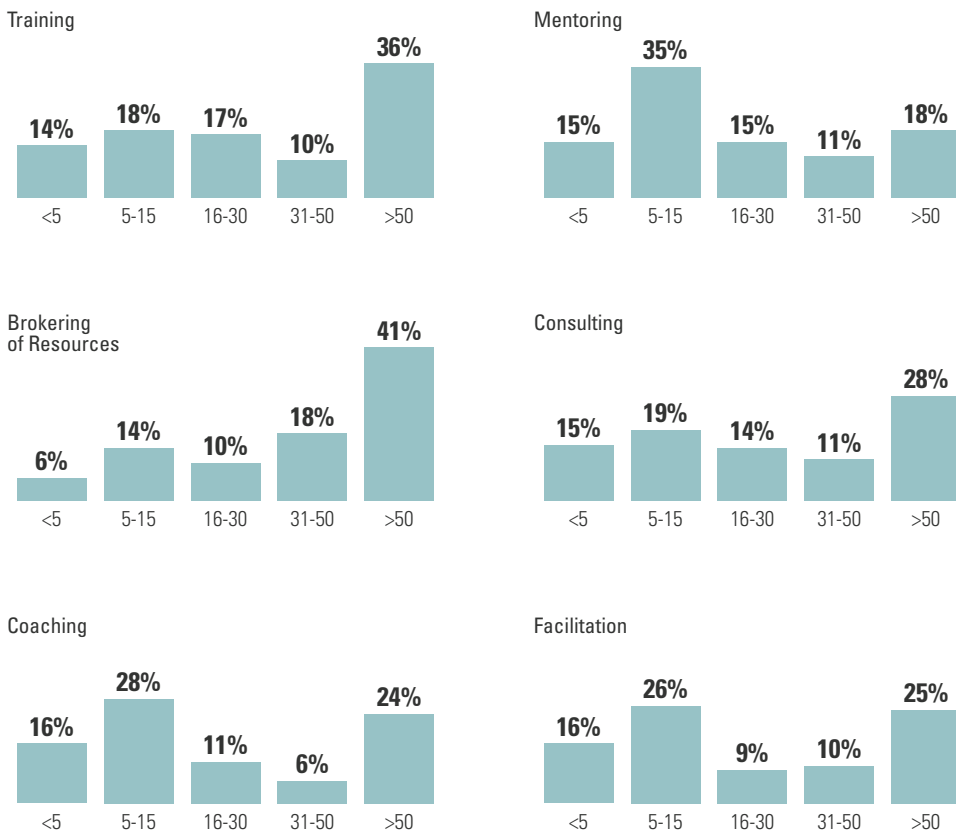
# RESPONDING TA PROVIDERS REPORTED TECHNICAL ASSISTANCE AVAILABLE BY STRATEGY

Nearly all responding TA Providers report offering Training (95%), while Brokering of Resources (45%) is the least commonly offered TA strategy by responding TA Providers.



Source: TA Landscape Survey, January–March 2015, N=110. Because TA Providers may offer more than one Strategy, percentages are calculated based on the percent of responding TA Providers who offer that Strategy (e.g. Of 110 responding TA Providers, 72% report offering Coaching services).

FIGURE 4: RESPONDING TA PROVIDERS SERVE LARGER NUMBERS OF ELO PROGRAMS WITH THE BROKERING OF RESOURCES AND TRAINING STRATEGIES

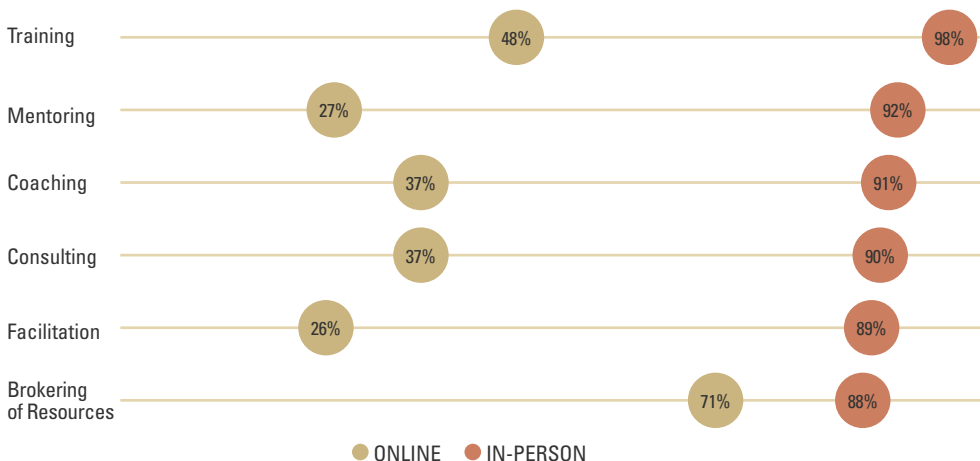


Source: TA Landscape Survey, January–March 2015, N=110. Responding TA Providers reported the number of ELO sites served by each Strategy they offered in 2013-14. The percentages reported above are for responding TA Providers who report offering the Strategy (e.g. Of the 105 responding TA Providers who offer Training, 36% report serving more than 50 sites, 10% report serving 31-50 sites and so on. A small percentage did not answer this question so total percentages will not equal 100%).

## RESPONDING TA PROVIDERS REPORTED FORMAT OF TECHNICAL ASSISTANCE AVAILABLE

On average, 91% of responding TA Providers offer their services in-person, while 41% offer their services online. A notable exception is Brokering of Resources, which respondents offer online (71%) more commonly than the average.

FIGURE 5: RESPONDING TA PROVIDERS ARE MOST LIKELY TO OFFER SERVICES IN-PERSON

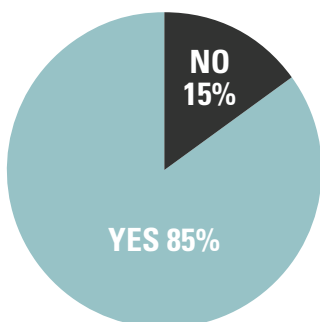


Source: TA Landscape Survey, January–March 2015, N=110. Because TA Providers may offer services both online and in-person, totals will sum to more than 100% (e.g. Of the 105 responding TA Providers that offer Training, 98% offer their services in-person, 48% offer their services online).

## RESPONDING TA PROVIDERS REPORTED CAPACITY TO EXPAND TECHNICAL ASSISTANCE

Of responding TA Providers who are willing to expand their services, 84% need more funding, 49% need more staff, and 46% need better access to ASES, ASSETS and 21st CCLC sites.

FIGURE 6: RESPONDING TA PROVIDERS IN CALIFORNIA WILLING TO EXPAND

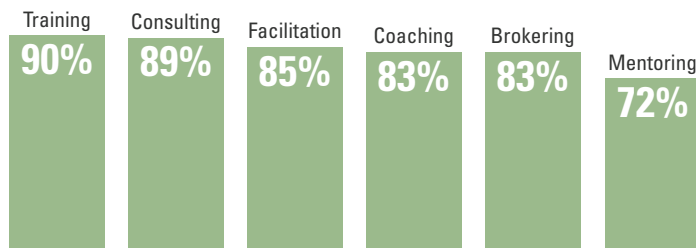


Source: TA Landscape Survey, January–March 2015, N=110.

Eighty-five percent of responding TA Providers are willing to expand their services beyond their current geographic reach and current number of sites served. Respondents also report that they are most likely to expand Training and Consulting services, and least likely to expand Mentoring services.

When asked what they need to expand, responding Providers that serve more than one region report needing better access to ASES, ASSETS, and 21st CCLC sites (40%) and more funds (46%). Among responding TA Providers that serve just one region, 11% need better access to ELO programs to expand and 51% need more funds.

FIGURE 7: REPORTED EXPANSION PLANS BY TA STRATEGY



Source: TA Landscape Survey, January–March 2015, N=110. Reported percentages are calculated based on the number of responding TA Providers who offer the Strategy and are willing to expand (e.g. Of 105 responding TA Providers that offer Training, 90% report they are willing to expand).

# TECHNICAL ASSISTANCE SERVICES BY QUALITY STANDARD

In 2014, the After School Division (ASD) adopted the *Quality Standards for Expanded Learning in California*.<sup>11</sup> The Quality Standards are a new set of programmatic, staff, and participant level tools to assist ELO programs in implementing quality assessment and improvement. They are grouped into Point-of-Service and Programmatic Quality themes, which include:

## POINT-OF-SERVICE QUALITY STANDARDS

---

1. SAFE AND SUPPORTIVE ENVIRONMENT
2. ACTIVE AND ENGAGED LEARNING
3. SKILL BUILDING
4. YOUTH VOICE AND LEADERSHIP
5. HEALTHY CHOICES AND BEHAVIORS
6. DIVERSITY, ACCESS, AND EQUITY

## PROGRAMMATIC QUALITY STANDARDS

---

7. QUALITY STAFF
8. CLEAR VISION, MISSION AND PURPOSE
9. COLLABORATIVE PARTNERSHIPS
10. CONTINUOUS QUALITY IMPROVEMENT
11. PROGRAM MANAGEMENT
12. SUSTAINABILITY

The *TA Landscape Survey* outlined 60 content areas<sup>12</sup> within 7 content categories: Academic Supports, College/Career Readiness, Enrichment & Hands-on Learning, Health & Wellness, Positive Youth Development, Program Design & Implementation, and Administrative/Management. All content areas were aligned to the 12 Quality Standards, using examples endorsed by the ASD in the *Standards in Action* publication.<sup>13</sup>

As the Quality Standards were recently adopted, the content area aligned to Quality Standards only provides an inaugural glimpse into the landscape of Quality Standards that responding TA Providers currently offer.<sup>14</sup>

<sup>11</sup> The Quality Standards for Expanded Learning in California are available at: [http://www.afterschoolnetwork.org/sites/main/files/file-attachments/quality\\_standards.pdf](http://www.afterschoolnetwork.org/sites/main/files/file-attachments/quality_standards.pdf); an excerpt from this document that defines each Quality Standard can be found in Appendix D.

<sup>12</sup> The list of 60 content areas was created by Public Profit, the Advisory Committee and ASD. This list is comprehensive, but not exhaustive.

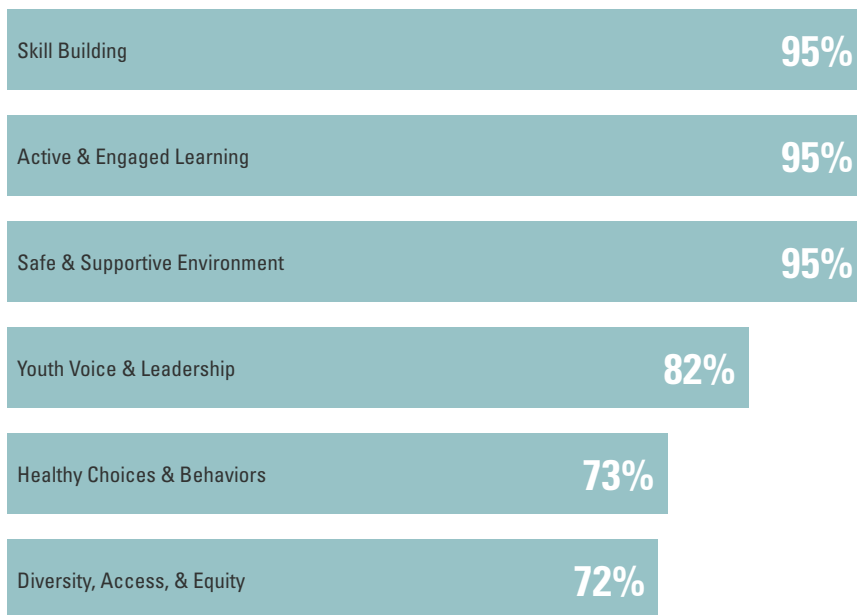
<sup>13</sup> See Appendix E to see how the content areas were aligned to the Quality Standards.

<sup>14</sup> Limitations of this section are outlined in detail in the Methodology section of this report.



**FIGURE 8: RESPONDING TA PROVIDERS OFFER MOST SERVICES ALIGNED TO POINT-OF-SERVICE QUALITY STANDARDS 3, 2, AND 1**

### POINT-OF-SERVICE QUALITY STANDARDS



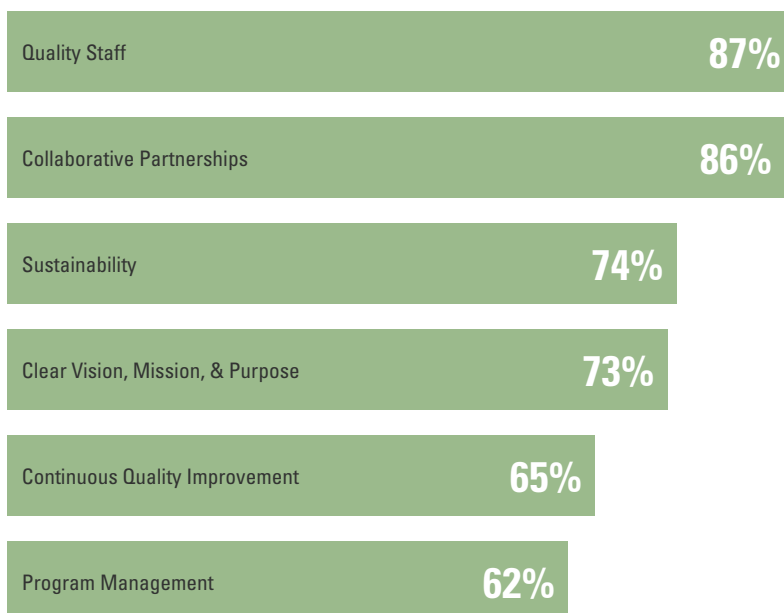
Responding TA Providers are least likely to offer services aligned to Quality Standard 6 – Diversity, Access, & Equity and Quality Standard 5 – Healthy Choices & Behaviors.

Within content areas aligned to Quality Standard 2 – Active & Engaged Learning, responding TA Providers are most likely to offer services connected to summer learning, school-day alignment, and STEM.

Of responding TA Providers who offer content areas aligned with Diversity, Access & Equity, 90% do so through Brokering of Resources, while 71% do so through Training.

**FIGURE 9: RESPONDING TA PROVIDERS OFFER MOST SERVICES ALIGNED TO PROGRAMMATIC QUALITY STANDARDS 7 AND 9**

### PROGRAMMATIC QUALITY STANDARDS



Responding TA Providers are least likely to offer services aligned to Quality Standard 11 – Program Management and Quality Standard 10 – Continuous Quality Improvement.

Of responding TA Providers who offer services aligned with Continuous Quality Improvement, 78% do so through Coaching.

Of responding TA Providers who offer content aligned with Program Management, 62% do so through Training, compared to 77% of TA Providers who offer content aligned with Program Management through Mentoring.

Source: TA Landscape Survey, January-March 2015, N=110. Percentages are calculated based on the proportion of responding TA Providers who offer content area aligned with that Quality Standard (e.g. Of 110 TA Providers, 62% report offering content area aligned with Quality Standard 11 – Program Management).

# REGION 1

## TECHNICAL ASSISTANCE LANDSCAPE

Region 1 includes Del Norte, Humboldt, Lake, Mendocino, and Sonoma Counties. 36% of responding TA Providers report serving Region 1 (n=40).



### RESPONDENT CHARACTERISTICS

- 15% of the responding TA Providers serving Region 1 provide their services for free to ELO programs, while 40% are fee-based only, and 45% offer both free and fee-based services.
- 83% of TA Providers report using referrals to connect to ELO programs, while 60% report reaching programs through the Regional Lead.
- 42% of TA Providers in Region 1 report serving more than 30 ELO programs in 2013-14 and 29% report serving more than 50.
- The ratio of ELO Programs to responding TA Providers in Region 1 is 3 to 1.

### REGION 1 TECHNICAL ASSISTANCE BY STRATEGY



#### TRAINING

- 95% of TA Providers report offering Training
- 79% of reported Training services are available online.



#### COACHING

- 70% of TA Providers report offering Coaching
- Of reported TA Providers offering Coaching, 32% report serving more than 100 ELO program staff in 2013-14.



#### CONSULTING

- 78% of TA Providers report offering Consulting
- 65% of reported Consulting services are available online.



#### MENTORING

- 43% of TA Providers report offering Mentoring
- 94% of TA Providers offering Mentoring report that they are willing to expand their services.



#### BROKERING OF RESOURCES

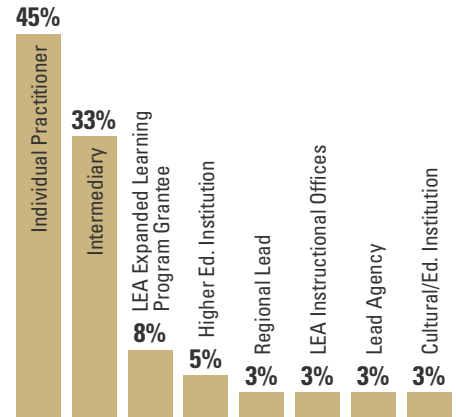
- 53% of TA Providers report offering Brokering of Resources
- Of reported TA Providers offering Brokering of Resources, 57% report serving more than 30 ELO program sites in 2013-14.



#### FACILITATION

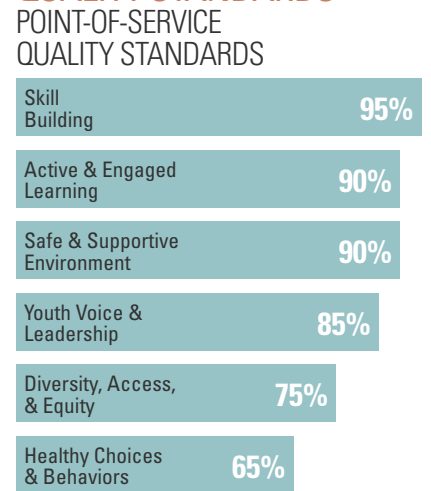
- 78% of TA Providers report offering Facilitation
- 48% of reported Facilitation services are available online.

### RESPONDING TA PROVIDERS BY ORGANIZATION TYPE



Source: TA Landscape Survey, January-March 2015, n=40.

### REPORTED TA SERVICES BY QUALITY STANDARDS



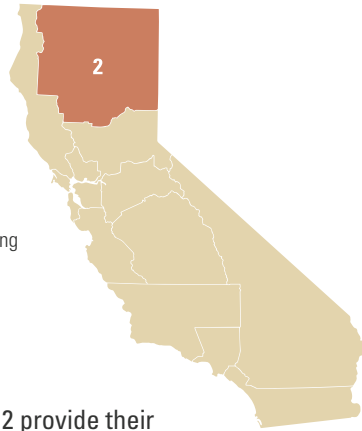
### PROGRAMMATIC QUALITY STANDARDS



Source: TA Landscape Survey, January-March 2015, n=40. Percentages are calculated based on the proportion of TA Providers who offer services aligned with that Quality Standard in that region (e.g. Of 40 responding TA Providers, 55% report offering content area aligned with Quality Standard 11 – Program Management).

# REGION 2 TECHNICAL ASSISTANCE LANDSCAPE

Region 2 includes Butte, Glen, Lassen, Modoc, Plumas, Shasta, Siskiyou, Tehama, and Trinity Counties. 35% of responding TA Providers report serving Region 2 (n=38).



## RESPONDENT CHARACTERISTICS

- 11% of the responding TA Providers serving Region 2 provide their services for free to ELO programs, while 39% are fee-based only, and 50% offer both free and fee-based services.
- 84% of TA Providers report using referrals to connect to ELO programs, while 66% report reaching programs through the Regional Lead.
- 40% of TA Providers in Region 2 report serving more than 30 ELO programs in 2013-14 and 27% report serving more than 50.
- The ratio of ELO Programs to responding TA Providers in Region 2 is 5 to 1.

## REGION 2 TECHNICAL ASSISTANCE BY STRATEGY



### TRAINING

- 97% of TA Providers report offering Training
- Of reported TA Providers offering Training, 67% report serving more than 100 ELO program staff in 2013-14.



### COACHING

- 68% of TA Providers report offering Coaching
- 80% of TA Providers offering Coaching report that they are willing to expand their services.



### CONSULTING

- 87% of TA Providers report offering Consulting
- 48% of reported Consulting services are available online.



### MENTORING

- 39% of TA Providers report offering Mentoring
- Of reported TA Providers offering Mentoring, 33% report serving more than 30 ELO program sites in 2013-14.



### BROKERING OF RESOURCES

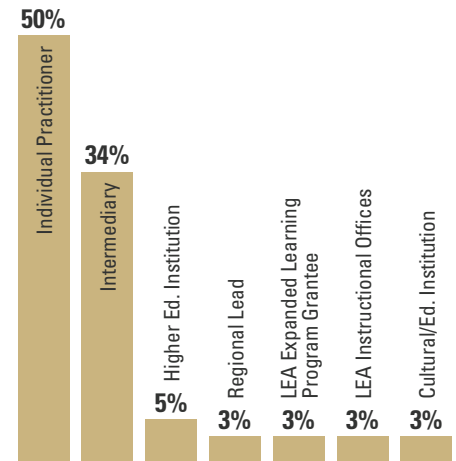
- 53% of TA Providers report offering Brokering of Resources
- 67% of reported Brokering of Resources services are available online.



### FACILITATION

- 76% of TA Providers report offering Facilitation
- 81% of TA Providers offering Facilitation report that they are willing to expand their services.

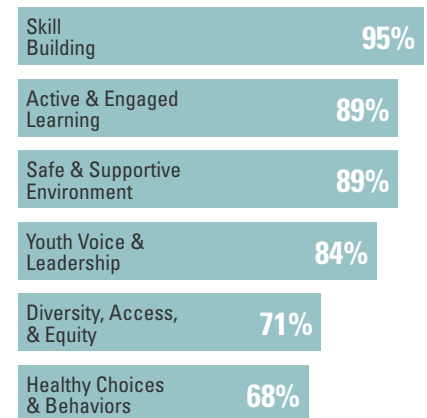
## RESPONDING TA PROVIDERS BY ORGANIZATION TYPE



Source: TA Landscape Survey, January-March 2015, n=38.

## REPORTED TA SERVICES BY QUALITY STANDARDS

### POINT-OF-SERVICE QUALITY STANDARDS



### PROGRAMMATIC QUALITY STANDARDS

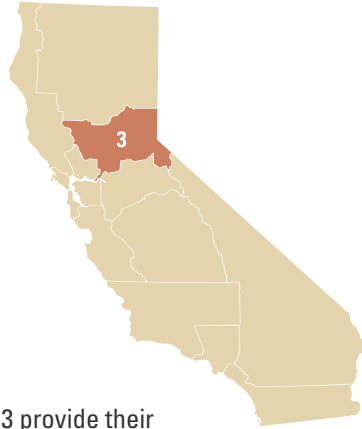


Source: TA Landscape Survey, January-March 2015, n=38. Percentages are calculated based on the proportion of TA Providers who offer services aligned with that Quality Standard in that region (e.g. Of 38 responding TA Providers, 53% report offering content area aligned with Quality Standard 11 – Program Management).

# REGION 3

## TECHNICAL ASSISTANCE LANDSCAPE

Region 3 includes Alpine, Colusa, El Dorado, Nevada, Placer, Sacramento, Sierra, Sutter, Yolo, and Yuba Counties. 36% of responding TA Providers report serving Region 3 (n=40).



### RESPONDENT CHARACTERISTICS

- 18% of the responding TA Providers serving Region 3 provide their services for free to ELO programs, while 45% are fee-based only, and 38% offer both free and fee-based services.
- 83% of TA Providers report using referrals to connect to ELO programs, while 55% report reaching programs through the Regional Lead, and 55% report using other methods, such as strategic communications, websites, and conferences.
- 35% of TA Providers in Region 3 report serving more than 30 ELO programs in 2013-14 and 23% report serving more than 50.
- The ratio of ELO Programs to responding TA Providers in Region 3 is 8 to 1.

### REGION 3 TECHNICAL ASSISTANCE BY STRATEGY



#### TRAINING

- 98% of TA Providers report offering Training
- 74% of reported Training services are available online.



#### COACHING

- 65% of TA Providers report offering Coaching
- Of reported TA Providers offering Coaching 31% report serving more than 100 ELO program staff in 2013-14.



#### CONSULTING

- 85% of TA Providers report offering Consulting
- Of reported TA Providers offering Consulting 38% report serving more than 30 ELO program sites in 2013-14.



#### MENTORING

- 40% of TA Providers report offering Mentoring
- 100% of TA Providers offering Mentoring report that they are willing to expand their services.



#### BROKERING OF RESOURCES

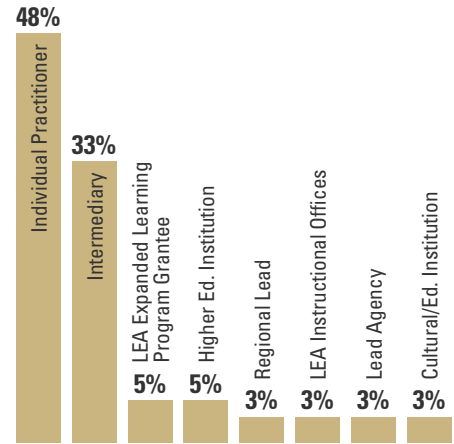
- 48% of TA Providers report offering Brokering of Resources
- 89% of TA Providers offering Brokering of Resources report that they are willing to expand their services.



#### FACILITATION

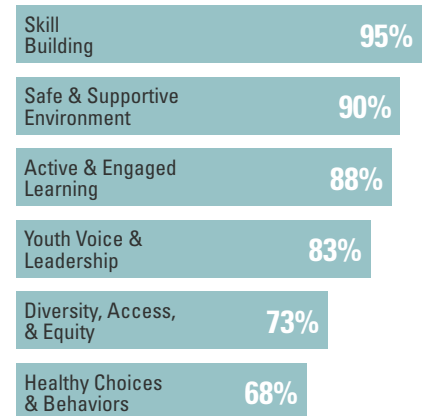
- 75% of TA Providers report offering Facilitation
- 43% of reported Facilitation services are available online.

### RESPONDING TA PROVIDERS BY ORGANIZATION TYPE



Source: TA Landscape Survey, January-March 2015, n=40.

### REPORTED TA SERVICES BY QUALITY STANDARDS POINT-OF-SERVICE QUALITY STANDARDS



### PROGRAMMATIC QUALITY STANDARDS



Source: TA Landscape Survey, January-March 2015, n=40. Percentages are calculated based on the proportion of TA Providers who offer services aligned with that Quality Standard in that region (e.g. Of 40 responding TA Providers, 50% report offering content area aligned with Quality Standard 11 – Program Management).

# REGION 4 TECHNICAL ASSISTANCE LANDSCAPE

Region 4 includes Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, and Solano Counties. 51% of responding TA Providers report serving Region 4 (n=56).



## RESPONDENT CHARACTERISTICS

- 13% of the responding TA Providers serving Region 4 provide their services for free to ELO programs, while 38% are fee-based only, and 50% offer both free and fee-based services.
- 80% of TA Providers report using referrals to connect to ELO programs, while 54% report using other methods such as strategic partnerships and social media.
- 40% of TA Providers in Region 4 report serving more than 30 ELO programs in 2013-14 and 24% report serving more than 50.
- The ratio of ELO Programs to responding TA Providers in Region 4 is 9 to 1.

## REGION 4 TECHNICAL ASSISTANCE BY STRATEGY



### TRAINING

- 96% of TA Providers report offering Training
- 98% of TA Providers offering Training report that they are willing to expand their services.



### COACHING

- 70% of TA Providers report offering Coaching
- Of reported TA Providers offering Coaching, 28% report serving more than 100 ELO program staff in 2013-14.



### CONSULTING

- 79% of TA Providers report offering Consulting
- 45% of reported Consulting services are available online.



### MENTORING

- 46% of TA Providers report offering Mentoring
- 87% of TA Providers offering Mentoring report that they are willing to expand their services.



### BROKERING OF RESOURCES

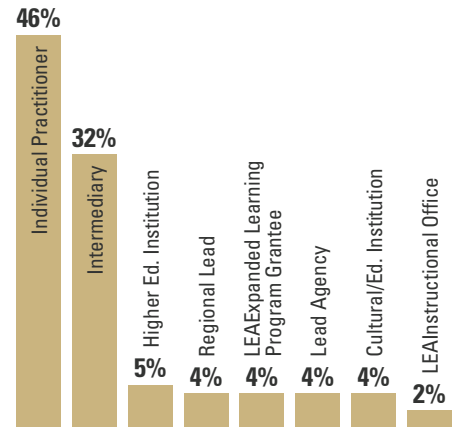
- 43% of TA Providers report offering Brokering of Resources
- Of reported TA Providers offering Brokering of Resources, 54% report serving more than 100 ELO program staff in 2013-14.



### FACILITATION

- 77% of TA Providers report offering Facilitation
- 33% of reported Facilitation services in are available online.

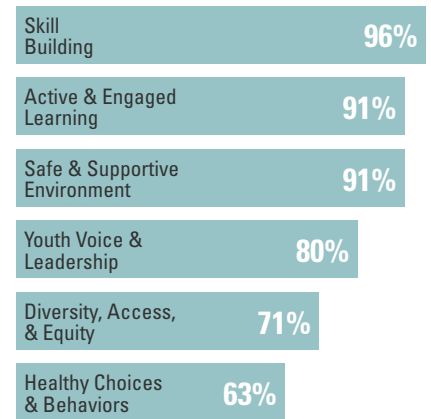
## RESPONDING TA PROVIDERS BY ORGANIZATION TYPE



Source: TA Landscape Survey, January-March 2015, n=56.

## REPORTED TA SERVICES BY QUALITY STANDARDS

### POINT-OF-SERVICE QUALITY STANDARDS



### PROGRAMMATIC QUALITY STANDARDS



Source: TA Landscape Survey, January-March 2015, n=56. Percentages are calculated based on the proportion of TA Providers who offer services aligned with that Quality Standard in that region (e.g. Of 56 responding TA Providers, 43% report offering content area aligned with Quality Standard 11 – Program Management).

# REGION 5

## TECHNICAL ASSISTANCE LANDSCAPE

Region 5 includes Monterey, San Benito, Santa Clara, and Santa Cruz Counties. 35% of responding TA Providers report serving Region 5 (n=39).



### RESPONDENT CHARACTERISTICS

- 10% of the responding TA Providers serving Region 5 provide their services for free to ELO programs, while 38% are fee-based only, and 51% offer both free and fee-based services.
- 85% of TA Providers report using referrals to connect to ELO programs, while 69% report reaching programs through the Regional Lead.
- 44% of TA Providers in Region 5 report serving more than 30 ELO programs in 2013-14 and 32% report serving more than 50.
- The ratio of ELO Programs to responding TA Providers in Region 5 is 7 to 1.

### REGION 5 TECHNICAL ASSISTANCE BY STRATEGY



#### TRAINING

- 97% of TA Providers report offering Training
- 60% of reported Training services are available online.



#### COACHING

- 69% of TA Providers report offering Coaching
- 81% of TA Providers offering Coaching report that they are willing to expand their services.



#### CONSULTING

- 82% of TA Providers report offering Consulting
- 59% of reported Consulting services are available online.



#### MENTORING

- 44% of TA Providers report offering Mentoring
- Of reported TA Providers offering Mentoring, 29% report serving more than 30 ELO program sites in 2013-14.



#### BROKERING OF RESOURCES

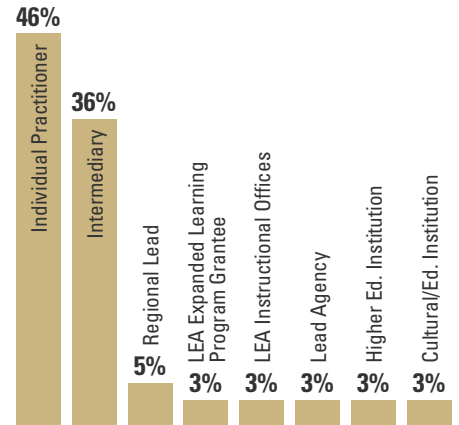
- 44% of TA Providers report offering Brokering of Resources
- 76% of reported Brokering of Resources services are available online.



#### FACILITATION

- 74% of TA Providers report offering Facilitation
- 86% of TA Providers offering Facilitation report that they are willing to expand their services.

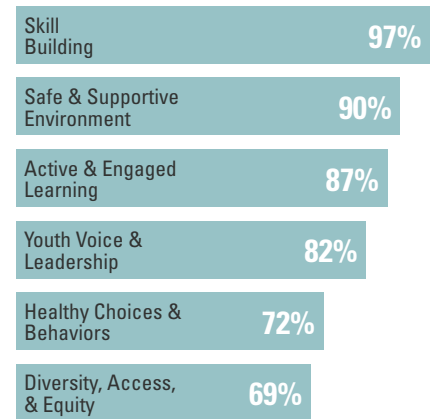
### RESPONDING TA PROVIDERS BY ORGANIZATION TYPE



Source: TA Landscape Survey, January-March 2015, n=39.

### REPORTED TA SERVICES BY QUALITY STANDARDS

#### POINT-OF-SERVICE QUALITY STANDARDS



#### PROGRAMMATIC QUALITY STANDARDS



Source: TA Landscape Survey, January-March 2015, n=39. Percentages are calculated based on the proportion of TA Providers who offer services aligned with that Quality Standard in that region (e.g. Of 39 responding TA Providers, 54% report offering content area aligned with Quality Standard 11 – Program Management).

# REGION 6

## TECHNICAL ASSISTANCE LANDSCAPE

Region 6 includes Amador, Calaveras, San Joaquin, Stanislaus, and Tuolumne Counties. 34% of responding TA Providers report serving Region 6 (n=37).



### RESPONDENT CHARACTERISTICS

- 16% of the responding TA Providers serving Region 6 provide their services for free to ELO programs, while 38% are fee-based only, and 46% offer both free and fee-based services.
- 81% of TA Providers report using referrals to connect to ELO programs, while 70% report reaching programs through the Regional Lead.
- 40% of TA Providers in Region 6 report serving more than 30 ELO programs in 2013-14 and 27% report serving more than 50.
- The ratio of ELO Programs to responding TA Providers in Region 6 is 6 to 1.

### REGION 6 TECHNICAL ASSISTANCE BY STRATEGY



#### TRAINING

- 97% of TA Providers report offering Training
- 64% of reported Training services are available online.



#### COACHING

- 68% of TA Providers report offering Coaching
- Of reported TA Providers offering Coaching, 20% report serving more than 100 ELO program staff in 2013-14.



#### CONSULTING

- 78% of TA Providers report offering Consulting
- 83% of TA Providers offering Consulting report that they are willing to expand their services.



#### MENTORING

- 41% of TA Providers report offering Mentoring
- 40% of reported Mentoring services are available online.



#### BROKERING OF RESOURCES

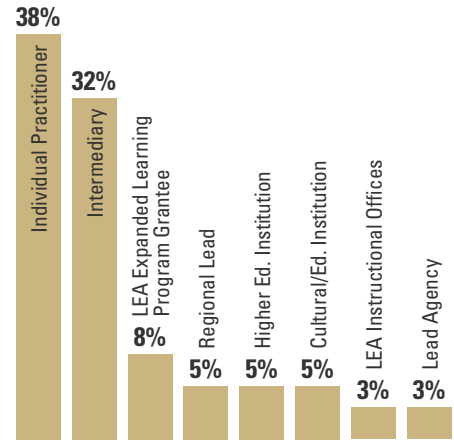
- 49% of TA Providers report offering Brokering of Resources
- Of reported TA Providers offering Brokering of Resources, 56% report serving more than 30 ELO program sites.



#### FACILITATION

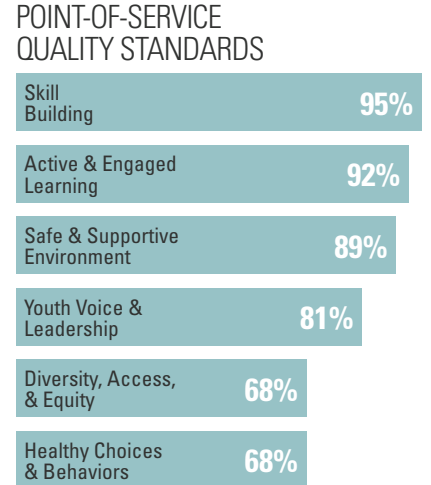
- 73% of TA Providers report offering Facilitation
- 41% of reported Facilitation services are available online.

### RESPONDING TA PROVIDERS BY ORGANIZATION TYPE



Source: TA Landscape Survey, January-March 2015, n=37.

### REPORTED TA SERVICES BY QUALITY STANDARDS



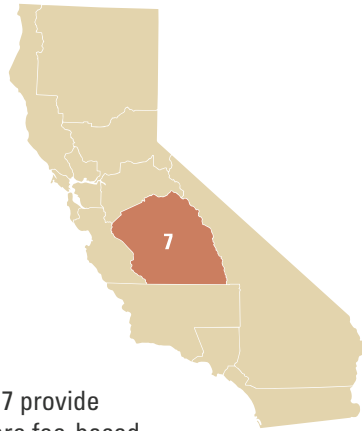
### PROGRAMMATIC QUALITY STANDARDS



Source: TA Landscape Survey, January-March 2015, n=37. Percentages are calculated based on the proportion of TA Providers who offer services aligned with that Quality Standard in that region (e.g. Of 37 responding TA Providers, 51% report offering content area aligned with Quality Standard 11 – Program Management).

# REGION 7 TECHNICAL ASSISTANCE LANDSCAPE

Region 7 includes Fresno, Kings, Madera, Mariposa, Merced, and Tulare Counties. 37% of TA Providers report serving Region 7 (n=41).



## RESPONDENT CHARACTERISTICS

- 17% of the responding TA Providers serving Region 7 provide their services for free to ELO programs, while 39% are fee-based only, and 44% offer both free and fee-based services.
- 80% of TA Providers report using referrals to connect to ELO programs, while 71% report reaching programs through the Regional Lead.
- 56% of TA Providers in Region 7 report serving more than 30 ELO programs in 2013-14 and 36% report serving more than 50.
- The ratio of ELO Programs to responding TA Providers in Region 7 is 11 to 1.

## REGION 7 TECHNICAL ASSISTANCE BY STRATEGY



### TRAINING

- 95% of TA Providers report offering Training
- Of reported TA Providers offering Training, 77% report serving more than 100 ELO program staff in 2013-14.



### COACHING

- 71% of TA Providers report offering Coaching
- 41% of reported Coaching services are available online.



### CONSULTING

- 85% of TA Providers report offering Consulting
- Of reported TA Providers offering Consulting, 51% report serving more than 30 program sites in 2013-14.



### MENTORING

- 44% of TA Providers report offering Mentoring
- 89% of TA Providers offering Mentoring report that they are willing to expand their services.



### BROKERING OF RESOURCES

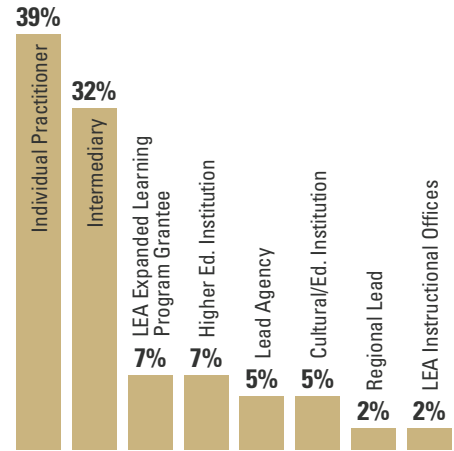
- 41% of TA Providers report offering Brokering of Resources
- Of reporting TA Providers offering Brokering of Resources, 71% report serving more than 30 program sites in 2013-14.



### FACILITATION

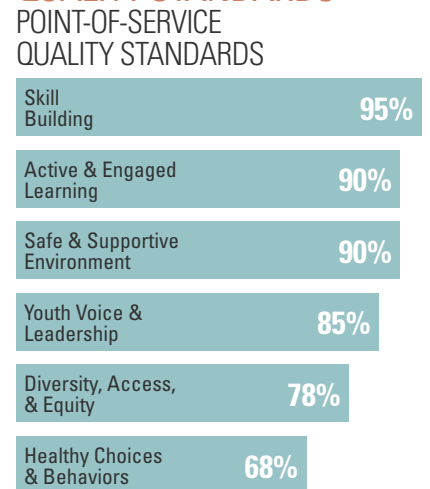
- 73% of TA Providers report offering Facilitation
- 43% of reported Facilitation services are available online.

## RESPONDING TA PROVIDERS BY ORGANIZATION TYPE



Source: TA Landscape Survey, January-March 2015, n=41.

## REPORTED TA SERVICES BY QUALITY STANDARDS



## PROGRAMMATIC QUALITY STANDARDS



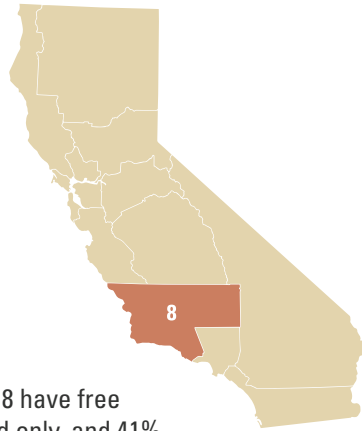
Source: TA Landscape Survey, January-March 2015, n=41. Percentages are calculated based on the proportion of TA Providers who offer services aligned with that Quality Standard in that region (e.g. Of 41 responding TA Providers, 51% report offering content area aligned with Quality Standard 11 – Program Management).



# REGION 8

## TECHNICAL ASSISTANCE LANDSCAPE

Region 8 includes Kern, San Luis Obispo, Santa Barbara, and Ventura Counties. 31% of responding TA Providers report serving Region 8 (n=34).



### RESPONDENT CHARACTERISTICS

- 12% of the responding TA Providers serving Region 8 have free services for ELO programs, while 47% are fee-based only, and 41% offer both free and fee-based services.
- 85% of TA Providers report using referrals to connect to ELO programs, while 68% report reaching programs through the Regional Lead.
- 43% of TA Providers in Region 8 report serving more than 30 ELO programs in 2013-14 and 30% report serving more than 50.
- The ratio of ELO Programs to responding TA Providers in Region 8 is 8 to 1.

### REGION 8 TECHNICAL ASSISTANCE BY STRATEGY



#### TRAINING

- 97% of TA Providers report offering Training
- 76% of reported Training services are available online.



#### COACHING

- 68% of TA Providers report offering Coaching
- Of reported TA Providers offering Coaching, 22% report serving more than 100 ELO program staff in 2013-14.



#### CONSULTING

- 79% of TA Providers report offering Consulting
- Of reported TA Providers offering Consulting, 48% report serving more than 30 program sites in 2013-14.



#### MENTORING

- 38% of TA Providers report offering Mentoring
- 92% of TA Providers offering Mentoring report that they are willing to expand their services.



#### BROKERING OF RESOURCES

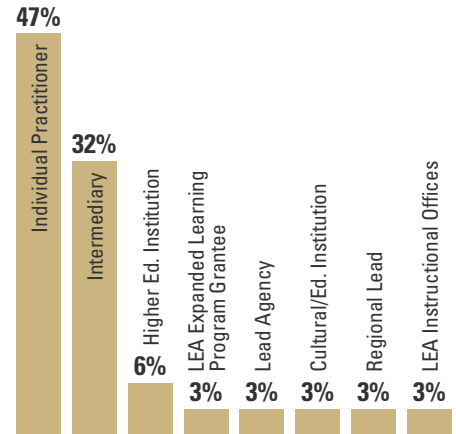
- 47% of TA Providers report offering Brokering of Resources
- 63% of reported Brokering of Resources services are available online.



#### FACILITATION

- 71% of TA Providers report offering Facilitation
- 50% of reported Facilitation services are available online.

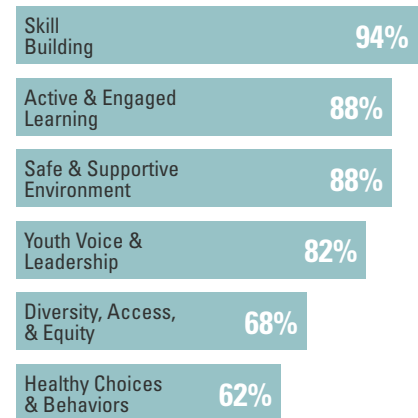
### RESPONDING TA PROVIDERS BY ORGANIZATION TYPE



Source: TA Landscape Survey, January-March 2015, n=34

### REPORTED TA SERVICES BY QUALITY STANDARDS

#### POINT-OF-SERVICE QUALITY STANDARDS



#### PROGRAMMATIC QUALITY STANDARDS



Source: TA Landscape Survey, January-March 2015, n=34. Percentages are calculated based on the proportion of TA Providers who offer services aligned with that Quality Standard in that region (e.g. Of 34 responding TA Providers, 38% report offering content area aligned with Quality Standard 11 – Program Management).

# REGION 9 TECHNICAL ASSISTANCE LANDSCAPE

Region 9 includes Imperial, Orange, and San Diego Counties. 44% of TA Providers report serving Region 9 (n=48).



## RESPONDENT CHARACTERISTICS

- 15% of the responding TA Providers serving Region 9 provide their services for free to ELO programs, while 44% are fee-based only, and 42% offer both free and fee-based services.
- 88% of TA Providers report using referrals to connect to ELO programs, while 67% report reaching programs through the Regional Lead.
- 37% of TA Providers in Region 9 report serving more than 30 ELO programs in 2013-14 and 33% report serving more than 50.
- The ratio of ELO Programs to responding TA Providers in Region 9 is 14 to 1.

## REGION 9 TECHNICAL ASSISTANCE BY STRATEGY



### TRAINING

- 96% of TA Providers report offering Training
- Of reported TA Providers offering Training, 70% report serving more than 100 ELO program staff in 2013-14.



### COACHING

- 67% of TA Providers report offering Coaching
- 84% of TA Providers offering Coaching report that they are willing to expand their services.



### CONSULTING

- 79% of TA Providers report offering Consulting
- 45% of reported Consulting services are available online.



### MENTORING

- 44% of TA Providers report offering Mentoring
- 48% of reported Mentoring services are available online.



### BROKERING OF RESOURCES

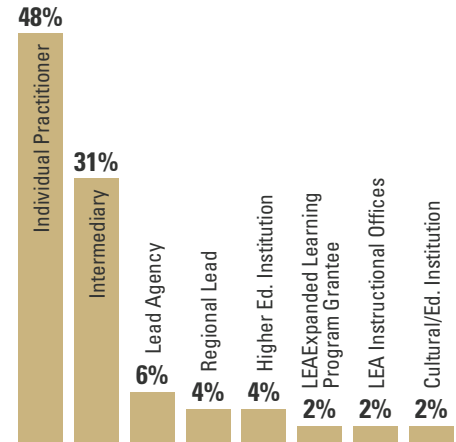
- 42% of TA Providers report offering Brokering of Resources
- 90% of TA Providers offering Brokering of Resources report that they are willing to expand their services.



### FACILITATION

- 71% of TA Providers report offering Facilitation
- Of reported TA Providers offering Facilitation, 38% report serving more than 30 program sites in 2013-14.

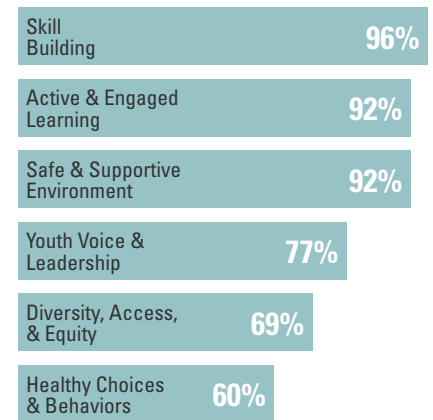
## RESPONDING TA PROVIDERS BY ORGANIZATION TYPE



Source: TA Landscape Survey, January-March 2015, n=48.

## REPORTED TA SERVICES BY QUALITY STANDARDS

### POINT-OF-SERVICE QUALITY STANDARDS



### PROGRAMMATIC QUALITY STANDARDS

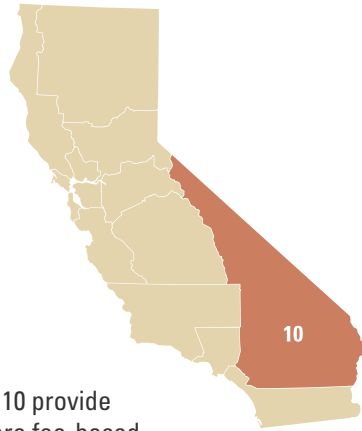


Source: TA Landscape Survey, January-March 2015, n=48. Percentages are calculated based on the proportion of TA Providers who offer services aligned with that Quality Standard in that region (e.g. Of 48 responding TA Providers, 48% report offering content area aligned with Quality Standard 11 – Program Management).

# REGION 10

## TECHNICAL ASSISTANCE LANDSCAPE

Region 10 includes Inyo, Mono, Riverside, and San Bernardino Counties. 33% of responding TA Providers report serving Region 10 (n=36).



### RESPONDENT CHARACTERISTICS

- 11% of the responding TA Providers serving Region 10 provide their services for free to ELO programs, while 42% are fee-based only, and 47% offer both free and fee-based services.
- 86% of TA Providers report using referrals to connect to ELO programs, while 67% report reaching programs through the Regional Lead.
- 48% of TA Providers in Region 10 report serving more than 30 ELO programs in 2013-14 and 34% report serving more than 50.
- The ratio of ELO Programs to responding TA Providers in Region 10 is 15 to 1.

### REGION 10 TECHNICAL ASSISTANCE BY STRATEGY



#### TRAINING

- 97% of TA Providers report offering Training
- Of reported TA Providers offering Training, 54% report serving more than 30 sites in 2013-14.



#### COACHING

- 72% of TA Providers report offering Coaching
- 46% of reported Coaching services are available online.



#### CONSULTING

- 83% of TA Providers report offering Consulting
- Of reported of TA Providers offering Consulting, 47% report serving more than 30 sites in 2013-14.



#### MENTORING

- 42% of TA Providers report offering Mentoring
- 87% of TA Providers offering Mentoring report that they are willing to expand their services.



#### BROKERING OF RESOURCES

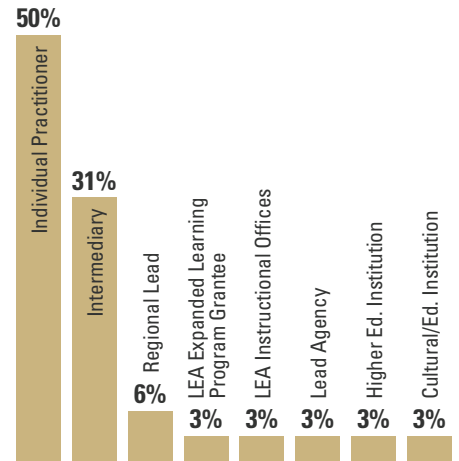
- 47% of TA Providers report offering Brokering of Resources
- 71% of reported Brokering of Resources Services are available online.



#### FACILITATION

- 78% of TA Providers report offering Facilitation
- 89% of TA Providers offering Facilitation report that they are willing to expand their services.

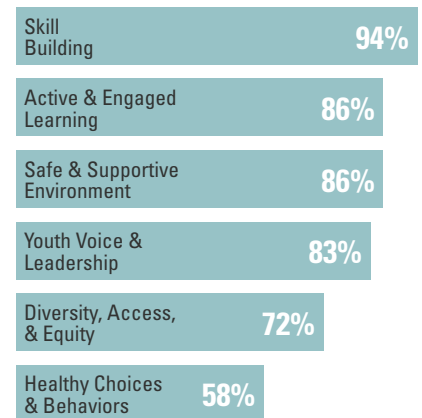
### RESPONDING TA PROVIDERS BY ORGANIZATION TYPE



Source: TA Landscape Survey, January-March 2015, n=36.

### REPORTED TA SERVICES BY QUALITY STANDARDS

#### POINT-OF-SERVICE QUALITY STANDARDS



#### PROGRAMMATIC QUALITY STANDARDS



Source: TA Landscape Survey, January-March 2015, n=36. Percentages are calculated based on the proportion of TA Providers who offer services aligned with that Quality Standard in that region (e.g. Of 36 responding TA Providers, 47% report offering content area aligned with Quality Standard 11 – Program Management).

# REGION 11

## TECHNICAL ASSISTANCE LANDSCAPE

Region 11 includes Los Angeles County. 42% of responding TA Providers report serving Region 11 (n=46).



### RESPONDENT CHARACTERISTICS

- 15% of the responding TA Providers serving Region 11 provide their services for free to ELO programs, while 39% are fee-based only, and 46% offer both free and fee-based services.
- 85% of TA Providers report using referrals to connect to ELO programs, while 67% report reaching programs through the Regional Lead.
- 44% of TA Providers in Region 11 report serving more than 30 ELO programs in 2013-14 and 32% report serving more than 50.
- The ratio of ELO Programs to responding TA Providers in Region 11 is 27 to 1.

### REGION 11 TECHNICAL ASSISTANCE BY STRATEGY



#### TRAINING

- 98% of TA Providers report offering Training
- Of reported TA Providers offering Training, 49% report serving more than 30 sites in 2013-14.



#### COACHING

- 65% of TA Providers report offering Coaching
- Of reported TA Providers offering Coaching, 27% report serving more than 100 ELO program staff in 2013-14.



#### CONSULTING

- 80% of TA Providers report offering Consulting
- 49% of reported Consulting services are available online.



#### MENTORING

- 39% of TA Providers report offering Mentoring
- 72% of TA Providers offering Mentoring report that they are willing to expand their services.



#### BROKERING OF RESOURCES

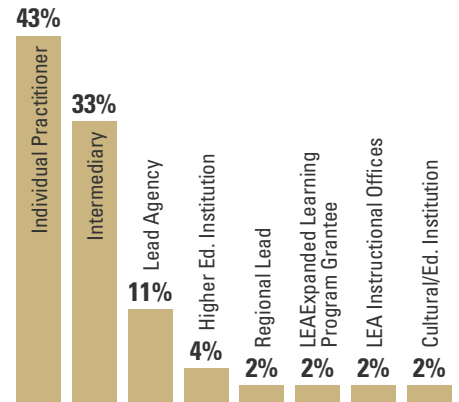
- 46% of TA Providers report offering Brokering of Resources
- 67% of reported Brokering of Resources Services are available online.



#### FACILITATION

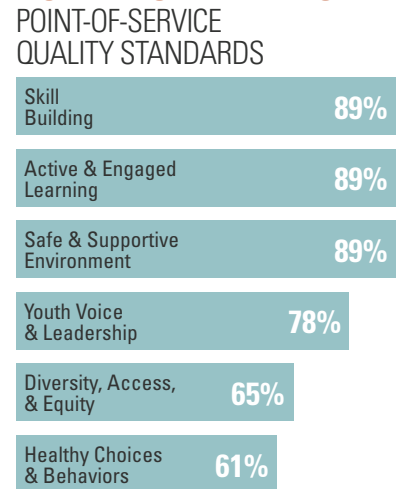
- 70% of TA Providers report offering Facilitation
- 44% of reported Facilitation services are available online.

### RESPONDING TA PROVIDERS BY ORGANIZATION TYPE



Source: TA Landscape Survey, January-March 2015, n=46.

### REPORTED TA SERVICES BY QUALITY STANDARDS



### PROGRAMMATIC QUALITY STANDARDS



Source: TA Landscape Survey, January-March 2015, n=46. Percentages are calculated based on the proportion of TA Providers who offer services aligned with that Quality Standard in that region (e.g. Of 46 responding TA Providers, 46% report offering content area aligned with Quality Standard 11 – Program Management).

# GLOSSARY OF TERMS

## ACRONYMS

**21st CCLC:** 21st Century Community Learning Centers

**ASD:** The After School Division is part of the Student Support & Special Services Branch of the California Department of Education.

**ASSETS:** After School Safety and Enrichment for Teens

**ASES:** After School Education & Safety

**ELO:** Expanded Learning Opportunities refers to before and after school, summer, and intersession learning experiences that develop the academic, social, emotional, and physical needs and interests of students. Expanded Learning Opportunities are hands-on, engaging, student-centered, results-driven, involve community partners, and complement learning activities in the regular school day/year.

**TA:** Technical Assistance (TA) includes training and support related to accessing local, regional, and statewide resources and directly supporting grantees at the site level and through regional events in an effort to provide safe and educationally enriching environments for children and youth in Expanded Learning Opportunity programs throughout California.

## ORGANIZATION TYPES

**Regional Lead:** Technical Assistance provided by a Regional Lead County Office of Education (COE) and a California Department of Education (CDE) staff member who work together to implement training opportunities and activities uniquely designed to fit the needs of local ELO grantees. Regional Leads work with local grantees to plan specific assistance and workshops, to increase communication and networking among program sites and to increase site level support for program coordinators, staff, and community partners.

**Local Education Agency - Expanded Learning Program Grantee:** Team or individual working for a Local Education Agency (LEA) that holds an ASES, ASSETS, or 21st CCLC grant. LEAs can include county offices of education, school districts, and public universities and mostly offers its TA services to staff and program personnel within their organization.

**Local Education Agency - Instructional Offices:** Team or individual working for a LEA that provides instructional supports to teachers, paraprofessionals, and other staff who work with youth. This organization type mostly offers its TA services to staff and program personnel within their organization.

**Local Education Agency - Other Department:** Departments that provide TA for expanded learning (e.g. behavioral health, crisis/emergency response, translation services, etc.).

**Lead Agency:** Organization that is responsible for the design and management of ASES, ASSETS, and 21st CCLC expanded learning programs. Lead agencies usually work under subcontract with LEAs to manage ELOs and mostly offers its TA services to staff and program personnel within their organization.

**Parks and Recreation Department:** Public entity that provides recreational services to youth.

**City Government:** City government departments that provide TA supports for ELO practitioners and staff.

**Intermediary:** Organizations whose function is to support ELOs. This definition includes divisions of larger organizations; it does not include individual practitioners.

**Individual Practitioner:** Individuals who provide Technical Assistance services to expanded learning programs, including those who have full-time work elsewhere and serve as consultants.

**Higher Education Institution:** Public and private colleges and universities that have a department, project, or team that supports expanded learning programs.

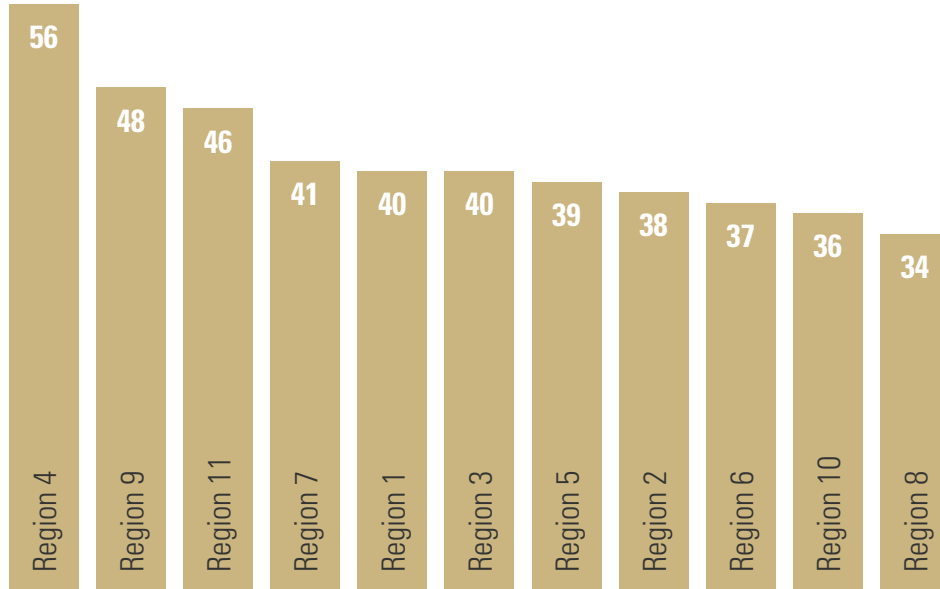
**Cultural/Educational Institution:** Museums, zoos, and nature centers that have a department, project, or team that supports expanded learning programs.

# APPENDIX A: COUNTIES BY REGION

REGION	COUNTIES SERVED
1	Del Norte, Humboldt, Lake, Mendocino, & Sonoma
2	Butte, Glen, Lassen, Modoc, Plumas, Shasta, Siskiyou, Tehama, & Trinity
3	Alpine, Colusa, El Dorado, Nevada, Placer, Sacramento, Sierra, Sutter, Yolo, & Yuba
4	Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, & Solano
5	Monterey, San Benito, Santa Clara, & Santa Cruz
6	Amador, Calaveras, San Joaquin, Stanislaus, & Tuolumne
7	Fresno, Kings, Madera, Mariposa, Merced, & Tulare
8	Kern, San Luis Obispo, Santa Barbara, & Ventura
9	Imperial, Orange, & San Diego
10	Inyo, Mono, Riverside, & San Bernardino
11	Los Angeles

# APPENDIX B: COUNT OF RESPONDING TA PROVIDERS AND ELO PROGRAMS BY REGION

## COUNT OF RESPONDING TA PROVIDERS



Source: TA Landscape Survey, January–March 2015, N=110. TA Providers may serve more than one region and can be included in the count for multiple regions.

## COUNT OF ELO PROGRAMS BY REGION

REGION	COUNT OF ELO PROGRAMS
Region 11	1,239
Region 9	663
Region 10	539
Region 4	531
Region 7	444
Region 3	311
Region 8	264
Region 5	261
Region 6	235
Region 2	172
Region 1	118
<b>TOTAL</b>	<b>4,777</b>

Source: California Department of Education's After School Site Locations, March 2015.

# APPENDIX C: REPORTED ASES/ASSETS/21ST CCLC ELO SITES AND STAFF SERVED\*

Strategy	Total TA Providers offering this Strategy	Count of Number Sites Served						% of Number Sites Served					
		<5	5-15	16-30	31-50	>50	N/A	<5	5-15	16-30	31-50	>50	N/A
Training	105	15	19	18	10	38	5	14%	18%	17%	10%	36%	5%
Mentoring	62	9	22	9	7	11	4	15%	35%	15%	11%	18%	6%
Coaching	79	13	22	9	5	19	11	16%	28%	11%	6%	24%	14%
Brokering	49	3	7	5	9	20	5	6%	14%	10%	18%	41%	10%
Consulting	81	12	15	11	9	23	11	15%	19%	14%	11%	28%	14%
Facilitation	81	13	21	7	8	20	12	16%	26%	9%	10%	25%	15%

Strategy	Total TA Providers offering this Strategy	Count of Number Staff Served									% of Number of Staff Served								
		0-25	26-50	51-100	101-150	151-200	201-300	301-500	>500	N/A	0-25	26-50	51-100	101-150	151-200	201-300	301-500	>500	N/A
Training	105	9	8	18	6	8	9	12	30	5	9%	8%	17%	6%	8%	9%	11%	29%	5%
Mentoring	62	17	12	11	3	2	1	4	9	3	27%	19%	18%	5%	3%	2%	6%	15%	5%
Coaching	79	16	16	10	6	3	0	3	17	8	20%	20%	13%	8%	4%	0%	4%	22%	10%
Brokering	49	4	8	6	0	2	3	3	18	5	8%	16%	12%	0%	4%	6%	6%	37%	10%
Consulting	81	13	11	13	5	6	5	2	14	12	16%	14%	16%	6%	7%	6%	2%	17%	15%
Facilitation	81	10	16	13	3	1	4	7	15	12	12%	20%	16%	4%	1%	5%	9%	19%	15%

Source: TA Landscape Survey, January–March 2015, N=110.

\* Depth and breadth of service for sites and staff is unspecified.



# APPENDIX D: QUALITY STANDARDS FOR EXPANDED LEARNING IN CALIFORNIA

## Quality Standards for Expanded Learning Programs

The standards should be considered in the context of the five [Learning in After School and Summer Principles](#)<sup>3</sup> which clearly communicate how expanded learning programs contribute to children's learning.

### Point-of-Service Quality Standards

#### 1 Safe and supportive environment

The program provides a safe and nurturing environment that supports the developmental, social-emotional and physical needs of all students.

#### 2 Active and engaged learning

Program design and activities reflect active, meaningful and engaging learning methods that promote collaboration and expand student horizons.

#### 3 Skill building

The program maintains high expectations for all students, intentionally links program goals and curricula with 21st-century skills and provides activities to help students achieve mastery.

#### 4 Youth voice and leadership

The program provides and supports intentional opportunities for students to play a meaningful role in program design and implementation, and provides ongoing access to authentic leadership roles.

#### 5 Healthy choices and behaviors

The program promotes student well-being through opportunities to learn about and practice balanced nutrition, physical activity and other healthy choices in an environment that supports a healthy life style.

#### 6 Diversity, access and equity

The program creates an environment in which students experience values that embrace diversity and equity regardless of race, color, religion, sex, age, income level, national origin, physical ability, sexual orientation and/or gender identity and expression.

### Programmatic Quality Standards

#### 7 Quality staff

The program recruits and retains high quality staff and volunteers who are focused on creating a positive learning environment, and provides ongoing professional development based on assessed staff needs.

#### 8 Clear vision, mission and purpose

The program has a clearly defined vision, mission, goals, and measurable outcomes that reflect broad stakeholder input and drive program design, implementation and improvement.

#### 9 Collaborative partnerships

The program intentionally builds and supports collaborative relationships among internal and external stakeholders, including families, schools and community, to achieve program goals.

#### 10 Continuous quality improvement

The program uses data from multiple sources to assess its strengths and weaknesses in order to continuously improve program design, outcomes and impact.

#### 11 Program management

The program has sound fiscal and administrative practices supported by well-defined and documented policies and procedures that meet grant requirements.

#### 12 Sustainability

The program builds enduring partnerships with the community and secures commitments for in-kind and monetary contributions.

Source: Appendix D is an excerpt taken directly from 'The Quality Standards for Expanded Learning in California' available at: [www.afterschoolnetwork.org/sites/main/files/file-attachments/quality\\_standards.pdf](http://www.afterschoolnetwork.org/sites/main/files/file-attachments/quality_standards.pdf)

# APPENDIX E: SERVICE CONTENT ALIGNED TO QUALITY STANDARDS

## POINT-OF-SERVICE QUALITY STANDARDS

### 1. SAFE AND SUPPORTIVE ENVIRONMENT

- Classroom management
- Emergency preparedness
- Restorative justice/practices
- School culture/climate
- Safety
- Behavior guidance
- Bullying
- Character development
- Learning in Afterschool and Summer Principles
- Social emotional learning/skills

### 2. ACTIVE AND ENGAGED LEARNING

- Academic intervention supports
- Alignment with Common Core
- Alignment with the school day/ school relationships
- CAHSEE support
- Credit recovery
- Design thinking
- Disguised learning
- Homework Assistance
- Learning in Afterschool and Summer Principles
- Linked-learning
- Next Generation Science Standards
- Project-based learning
- Service learning
- Specific curricular training
- STEM
- Summer learning

### 3. SKILL BUILDING

- Youth workforce
- Skill building
- Technology
- Visual/performing arts
- Mindfulness
- Multiple intelligences
- Learning in Afterschool and Summer Principles
- Gardening
- Nutrition/cooking
- Physical Activity
- Social emotional learning/skills

### 4. YOUTH VOICE AND LEADERSHIP

- Encouraging youth voice
- Youth leadership

### 5. HEALTHY CHOICES AND BEHAVIORS

- Mental health
- Gardening
- Nutrition/cooking
- Physical activity

### 6. DIVERSITY, ACCESS, AND EQUITY

- Engaging different populations (youth with special needs, middle school, older youth)

## PROGRAMMATIC QUALITY STANDARDS

### 7. QUALITY STAFF

- Supporting English Learners
- Transitions (elementary to middle, middle to high)
- Cultural awareness/sensitivity
- Developmental stages
- Staff benefits
- Staff recruitment & retention
- Supervision

### 8. CLEAR VISION, MISSION, AND PURPOSE

- Program development/planning
- Research frameworks

### 9. COLLABORATIVE PARTNERSHIPS

- Extended learning in the community
- Effective uses for area business partnership
- Engagement (family/parent)
- Sustaining community partnerships
- Volunteer recruitment & retention

### 10. CONTINUOUS QUALITY IMPROVEMENT

- Evaluation & assessment

### 11. PROGRAM MANAGEMENT

- Compliance
- Financial management
- Federal program monitoring
- Grant management

### 12. SUSTAINABILITY

- Student recruitment & retention
- Sustainability
- Technology (hardware & software)

# APPENDIX F: TECHNICAL ASSISTANCE LANDSCAPE SURVEY ITEMS

## ORGANIZATIONAL LEVEL

Survey Item	Response Options
Does your organization serve programs that receive ASES, ASSETS, and/or 21st CCLC funding?	Yes/No
Your organization's: - Name - Main Office Address - Website	Open-ended
Your: - Name - Title - Email - Phone Number	Open-ended
Who Should be Contacted for follow-up questions?	Myself/Someone else If "Someone else": - Name - Title - Email - Phone Number
Please indicate your organization type.	Regional Lead / Local Education Agency – Expanded learning Grantee / Local Education Agency – Instructional Offices / Local Education Agency – Other Department / Lead Agency / Parks and Recreation Department / City Government / Intermediary / Individual Practitioner / Higher Education Institution / Cultural/Educational Institution
How many staff provide TA services in your organization? - Full-time Staff - Part-time Staff - Contract Staff	None / 1 to 5 / 6 to 10 / 11 to 25 / 26 to 50 / 51 to 100 / More than 100
How do Expanded Learning Opportunity Programs access your services?	Select all that apply: School District meetings / School District Mailings / Cold call / Referrals / Regional Lead / County Office of Education / Other, please specify
What best describes the geographic region where your TA services are available.	Select all that apply: Nationwide / Multiple states / California / California Region / California County / California School District - If "Multiple States": Menu of 50 states - Menu of California Regions - If "California County": Menu of all California Counties - If "California School District": Open-ended
What age groups do your TA services target?	Select all that apply: Pre-K / Elementary-aged / Middle School-aged / High School-aged
Does your organization offer any certifications or course credits?	No / Yes, please specify
Are there any costs associated with any of the services your organization provides?	No, the services are free / Yes, my organization charges a fee / Both, some services are free while others are fee-based

## SERVICE LEVEL

Survey Item	Response Options
TA services fall into 6 main strategies: training, mentoring, coaching, brokering resources, consulting, and facilitation. You will be asked about the strategies your organization provides most often.	Select all that apply: Training / Mentoring / Coaching / Brokering Resources / Consulting / Facilitation

## STRATEGY-SPECIFIC QUESTIONS<sup>1</sup>

Survey Item	Response Options
How long has your organization provided [service <sup>2</sup> ]?	Less than 2 years / 2 to 4 years / 5 to 10 years / More than 10 years

<sup>1</sup> Each Strategy-Specific Question was asked for each TA Strategy the respondent selected. For example, if Respondent A selected Training and Consulting, s/he would answer all of the Strategy-Specific Questions for Training and again for Consulting.

<sup>2</sup> "[Service]" is a stand in for the TA Strategy the respondent was being asked about. If Respondent B chose Mentoring, s/he would have seen the question "How long has your organization provided Mentoring?"

What kind of content areas does [service] include? Please select all that apply under each category.

Academic supports	College/Career Readiness	Enrichment & Hands-on Learning	Health & Wellness	Positive Youth Development	Program Design & Implementation	Administrative/Management
<ul style="list-style-type: none"> <li>Academic intervention supports</li> <li>Alignment with Common Core</li> <li>Alignment with school day/school relationships</li> <li>CAHSEE support</li> <li>Classroom management</li> <li>Credit recovery</li> <li>Design thinking</li> <li>Disguised thinking</li> <li>Next Generation Science Standards</li> <li>Homework assistance</li> <li>Specific curricular training</li> <li>Science, Technology, Engineering, and Math (STEM)</li> <li>Summer learning</li> <li>Supporting English Learners</li> <li>Transitions (elementary to middle, middle to high)</li> </ul>	<ul style="list-style-type: none"> <li>Linked-learning</li> <li>Youth workforce</li> </ul>	<ul style="list-style-type: none"> <li>Project-based learning</li> <li>Service learning</li> <li>Skill building</li> <li>Technology</li> <li>Visual/ performing arts</li> </ul>	<ul style="list-style-type: none"> <li>Emergency preparedness</li> <li>Gardening</li> <li>Mental health</li> <li>Mindfulness</li> <li>Nutrition/cooking</li> <li>Physical activity</li> <li>Restorative justice/practices</li> <li>School culture/climate</li> <li>Safety</li> </ul>	<ul style="list-style-type: none"> <li>Behavior guidance</li> <li>Bullying</li> <li>Character development</li> <li>Cultural awareness/sensitivity</li> <li>Developmental stages</li> <li>Encouraging youth voice</li> <li>Multiple intelligences</li> <li>Social emotional learning/skills</li> <li>Youth leadership</li> </ul>	<ul style="list-style-type: none"> <li>Engaging different populations (youth with special needs, middle school, older youth)</li> <li>Extended learning in the community</li> <li>Student recruitment &amp; retention</li> </ul>	<ul style="list-style-type: none"> <li>Learning in Afterschool and Summer Principles</li> <li>Budgeting</li> <li>Compliance</li> <li>Community partnerships</li> <li>Effective uses for area business partnership</li> <li>Family engagement</li> <li>Evaluation &amp; assessment</li> <li>Federal program monitoring</li> <li>Grant management</li> <li>Program development/planning</li> <li>Research frameworks</li> <li>Staff benefits</li> <li>Staff recruitment &amp; retention</li> <li>Staff supervision</li> <li>Sustainability</li> <li>Technology (hardware &amp; software)</li> <li>Volunteer recruitment &amp; retention</li> </ul>

## SERVICE LEVEL

### Survey Item

### Response Options

In what formats do you offer [service]?	Select all that apply: In person / Online / On-site / Conferences / One-on-one / Small group
Does your organization offer [services] through sequenced training?	No/ Yes (please indicate beginner, intermediate, or advanced)
How many ASES, ASSETS, and 21st CCLC program sites did your organization serve through [service] during the 2013-14 program year?	Fewer than 5 sites / 5 to 15 sites / 16 to 30 sites / 31 to 50 sites / More than 50 sites
Among these Expanded learning Opportunity programs, approximately how many staff were served during the 2013-14 program year?	Fewer than 25 staff / 25 to 50 / 51 to 100 / 101 to 150 / 151 to 200 / 201 to 300 / 301 to 500 / More than 500 staff
Is your organization willing to expand [services] services?	No / Yes <ul style="list-style-type: none"> <li>If "Yes": What would your organization need in order to expand [services] services? (Select all that apply) <ul style="list-style-type: none"> <li>- More staff</li> <li>- More funding</li> <li>- Better access to ASES, ASSETS, and 21st CCLC programs</li> <li>- Other, please specify (open-ended)</li> </ul> </li> </ul>