

THE INFORMATION IN THIS BOX IS NOT A PART OF THE CONTRACT AND IS FOR COUNTY USE ONLY



**Contract Number**

21-680 A-1

**SAP Number**

## Preschool Services Department

**Department Contract Representative**  
**Telephone Number**

Lydia Gitonga  
(909) 386-8314

**Contractor**  
**Contractor Representative**  
**Telephone Number**  
**Contract Term**

Acorn Evaluation, Inc.  
Stuart Jones, CEO  
(800) 208-3215  
September 20, 2021 through June 30, 2023

**Original Contract Amount**  
**Amendment Amount**  
**Total Contract Amount**  
**Cost Center**

\$12,000  
\$14,000  
\$26,000  
5911012220

**IT IS HEREBY AGREED AS FOLLOWS:**

### **AMENDMENT NO. 1**

It is hereby agreed to amend Contract No. 21-680, effective July 1, 2022, as follows:

### **SECTION 7: TERM AND TERMINATION**

Paragraph A is amended to read as follows:

- A. The term of this Agreement shall commence on the September 20, 2021 and expire June 30, 2023. The term of this Agreement shall remain effective as stated herein or until any of the below occurrences which lead to termination (hereinafter the "Term").

### **SECTION 11: GENERAL TERMS**

Paragraph K is amended to read as follows:

- K. All notices and other communications hereunder shall be in writing and shall be given by hand delivery to the other party or by registered or certified mail, return receipt requested, postage prepaid, addressed as follows, or to such other address as either party shall have furnished to the other in accordance herewith:

If to the Customer:  
San Bernardino County Preschool Services Department  
Attn: Jacquelyn Greene, Director  
662 S Tippecanoe Ave  
San Bernardino, CA 92415

If to the Company:  
Acorn Evaluation, Inc.  
Attn: Stuart Jones, CEO  
13446 Poway Rd., #240  
Poway, CA 92064

Notices and communications shall be effective when actually received by the addressee.

**EXHIBIT A – Project Scope of Work**

Replace Exhibit A- Scope of Work with a revised Exhibit A, included in this Amendment

This Contract may be executed in any number of counterparts, each of which so executed shall be deemed to be an original, and such counterparts shall together constitute one and the same Contract. The parties shall be entitled to sign and transmit an electronic signature of this Contract (whether by facsimile, PDF or other email transmission), which signature shall be binding on the party whose name is contained therein. Each party providing an electronic signature agrees to promptly execute and deliver to the other party an original signed Contract upon request.

All other terms and conditions of Contract No. 21-680 remain in full force and effect.

SAN BERNARDINO COUNTY

► 

Curt Hagman, Chairman, Board of Supervisors

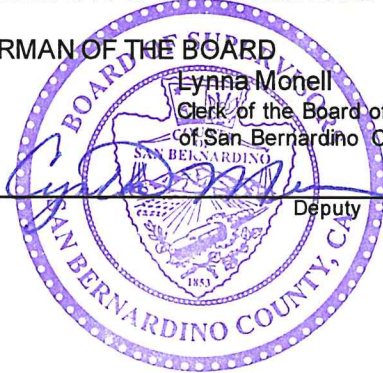
Dated: **JUN 14 2022**

SIGNED AND CERTIFIED THAT A COPY OF THIS DOCUMENT HAS BEEN DELIVERED TO THE

CHAIRMAN OF THE BOARD

Lynna Monell  
Clerk of the Board of Supervisors  
of San Bernardino County

By  Deputy



Acorn Evaluation, Inc.

(Print or type name of corporation, company, contractor, etc.)

By ►

Stuart Jones

(Authorized signature - sign in blue ink)

Name

Jones Stuart

(Print or type name of person signing contract)

Title

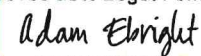
Chief Executive Officer

(Print or Type)

Dated: May 31, 2022

## FOR COUNTY USE ONLY

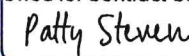
Approved by Legal Form

► 

Adam Ebright, County Counsel

Date June 2, 2022

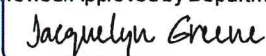
Reviewed for Contract Compliance

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Patty Steven, Contracts Manager

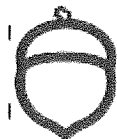
Date June 2, 2022

Reviewed by Department

► 

Jacquelyn Greene, Director,  
Preschool Services Department

Date June 2, 2022



**Acorn Evaluation, Inc.**

# **Head Start/Early Head Start Data Capacity Assessment**

## **Project Scope of Work Exhibit A**

**County of San Bernardino Preschool Services  
Department – Head Start/Early Head Start**

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**Date:  
September 20, 2021 to June 30, 2023**

**Prepared for:  
Arlene Molina, Deputy Director  
Jacquelyn Greene, Director**

**For questions about this document, speak to Stuart Jones at (800) 208-3215 or [stuart@acornevaluation.com](mailto:stuart@acornevaluation.com)**

## Project Scope of Work – **Exhibit A**

# Project Scope of Work Overview

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From September 20, 2021 to June 30, 2023 Acorn Evaluation, Inc. will conduct two Data Capacity Assessments for the County of San Bernardino Preschool Services Department Head Start/Early Head Start Program (PSD), along with a 2-day “Data Boot Camp” for selected managers and directors.

### **Why should a Head Start/Early Head Start program conduct a Data Capacity Assessment?**

There has been a dramatic shift in the expectations from the Office of Head Start in how federally funded grantees are to manage their programs, especially when it comes to the use of data and the implementation of tangible quality improvement processes.

This shift is specifically defined in the Head Start Program Performance Standards recently revised in November 2016. The revised Standards, specifically HSPPS Part 1302 Subpart J – Program Management and Quality Improvement, require grantees to demonstrate **continuous quality improvement** within the context of their program data, by establishing observable systems and workflows in an ongoing fashion.

Very specifically, from the Head Start Program Performance Standards:

## **1302.100 Purpose.**

A program must provide management and a process of ongoing monitoring and continuous improvement for achieving program goals that ensures child safety and the delivery of effective, high-quality program services.

## **1302.102 Achieving program goals.**

(c) *Using data for continuous improvement.* (1) A program must implement a process for using data to identify program strengths and needs, develop and implement plans that address program needs, and continually evaluate compliance with program performance standards and progress towards achieving program goals described in paragraph (a) of this section.

(2) This process must:

(i) Ensure data is aggregated, analyzed and compared in such a way to assist agencies in identifying risks and informing strategies for continuous improvement in all program service areas;

(iv) Use information from ongoing monitoring and the annual self-assessment, and program data on teaching practice, staffing and professional development, child-level assessments, family needs assessments, and comprehensive services, to identify program needs, and develop and implement plans for program improvement; and,

(v) Use program improvement plans as needed to either strengthen or adjust content and strategies for professional development, change program scope and services,

## Project Scope of Work – **Exhibit A**

refine school readiness and other program goals, and adapt strategies to better address the needs of sub-groups.

That is what the performance standards state, in part. While much of that is open to interpretation, these expectations are slowly and specifically making their way into the field, as federal review teams, conducting FA1 and FA2 reviews, are discovering and compiling best practices from high performing grantees in the area of continuous improvement, thus informing the next generation of review criteria.

While grantees typically have management structures in place along with data systems that capture required program data, and then report it as necessary for compliance, the ability of managers to set up continuous quality improvement systems informed by data and then implemented by staff in the field is an area of concern. It is a new expectation. There is very little training. And program directors often do not have access to the resources needed to fully implement a successful solution.

*This has all led to one big question from Head Start program directors: What is the current state of our program when it comes to being ready to meet and potentially exceed the Head Start Program Performance Standards, especially when it comes to the federal review process and continuous quality improvement? And what does it look like when it is being successfully implemented?*

The answer to those questions begins with a baseline assessment of organizational data capacity. **Acorn Evaluation's Data Capacity Assessment is an exploratory report of a Head Start/Early Head Start program's current organizational capability in the area of management, data infrastructure, and overall data "climate".** It is designed to provide valuable insights into how people feel, what their skill level is, a current "snapshot" of data that adds context to those findings, and some potential starting points for CQI implementation.

### **What types of insights might we gain from the Data Capacity Assessment?**

The first insight is the advantage of an external set of eyes. There are several reasons why grantee program directors hire outside professionals for a variety of purposes, and the newly developed requirement to successfully implement data-driven quality improvement qualifies for external technical assistance. An evaluation of their management climate, staff attitudes, and data quality is a sensitive task requiring an outside viewpoint and skill set, as well as any recommendations based upon an initial diagnosis of issues. Questions leaders often wish to address are:

- How do our administrators and staff feel about data?
- What are our staff's perceptions about our organization's use of data?
- How consistent are data definitions and data workflows across our organization?
- How effectively is data shared across our organization?
- How accurate is our data?
- How timely is our system for inputting data?

## Project Scope of Work – **Exhibit A**

- Where could we benefit from stronger staff training and capacity?
- How well is data integrated into decision making?
- How ready are our staff to tell our “data story” and conduct data tours during federal, state, and local monitoring reviews?

The DCA is a starting point. The results offer insight and motivation for developing initial answers to those questions. As an informative baseline assessment, it helps prioritize projects, organize workgroups, define needed resources and next steps, and develop understanding of a longer-term strategic plan.

### **What can we potentially do with the results, practically?**

The specific use of the DCA results varies from agency to agency depending on many factors, including but not limited to their current management team’s capacity, the year of their grant cycle, their specific, current implementation of their agency’s 5 year goals and objectives, etc. Some common, practical uses have been:

- How to identify specific strengths and weaknesses in a defined workflow: data collection, data coding, data entry, monitoring, tracking, and reporting.
- How to prioritize continuous quality improvement projects by program area.
- How to strategically allocate time and resources to identified areas for improvement.
- How to broaden/add to the annual Self-Assessment.
- How to develop a Request for Qualifications/Proposal (RFQ/RFP) to hire external consulting in the area of data/continuous quality improvement.
- How to enhance job descriptions, specifically regarding data use requirements, for current positions.
- How to develop a job description for an internal/external data manager/consultant.
- How to more specifically define and strengthen Program Goals and Objectives anchoring a 5-year grant application.
- How to include the DCA reports/data visualizations in specific documents/tasks, including:
  - Grant application (baseline and/or continuation)
  - Reporting to Board and/or Policy Council
  - Presentation of program strengths during a Focus Area 1 and/or Focus Area 2 federal reviews
  - Quality Improvement Plan following an area of non-compliance or deficiency
- Protect overall grant funding by identifying areas of concern prior to local, state, and federal reviews.

As the DCA is a two-month, evaluative project, all findings are presented as exploratory, as recommended by the Office of Head Start’s Implementation Stages available through regional T&TA. It is strongly recommended to use the DCA for this exploratory phase, as well as to inform CQI projects in the Initial Implementation stage, piloting small projects and continuing to learn.

## Project Scope of Work – **Exhibit A**

### **Process**

The assessment typically takes two months to complete. It consists of a mix of interviews of key program leaders; an electronic survey of a cross section of line staff, supervisors and managers; and an analysis of specific data sets from ChildPlus. While the process is designed to efficiently collect information, access to and participation of staff is critical to conducting a timely, accurate, comprehensive analysis.

Prior to the launch of the assessment, we hold both a Program Discovery Interview and a DCA Orientation Meeting to answer questions about this Scope of Work, explain specific responsibilities of the client, and provide helpful tips to ensuring your staff will provide our team with accurate data.

### **Deliverables**

Our desire is that your agency can make immediate, effective use of all deliverables and artifacts you receive from this project. For this reason, we do not provide a single, lengthy, bundled report. A Deliverables Guide is attached to end of this SOW document which provide a single list of all project files.

Our team will provide these deliverables via an Acorn Evaluation secure DropBox folder, and your agency will receive a single username and log-in access to the files. Your program's deliverables are intended for the private, confidential use of your agency, and will not be shared by Acorn Evaluation with any other parties for any reason.

### **Deliverables Support**

There are four phases to working with our team once the Deliverables are completed and delivered.

#### Phase 1: Receipt and Review

You will receive your first Deliverables package by **November 12, 2021**. You will have at least one week to explore them and share them with any desired leadership team members. You will receive your second Deliverables package (time 2) by **January 31, 2023**.

#### Phase 2: Director's Deliverables Meeting

We will host an online meeting to discuss all deliverables with the Program Director.

#### Phase 3: Team Deliverables Meeting

We will host an online meeting to discuss all deliverables with the Program Director and any other members of the leadership team or staff invited by the Program Director.

#### Phase 4: Director Phone Call

There will be a final phone call to formally conclude the project.

Project Scope of Work – **Exhibit A****Project Notes and Additional Considerations**

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1. Before work can commence on the project, a Managed Services Agreement (MSA) and Data Security Addendum (DSA) signed by both parties is required. These documents are provided alongside this proposal. The MSA serves as the legal contract and should be reviewed by your legal and admin teams prior to execution. The DSA carefully defines data use and stipulates that Acorn Evaluation, Inc. will have direct user-level access to your Child Plus Database.

*Note:* If your organization already has a DSA or BAA in place to govern contracts involving data, please make us aware of this during the contracting period.

2. All questions/concerns/comments regarding this Scope of Work should be communicated to Stuart Jones, CEO, at [stuart@acornevaluation.com](mailto:stuart@acornevaluation.com).

**Project Cost**

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The cost of the first Head Start Data Capacity Assessment is \$14,000. \$2000 of this total is returned to your agency in the form of in-kind, leaving a total fee of \$12,000. 50% of this cost is due within 15 days of execution of this agreement, with the balance due upon receipt of all project deliverables. The second DCA is \$12000, with \$2000 returned as in-kind, for a total of \$10000. The cost of the two-day Data Boot Camp is \$5000, with \$1000 credited as in-kind, for a total of \$4000.

Phase	Due Date	Total due (with in kind)	Total Cost to your agency
At execution of agreement	September 1,2021	\$7000 (\$1000 in kind)	\$6,000 PAID
Upon receipt of deliverables	November 12, 2021	\$7000 (\$1000 in kind)	\$6,000 PAID
At execution of second agreement	July 1, 2022	\$6000 (\$1000 in kind)	\$5000
Two weeks prior to event	August 2022	\$5000 (\$1000 in kind)	\$4000
Upon receipt of deliverable	January 2023	\$6000 (\$1000 in kind)	\$5000
<b>TOTAL</b>			<b>\$26,000</b>
		<b>Total Current Balance</b>	<b>\$14,000</b>

The following corporate information is provided for contracting purposes:

**Acorn Evaluation, Inc**  
 13446 Poway Rd #240  
 Poway, CA 92064  
 (800) 208-3215 main  
 (858) 842-2486 fax

Project Scope of Work – **Exhibit A**

[www.acornevaluation.com](http://www.acornevaluation.com)

**Fed Tax ID# 81-1353272**

Stuart Jones, CEO

(858) 395-6069 (cell)

A current W9 will accompany this proposal.

## Project Scope of Work – **Exhibit A**

### **DELIVERABLES GUIDE**

The Data Capacity Assessment (DCA) results are delivered as a series of files listed below.

1. **Overview Of Deliverables.** A layperson's overview of the DCA deliverables.
2. **Deliverables Guide.** A list of the DCA deliverables and a brief explanation of each.

#### **Background Documents**

3. **DCA Purpose.** An overview of Head Start Program Performance Standards; the expectations around the implementation of continuous quality improvement informed by data; and how the DCA will provide a baseline assessment of current data capacity.
4. **About the DCA.** An overview of the methodology of Acorn's DCA.

#### **Data Capacity Assessment Results**

5. **Executive Summary.** A concise summary of the results of the DCA. Includes a brief introduction as well as observations and opportunities in the areas of Leadership and Management Culture, Data Climate, and Data Infrastructure.
6. **Power Point Deck.** A version of the executive summary in MS Power Point, suitable for internal customization and intended for admin teams, boards, policy councils, etc.
7. **Staff Survey Results.** The results of the staff survey in visualized form.
8. **Staff Survey Flat File.** A MS Excel file of quantitative survey results.
- 8a. **Staff Survey Open-Ended Questions.** A MS Excel file of qualitative survey results.
- 8b. **Staff Survey Results- CCP.** The results of the survey with responses from CCP staff only.
9. **Leadership Interview Results.** The qualitative results of the leadership team interviews.
10. **Data Exploration Memo.** Visualizations of your agency's Child Plus data.
11. **DCA Description.** Descriptive paragraph designed to be edited by your program, then cut and pasted into common documents such as grant applications, self-assessments, Governing Board Reports, Policy Council Reports, etc.

#### **Resource Documents**

12. **Resource Guide and Resources.** List of resources to assist programs as they identify "next steps" following the DCA.
  - An Integrated Stage-Based Framework for Implementation of ECE Programs and Systems
  - Analytics Presentation Pre-Meeting Questionnaire
  - CQI Process and CQI Implementation Stages
  - Data and CQI Vocabulary List
  - Examining Your Meeting Culture
  - Identifying Your Data Workflow Worksheet
  - Labeling Sites, Classrooms, and Caseloads
  - Leading By Exemplar – Case Studies of Head Start Programs
  - Mapping the Early Care and Education Landscape
  - Moving Beyond Culture of Compliance
  - Positive, Goal-Oriented Relationships
  - Developing Data Capacity Toolkit
  - Sample Data Action Plan
  - Sample CQI Road Map
13. **Mapping Resources to Opportunities.** Alignment of Resources to the unique opportunities identified during your program's DCA.