

MASTER SERVICES AGREEMENT

This **MASTER SERVICES AGREEMENT** (this "Agreement") is made as of **September 20, 2021** (the "Effective Date"), by and between Acorn Evaluation, Inc., a California corporation, with its central mailing address at 13446 Poway Rd., #240, Poway, CA 92064 (the "Company" or "Provider"), and the County of San Bernardino Preschool Services Department, a non-profit organization, with its principal place of business at 662 S Tippecanoe Ave, San Bernardino, CA 92415 (the "Customer"). Collectively, the Company and Customer may be referred to herein as the "Parties."

WITNESSETH:

WHEREAS, the Company is a California corporation which provides certain services related to management consulting, training and technical assistance, data visualization, external evaluation, and data capacity assessment, primarily for non-profit organizations such as federally funded Head Start/Early Head Start grantee agencies;

WHEREAS, the Customer desires to engage the Company to render the Company's Services as stated and pursuant to the terms herein;

NOW, THEREFORE, in consideration of the foregoing recitals and the mutual promises herein contained, the Company and the Customer hereby agree as follows:

SECTION 1: SERVICES AND RESPONSIBILITIES

A. The Customer hereby engages the Company to provide the services listed on the attached Scope of Work (the "SOW"), attached here to **Exhibit A** (the "Services").

B. The Company shall determine the method, details, and means of performing the Services, subject to the specifications, parameters, and objectives set forth by the Customer and subject to the provisions of the attached SOW.

C. The scope of Services to be provided under this Agreement may be modified by the Company and Customer provided that any such modifications be entered into in writing by both Parties. The Parties hereby acknowledge and agree that any subsequent purchase orders agreed to and accepted between the Parties shall satisfy this requirement and in that event, the services contained in said orders shall be rendered by the Company pursuant to the terms stated therein, and all other terms of this Agreement shall govern the rendering of those services and relationship between the Parties.

SECTION 2: COMPENSATION

A. The Company and the Customer agree that for the Services rendered, the Company shall be compensated pursuant to the fee terms and schedule of compensation included in the attached SOW.

SECTION 3: NO EMPLOYMENT OR AGENCY RELATIONSHIP

A. The Company and Customer agree that while the Company performs the Services hereunder, it is not doing so as an employee of the Customer, within the meaning of all federal, state and local laws and regulations governing employment insurance, workers' compensation, industrial accident, labor and taxes. The Parties to this Agreement recognize that this Agreement does not create any actual or apparent agency, partnership, franchise, or relationship of employer and employee between the Parties. Neither Party shall be authorized to enter into or commit the other Party to any agreements.

SECTION 4: CONFIDENTIALITY

A. Both parties shall comply with applicable provisions and regulations of the Health Insurance Portability and Accountability Act, the California Confidentiality of Medical Information Act, the California Education Code and any other applicable laws regarding the confidentiality and security of individually identifiable health information.

B. The Company shall protect from unauthorized use or disclosure names and other identifying information concerning persons receiving services pursuant to this Contract, except for statistical information not identifying any participant. The Company shall not use or disclose any identifying information for any other purpose other than carrying out the Company obligations under this Contract, except as may be otherwise required by law. This provision will remain in force even after the termination of the Contract..

C. In connection with the performance of Services hereunder, the Customer may gain access to confidential information (collectively, "Trade Secrets") of the Company. The Customer hereby agrees to maintain the strictest of confidentiality of all such Trade Secrets and shall not in any way disclose or appropriate such Trade Secrets for its own use, any third parties' use, or otherwise to the detriment of the Company.

D. For purposes of this Agreement, "Trade Secrets" shall include, but is not limited to, custom analyses of data and visualization of said data for the purposes of continuous quality improvement, management consulting road maps and other resources clearly labelled as confidential by Company, and other similar information which is reasonably expected by the Parties to be kept confidential and determined to be a trade secret of the Company.

E. The Customer may not use any of the Company's Trade Secrets against the Company.

F. The Customer shall not, without the prior written consent of the Company which shall not be unreasonably withheld, use the Company's name in any advertising or promotional literature or publish any articles relating to the Company, this Agreement, or the Services and shall not otherwise refer to the retention of the Company to render professional services hereunder.

G. In the event this Agreement is terminated or ends for any other reason, the Customer shall turn over all property of the Company, immediately upon termination.

SECTION 5: SOLICITATION OF EMPLOYEES

A. The Customer agrees that during the Term of this Agreement, as defined herein, it may not solicit any of the Company's employees to terminate their employment with the Company for any reason.

B. The Customer agrees that during the Term of this Agreement, as defined herein, it may not use any of the Company's trade secrets to solicit any of the Company's employees to terminate their employment with the Company for any reason.

SECTION 6: WARRANTIES AND INDEMNIFICATION

A. The Customer represents and warrants that it is authorized to enter into this Agreement, and that entering into this Agreement is not in violation of any other agreement or its own bylaws, operating agreement, or other governing documents.

B. The Company represents and warrants that it has full power and authority to enter into and perform its obligations under this Agreement; this Agreement is a legal, valid, and binding obligation of the Company, enforceable against it in accordance with its terms (except as may be limited by bankruptcy, insolvency, moratorium, or similar laws affecting creditors' rights generally and equitable remedies); and entering into this Agreement will not violate the bylaws of the Company or any material contract to which it is a party.

C. The Customer agrees to indemnify and hold and save the Company, its officers, officials, employees, contractors, and volunteers harmless from and against any and all claims, actions, causes of action, losses, damages, and attorney's fees, which the Company, its officers, officials, employees, contractors, or volunteers may sustain or incur or which may be imposed upon them for injury, death or damage of any kind to other persons or property arising from the Customer's negligent or wrongful acts or omissions related to the Company's provision of Services hereunder. The Customer's approval of any plans, designs, or any other aspect of the Services rendered hereunder shall specifically fall within this indemnification and any such approval of part of the Services shall relieve the Company from any liability which thereafter results from those plans, designs or other aspect of the Services rendered hereunder.

SECTION 7: TERM AND TERMINATION

A. The term of this Agreement shall commence on the Effective Date and remain open until the project and Services to be rendered hereunder are complete or for a period of one year whichever is sooner. 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").

B. This Agreement may be terminated:

i) by the Company upon four (4) weeks prior written notice if the Customer breaches or is in default of any material obligation hereunder and such default has not been cured within such two (4) week period; or

ii) automatically upon the insolvency, incapacity, death, dissolution, cessation of business or bankruptcy filing of the Customer.

iii) Notwithstanding provision 8.B(i) above, this Agreement may be terminated by the Company effective immediately, in the event the Parties are unable to enter into a mutually acceptable BAA.

SECTION 8: DAMAGES AND REMEDIES

A. In the event of termination of this Agreement by the Company pursuant to Section 8.B, the Company shall have all remedies available to it at law and in equity.

B. In the event of termination pursuant to Section 8.B, the Company shall be entitled to all reasonable compensation pursuant to Section 2 for all Services provided through the Term. If any such reasonable compensation amount cannot be readily ascertained, the Parties shall utilize a pro rata or any other mutually agreed to formula in order to determine the reasonable calculation of compensation due.

C. The Customer waives any and all right to injunctive relief in the event of any dispute with the Company, and the Customer's sole remedy in such a dispute shall be at law.

D. The Company expressly reserves the right to seek injunctive relief for any violations of sections 5, 6 and 7 of this Agreement.

SECTION 9: INTELLECTUAL PROPERTY

A. All inventions, Trade Secrets, works of authorship, designs and patents, and other intellectual property created by the Company in part or in whole during and in connection with its engagement pursuant to this Agreement and related to the prospective businesses or interests of the Company, shall be owned exclusively by the Company. The Customer agrees to execute and deliver promptly necessary assignments and other documents requested by the Company to confirm the Company's ownership of such intellectual property. The Customer hereby waives any and all rights it may have in such intellectual property.

B. The Parties expressly agree that the Company shall be free to use its own intellectual property for other projects and customers going forward. The Parties additionally expressly agree that the Company shall be free to use a same or substantially similar design, plan, or other aspect of the Services for other projects and customers going forward and the Company retains the right to access all designs, plans, or other aspects of the Services created hereunder for those purposes.

SECTION 10: USE OF SUBCONTRACTORS AND AFFILIATES

A. The Customer understands and acknowledges that certain of the Services rendered hereunder may be rendered by the Company's affiliates and contractors, and Customer has no opposition to any such arrangement.

SECTION 11: GENERAL TERMS

A. The terms of the attached SOW are incorporated herein. However, in the event of any conflict between the terms stated in this Agreement and the SOW attached hereto, the terms of this Agreement shall supersede and govern the relationship between the Parties.

B. This Agreement shall be governed and construed in accordance with the laws of the State of California applicable to contracts made and fully performed therein without respect to choice of law provisions, and the state and federal courts located in the County of San Diego shall have exclusive jurisdiction of all suits and proceedings arising out of or in connection with this Agreement. Both Parties hereby submit to the jurisdiction of said courts for purposes of any such suit or proceeding, and waive any claim that any such forum is an inconvenient forum.

C. The Company and Customer agree to mediate any dispute or claim arising between them out of this Agreement, or any resulting transaction, before resorting to arbitration or court action. Mediation fees, if any, shall be divided equally among the Parties involved. If, for any dispute or claim to which this paragraph applies, any Party (i) commences an action without first attempting to resolve the matter through mediation, or (ii) before commencement of an action, refuses to mediate after a request has been made, then that Party shall not be entitled to recover attorney fees, even if it would have otherwise been available to that party in any such action.

D. The Company and Customer agree that any dispute or claim in law or equity arising between them out of this Agreement or any resulting transaction, which is not settled through mediation, shall be decided by neutral, binding arbitration. The arbitrator shall be a retired judge or justice, or an attorney with at least five (5) years arbitration experience, unless the parties mutually agree to a different arbitrator. The Parties shall have the right to discovery in accordance with Code of Civil Procedure §1283.05. In all other respects, the arbitration shall be conducted in accordance with Title 9 of Part 3 of the Code of Civil Procedure. Judgment upon the award of the arbitrator(s) may be entered into any court having jurisdiction. Enforcement of this agreement to arbitration shall be governed by the Federal Arbitration Act.

E. In the event of a dispute between the Parties hereto with respect to the interpretation or enforcement of the terms of this Agreement, the prevailing party shall be entitled to collect from the other its reasonable costs and attorney's fees, including its costs and fees on appeal.

Master Services Agreement

F. The Customer may not assign, subcontract, or delegate its obligations under this Agreement.

G. The waiver by either Party of a breach or violation of any provision of this Agreement shall not constitute a waiver of any subsequent or other breach or violation.

H. Following the expiration or termination of this Agreement, whether by its terms, operation of law, or otherwise, the terms and conditions set forth, as well as any term, provision, or condition required for the interpretation of this Agreement or necessary for the full observation and performance by each Party hereto of all rights and obligations arising prior to the date of termination, shall survive such expiration or termination.

I. This Agreement represents the entire Agreement between the Parties. The Agreement may not be amended, changed, or supplemented in any way except by written Agreement signed by both Parties.

J. Should any portion of this Agreement be held unenforceable or inoperative for any reason, such portion shall not affect any other portion of this Agreement, but the remainder shall be as effective as though such ineffective portion has not been contained herein.

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:

Master Services Agreement

If to the Customer:

County of San Bernardino Preschool Services Department
Attn: Jacquelyn Greene, Interim 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.

L. The failure of the Company at any time to enforce performance by the Customer of any provisions of this Agreement shall in no way affect the Company's rights thereafter to enforce the same, nor shall the waiver by the Company of any breach of any provision hereof be held to be a waiver of any other breach of the same or any other provision.

M. Each Party is responsible for its own attorney's fees except in the event that any suit or action is instituted under or in relation to this Agreement, including without limitation to enforce any provision in this Agreement, the prevailing party in such dispute shall be entitled to recover from the losing party all fees, costs and expenses of enforcing any right of such prevailing party under or with respect to this Agreement, including without limitation, such reasonable fees and expenses of attorneys and accountants, which shall include, without limitation, all fees, costs and expenses of appeals.

N. 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.

[Remainder of Page Intentionally Left Blank; Signature Page Follows]

Master Services Agreement

IN WITNESS WHEREOF, the Parties hereto have duly executed and delivered this Master Services Agreement as of the dates set forth below.

CUSTOMER:

San Bernardino County

DocuSigned by: _____ Department


3CACB3E5934D447...
Jacquelyn Greene, Interim Director

Dated: August 26, 2021

SAN BERNARDINO COUNTY_____
Curt Hagman, Chairman, Board of Supervisors


Dated: _____

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
San Bernardino County

By _____
Deputy**COMPANY:**

Acron Evaluation, Inc.



Stuart Jones, CEO

Dated: 8-25-2021



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**

Date:

September 20, 2021 to November 12, 2021

Prepared for:

**Arlene Molina, Deputy Director
Jacquelyn Greene, Interim Director**

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

Project Scope of Work Overview

From September 20, 2021 to November 12, 2021 Acorn Evaluation, Inc. will conduct a Data Capacity Assessment for the County of San Bernardino Preschool Services Department Head Start/Early Head Start Program (PSD).

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

Project Scope of Work – **Exhibit A**

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?
- Where could we benefit from stronger staff training and capacity?
- How well is data integrated into decision making?

Project Scope of Work – **Exhibit A**

- 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.

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

Project Scope of Work – **Exhibit A**

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 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.

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 Notes and Additional Considerations

1. Before work can commence on the project, a Managed Services Agreement (MSA) and Business Associates Agreement (BAA) 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 BAA 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 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.

Project Cost

The cost of the Head Start Data Assessment Report 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.

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
Upon receipt of deliverables	November 12, 2021	\$7000 (\$1000 in kind)	\$6,000
TOTAL			\$12,000

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
www.acornevaluation.com
Fed Tax ID# 81-1353272
Stuart Jones, CEO
(858) 395-6069 (cell)

A current W9 will accompany this proposal.

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.