

**DETERMINATION AND FINDING
FOR A SOLE SOURCE PROCUREMENT**

AGENCY: DCPS, Office of Resource Strategy (ORS), Employment Service Division

CAPTION: Strategic Planning and Capacity Building Services

PROPOSED CONTRACTOR: Red Canna

CONTRACT NO.

FINDINGS

1. AUTHORIZATION:

D.C. Code 2-354 and 27 DCMR, Section 1304 and 1702

2. MINIMUM NEED:

The District of Columbia Public Schools (DCPS), Office of Resource Strategy (ORS), Employee Service Division, has an immediate need to procure the services of Red Canna (Contractor) to provide Strategic Planning and Capacity Building Services for 2023 fiscal year that supports the effective execution of key Employee Services workstreams. The contractor will support a needs assessment and planning process to develop a robust set of standard operating procedures, workflows, and systems improvements and facilitate job-related seminars and training to build capacity and expertise on the Employee Services team as part of the team's ongoing COVID response. This professional training and strategic support will assist the Employee Services Team in recruiting and retaining top talent and creating excellent schools that ensure student achievement, health, and safety.

3. ESTIMATED COST:

The estimated cost is \$99,750.00 for a period of three (3) months, November 15, 2022 thru February 28, 2023.

3. FACTS WHICH JUSTIFY A SOLE SOURCE PROCUREMENT:

The District of Columbia Public Schools (DCPS), Office of Resource Strategy (ORS), Employment Service Division recommend the services of Red Canna for school year 2023.

Background and history of Red Canna with DCPS

Red Canna recent provided strategic planning and organizational development, includes working with District of Columbia Schools Office of Innovation and Systems Improvement (ISI). Specific tasks included working with the Deputy Chancellor of ISI to develop plans and facilitate workshops for key ISI leadership to develop and track progress on strategic priorities and core workstreams to meet the vision and goals of the Office and of DCPS. The Red Canna team worked one-on-one with leaders to develop clear, specific, and ambitious performance targets for the collective ISI leadership team as well as their individual teams; select tools to track progress; hold parties accountable; and help adjust strategy to achieve success. The project resulted in multiple team workshops enhancing team culture and beginning the process of longer-term strategic planning.

Red Canna also completed a DCPS leadership coaching program for seventeen leaders from the Office of Innovation and Systems Improvement and Employee Services Division. Led by coaches certified by the Internal Coaching Federation, our team worked one-on-one and through team workshops to influence and support changes in organizational behavior. Our team worked in partnership as internal consultants to facilitate team building, resolve work group conflict, and adjust changes in group norms values and culture. Topics addressed in the coaching program included communication training, customer service best practices, the development of standard operating procedures, creating workstream efficiencies, and leadership skills improvement.

The Red Canna Executive Coach and Management Consultant assigned to the subject Strategic Planning and Capacity Building Services project, Carrie-Ann Barrow, served as a management consultant to the District of Columbia Office of the State Superintendent leading projects including (1) leadership development and executive coaching for the Chief of Staff, (2) a needs assessment and strategic plan for the Federal Preschool Development Grant, and (3) Business Analysis services for the OSSE Chief Information Officer

1. BACKGROUND

Office of Resource Strategy (ORS) leadership has established operational priorities for the Employee Services division for the 2023 fiscal year that require the development of new processes and systems and strengthened collaboration across teams and divisions in order to support the agency's ongoing COVID response. DCPS aspires to be the model for excellence, equity, and leadership in hiring great talent, providing high-quality service, and inspiring an efficient and engaged workforce. Our goal is to provide all students with a world-class education that prepares them for college, career, and life.

The Employee Services (ES) division supports the work of all school-based and Central Office staff and is comprised of the following five teams:

- 1.1 The **Benefits and Compensation** team is responsible for the following: administering and encouraging adherence to a consistent classification grading philosophy; ensuring that DCPS administers compensation policies consistently and pursuant to relevant legislation and collective bargaining agreements; providing support to units during reorganizations, RIFs, and other periods of hire, transfer, promotion, and demotion; conducting classification reviews, administering position audits, and approving position descriptions; offering retirement counseling, guidance, and advanced planning; and administering the agency's health, life, tax shelter, flexible spending, and supplementary benefits plans.
- 1.2 The **Employee Services Communication and Training (ESCT)** team manages all Employee Services communications to the DCPS workforce, stakeholders, and external partners, as well as leads the development and implementation of resources, workshops, and events designed to support employee needs. ESCT also manages several customer service and central office performance initiatives for DCPS, including the Employee Services helpline, walk-in visitor reception, clearance compliance, employee onboarding and offboarding processes, licensure compliance, and central office employee performance evaluations.
- 1.3 The **HR Information Systems and Records Management** team ensures systems data integrity, manages the data reporting function, processes personnel actions in PeopleSoft,

provides position management support for schools and Central Office, provides time and labor support, and manages the personnel filing system for all DCPS employees. The team also serves as a key HR partner to external agencies like the Office of the Chief Technology Officer (OCTO), the DC Office of Human Resources (DCHR), and the Office of Pay and Retirement Services (OPRS).

1.4 The **HR Systems Development** team manages the design, development, and overall strategy of several technical applications managed by Central Office teams. This technical team ensures that data is accurate and integrated between systems. It seeks to use applications and their data to improve and fine-tune processes so that the agency can accomplish its work efficiently and DCPS employees are empowered to easily use these systems.

1.5 The **Strategic Staffing** team is responsible for hiring for all positions in DCPS. The team provides budgeting support, works with principals and supervisors to develop their staffing plans and personnel budgets, and works with employees, principals, and hiring managers on staffing changes.

2. REQUIREMENTS

- 2.1 The Contractor shall provide a Strategic Planning and Capacity Building Consultant to coordinate a needs assessment that improves systems and standard operating procedures (SOPs), and then provides training and job seminars that will support the team in carrying out their duties utilizing these SOPs for a period of three (3) months from the date of award. The consultant will support capacity building and continuous improvement as outlined above for the following functional areas: Strategic Staffing and Onboarding, Employee Services Communication and Training, Benefits and Retirement, Classification and Compensation, Leave of Absence, HR Systems Development, HR Systems Processing, and Customer Service.
- 2.2 The contractor will serve as a consultant to the Office of Resource Strategy's management staff; and help the team track progress on strategic priorities and core workstreams to meet the vision and goals of the Office and of DCPS.
- 2.3 The contractor will assist the Officer, Resource Strategy, in developing clear, specific, and ambitious performance targets; evaluating progress of Office programs and initiatives; holding parties accountable; and helping adjust strategy and approach accordingly to achieve success.
- 2.4 The contractor will support reviews of extremely complex or long-standing operational issues; and recommend and implement changes in program operations, resourcing, and approach to resolve obstacles to success.
- 2.5 The contractor will support reviews of regulation and policy to inform planning and policy/ SOP development.
- 2.6 The contractor shall influence and support changes in organizational behavior. Will serve as an internal consultant to facilitate team building, resolve work group conflict, and adjust changes in group norms values and culture.

- 2.7 The contractor will lead the development of process maps and standard operating procedures in the following areas: Compensation, leave of absence workstreams, hiring, forced staff placements, new employee file processing, and clearances.
- 2.8 The contractor will lead the development and implementation of a plan to improve key systems in preparation for hiring season.
- 2.8.1 Ensuring that the Salesforce system operates in a manner that ensures a smooth vacancy opening in March 2023, is aligned with key Quickbase systems that share data, is structured to best support efficient offer letter issuance, supports an efficient onboarding process for external and internal hires, is transparent for principals and candidate stakeholders
- 2.8.2 Ensuring that new staff or staff transferring between unions are provided appropriate onboarding guidance and have access to the information and systems needed
- 2.8.3 Ensuring that the process of principals reprogramming funds toward new positions is transparent and efficient
- 2.8.4 Ensuring that our process for onboarding substitutes is as efficient as possible
- 2.8.5 Identifying key metrics to track the progress of the team’s efforts and developing system to do so.
- 2.8.6 Developing a plan for the team’s customer service approach during hiring season, including manning telephones and the front desk and managing the various email inboxes
- 2.8.7 Develop protocols for intra-team communications related to the opening of vacancies related to retirements, leave, and resignations.
- 2.8.8 Lead the development of hiring guidance for managers, with a particular emphasis on principals.
- 2.8.9 Lead the annual review of communication templates used during hiring season and require systems to ensure they are up-to-date.
- 2.8.10 The Contractor shall be available to come onsite to DCPS at 1200 First Street, NE, Washington, DC 20002 a minimum of one day per week up to three days per week for meetings scheduled with the agency Monday through Friday between the hours of 8:30 to 5:00 pm EST. Meetings may be conducted virtually if deemed appropriate by DCPS.

3. QUALIFICATIONS OF VENDOR

- Possess advanced degree in Human Resources (Master’s or Doctoral degree)
- Certified Project Management Professional
- 20+ years’ experience with the District of Columbia government, private businesses, and non-profits

- 5+ years' experience with the District of Columbia education sector

4. DELIVERABLES

CLIN Item	Deliverables	Quantity Format	Method of Delivery	Due Date
1	Kickoff session with Resource Strategy Officer	1	Agreed upon format (In-person or virtual)	
2	Support the strategic management of the Employee Services Team	3 days a week	Agreed upon format (In-person or virtual)	After receipt of award
3	Lead the creation of process maps and standard operating procedures	30	Written	90 days after award
4	Lead the development of plans for systems improvement	10	Written	60 days after award
5	Weekly check ins with Chief	1 per week	Agreed upon format (In-person or virtual)	After receipt of award

Given the history and specificity of the services required and the time frame it is in alignment to DCPS HR standards, there are no other organizations which could fulfill this particular role.

In light of the above findings a sole source award is in the best interest of DCPS and would be the most efficient and cost-effective procurement method.

CERTIFICATION BY THE DCPS PROGRAM DIRECTOR:

I hereby certify that the above findings are correct and the anticipated cost to DCPS is fair and reasonable.

Date

Resource Strategy Officer

CERTIFICATION AND DETERMINATION

Based on the above certified findings in accordance cited authority, I hereby determine that it is not feasible or practical to invoke the competitive bidding process under Section 402 or 403 of the District of Columbia Procurement Practices Reform Act of 2010 (D.C. Law 18-371; DC Code 2-354 and 27 DCMR 1304 and 1702.

Date

Deputy Chief Procurement Officer