

## Notice of Intent to Award Sole Source Contracts

<b>Item</b>	<b>Description</b>
Notice Date	6/26/2018
Response Due Date	July 6, 2015
Caption and Description	Strategic Enrollment Campaign
Vendor Name	270 Strategies, Inc.
Determination and Findings	Proposed Sole Source
DCPS Program/School	Office of the Deputy Chancellor for Operations
Point of Contact	Joan Aird (202) 535-1324 and joan.aird@dc.gov

**DETERMINATION AND FINDING  
FOR A SOURCE PROCUREMENT**

**AGENCY:** District of Columbia Public Schools  
Office of the Chief Operating Officer  
**CAPTION:** Strategic Enrollment Campaign  
**PROPOSED CONTRACTOR:** 270 Strategies  
**CONTRACT NO.** RQ883958-V2

**FINDINGS**

**1. AUTHORIZATION:**

D.C. Code 2-354.04 and 27 DCMR, Section 1304 and 1700

**2. MINIMUM NEED:**

The District of Columbia Public Schools (DCPS), Office of the Chief Operating Officer has an immediate need to procure the services of 270 Strategies to develop and support the implementation of a strategic enrollment campaign for the 2015-2016 school year. Services required include synthesis of a compelling enrollment message, message training for DCPS surrogates, message deployment/outreach training for DCPS surrogates, support materials, implementation support, and postmortem analysis.

**3. ESTIMATED COST:**

The estimated cost is \$154,500.00 from date of award to September 30, 2015.

**4. FACTS WHICH JUSTIFY A SOLE SOURCE PROCUREMENT:**

The District of Columbia Public Schools, Office of the Chief Operating Officer (OCCO) recommends 270 Strategies to provide strategic campaign consulting services in an ongoing effort to re-enroll over 48,000 families for the 2015-2016 school year and to work towards to Chancellor's goal of enrolling 50,000 students by 2017.

**Background and History:**

In 2014, DCPS enrolled more new students than any other point in the past 47 years, growing by 3% and enrolling 1,200 new students for the 2014-2015 school year. The gains were attributable to strategic enrollment initiatives launched in 2014, including door-knocking, neighborhood canvassing, and recruitment events. Development and implementation of those initiatives was supported by training and ready to use tools provided to 30 DCPS principals as part of DCPS's initial engagement with 270 Strategies. By utilizing the best practices, training, and tools provided by 270 Strategies DCPS was able to make enrollment gains in neighborhoods and schools that had historically experienced difficulty enrolling students.

For 2015, DCPS is expanding its targeted outreach to a wider array of schools and neighborhoods by training more principals on these proven practices. During the 2014-2015 school year DCPS engaged 270 Strategies to conduct market research to better understand parent motivations when it comes to enrollment and what delivery methods are most effective for DCPS enrollment messaging. As part of that work 270 strategies worked with DCPS in the spring of 2015 by

conducting message research, evaluating message research, developing message guidance, proposing a training plan for DCPS surrogates, developing a message toolkit for schools, and initial group training. Now DCPS is ready to work with 270 Strategies to develop and implement training and support for principals on how to incorporate compelling enrollment messages into their routines.

As the OCOO Office of Student Enrollment and School Funding assesses their long-term needs they will develop a plan for strategic enrollment support services to be implemented via an appropriate procurement tool for a period of 12 months or longer.

**The Proposed Vendor's Unique Qualifications:**

270 Strategies is led by highly successful campaign operatives with experience winning local, state and national campaigns. The organization also has deep experience running issue campaigns and working with non-profit and other government organizations, including those in the education space in Washington, DC. The vendor has used their experience to offer a unique set of service offerings, including campaign consultancy, training, and research techniques, including surveys and polls. The organization's experience is a critical factor in ensuring a successful outcome to the project.

270 Strategies is a next-generation consulting firm that is redefining how companies and organizations build winning campaigns. 270 Strategies provides strategic consulting to help clients determine their path to victory. They work with clients to build grassroots organizations in a structure specific to the client's goals and needs. 270 Strategies works with clients to build smart, digitally sophisticated campaigns that will lead the field in online strategy. They know that effective programs are grounded in data and work with clients to calculate their quantitative goals and establish accountability systems.

270 Strategies also has unique experience engaging DCPS families in education related issues. In addition to past work with DCPS, 270 Strategies has worked with a consortium of education groups across the District of Columbia, including the Deputy Mayor for Education, DC Public Schools, and leading public charter school providers like KIPP and Two Rivers PCS, to promote awareness of the citywide enrollment lottery, My School DC. For two consecutive years, 270 Strategies has led the outreach work in historically underserved areas of the District. In order to connect with families that often are overlooked by traditional methods, 270 Strategies led door-to-door canvassing efforts in Wards 5, 7 and 8. In 2014, 270 Strategies ultimately collected over 10,000 commitment cards from families to use the lottery.

270 Strategies is uniquely qualified to develop and support the implementation of a strategic enrollment campaign for the 2015-2016 school year due to the following:

- their experience leading outreach work for the citywide enrollment lottery, My School DC
- their experience developing and providing training and tools to 30 DC principals on how to conduct effective outreach to DC families that contributed to enrollment gains for the 2014-2015 school year
- their experience developing a predictive student enrollment model for DCPS to identify and target for outreach students who are most likely to leave DCPS
- their experience conducting research market research for DCPS about parental motivations around enrollment
- their experience researching, evaluating, and developing guidance related to compelling enrollment messages for DCPS
- their experience developing a implementation plan for DCPS to implement effective training for schools related to compelling enrollment messages

**Adverse Impact:**

If DCPS were unable to contract this service with 270 Strategies DCPS would not meet its enrollment goals for the upcoming school year. This in turn would put the entire agency budget at risk if fewer students enrolled. Fewer students enrolling would result in less revenue under the citywide funding formula and were DCPS to receive fewer funds than expected, it would most likely result in a midyear reduction-in-force (RIF) of school staff, like classroom teachers and educational aides. In the event of a RIF of school staff during the school year, it would have an extremely deleterious effect on the children in DCPS. Chancellor Henderson made clear that enrollment remains a key priority for the school district and this project serves as the method in which DCPS will look to continue its upward enrollment growth for the next year.

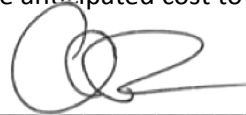
In light of the above findings a sole source award is in the best interest of DCPS and would be the most efficient and cost-effective procurement method to fulfill the professional development requirement immediately and assist DCPS in achieving its goal.

**CERTIFICATION BY THE DCPS PROGRAM:**

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

6-26-15

\_\_\_\_\_  
Date



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Deputy Chief, Office of Student Enrollment &  
School Funding

**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 1700).

\_\_\_\_\_  
Date

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Chief Procurement Officer