

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

**AGENCY:** District of Columbia Public Schools, Office of Equity  
**CAPTION:** Transformational Leadership Framework (TLF™)  
**PROPOSED CONTRACTOR:** New Leaders, Inc.

**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 Equity (OE) has an immediate need to procure the services of New Leaders to implement the Transformational Leadership Framework (TLF™) in secondary schools to an estimated cohort of 30 secondary-level principals to build capacity in leading data-driven instruction during FY 18-19. New Leaders program delivery model consist of the following targeted services:

- Community of Practice
- Leadership Walks
- One-on-One Coaching
- Sustainability Action Planning

**3. ESTIMATED COST:**

The estimated cost is \$209,000.00 from Date of Award thru April 30, 2018

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

The DCPS, Office of Equity recommends partnering with New Leaders to deliver their Transformational Leadership Framework (TLF™) to strengthen the skill and capacity of school leaders to advance student achievement.

**i. Background and history of this vendor with DCPS**

The Transformational Leadership Framework™ aligns with the Chancellor’s initiative to “Empower Our People” in the DCPS 2017-2022 strategic plan. Specifically, the Chief of Secondary Schools is charged with the strategic priority to strengthen school leadership development. DCPS OE researched successful leadership framework models in other urban school districts and determined that New Leaders is uniquely qualified to implement their TLF™ that outlines competency-based approach to leadership development. The TLF™ defines five major competencies:

1. Instructional – Leader ensures that curriculum, instruction, and assessments are aligned to rigorous college and career readiness standards
2. Adult – ensure the development, efficacy, and sustainability of professional learning communities and teacher teams within the school; deliver actionable feedback and coach staff members to achieve excellence
3. Culture – Foster an intellectual and caring culture of deep learning, structured

- inquiry, and ongoing curiosity for all members of the school community including families; build this out through high expectations and shared accountability
4. Operational – Create and sustain successful structures which support learning and culture for all members of the school community, including families; ensure that resources are always allocated in alignment with instructional priorities
  5. Personal – Define leadership stance and style; act with integrity in accordance with values; reflect frequently on performance and continually seek and make change for improvement

With funding from the Bill & Melinda Gates Foundation, New Leaders proposes to conduct a qualitative research study of implementation of Transforming Teams content in DCPS. The research will help identify the challenges and opportunities of blended learning programs for school leadership, including online modules and virtual support.

New Leaders will observe the program launch, community of practice sessions, and leadership walks, and conduct participant interviews. These observations are intended to help learn about the fidelity of implementation of the TLF program and convey a baseline understanding of the content delivered to principals.

**ii. The Proposed Vendor’s Unique Qualifications:**

New Leaders launched its flagship Aspiring Principals program in 2001 with a small cohort of 14 participants and has since prepared nearly 3,200 outstanding education leaders who reach nearly 500,000 students in more than 30 cities nationwide. New Leaders alumni overwhelmingly work with America’s highest-need students: 78 percent of students served are low-income; 87 percent are children of color.

New Leaders has a proven track record of success with districts, universities, and research organizations. They are uniquely positioned to bring best practices in transformational leadership to DCPS, given their experience preparing nearly 32,000 leaders for outstanding performance.

New Leaders owns the rights to the Transformational Leadership Framework™, which provides a model of personal leadership scope and curriculum. This leadership framework, based on practices employed by some of the nation’s most successful principals, can be used to diagnose and address school needs. The TLF™ name and model is trademarked and New Leaders is the only vendor authorized to train and implement the framework at the district level. New Leaders has seen strong gains with the TLF™ model with 85% of Emerging Leaders delivered achievement gains across classrooms they supervised, with results realized during the training year.

Further, independent evaluation has shown that New Leaders approach works: *a RAND Corporation study of leaders over 10 years found a statistically significant effect on academic achievement for student in New Leader schools.*

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

**CERTIFICATION BY THE DCPS PROGRAM OFFICER:**

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

\_\_\_\_\_  
Date

\_\_\_\_\_  
Bren Elliot  
Chief, Office of Equity

**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