



## **Project to Expand Impact and Enhance Services to Underserved Audiences in Partnership with CPB-Supported Minority Consortia and Other Organizations**

Corporation for Public Broadcasting  
401 Ninth Street, NW  
Washington, DC 20004

September 21, 2007  
Special Announcement

### **Project Timeline**

September 21, 2007: RFP announced  
October 19, 2007: Proposals due  
November 16, 2007: - April 18, 2008:  
Work conducted

The Corporation for Public Broadcasting is seeking a consulting firm(s) (the “Consultants”) to conduct assessments and operational analyses of CPB-supported minority consortia and other organizations (collectively called the “Minority Organizations<sup>1</sup>) in order to improve our collective efforts to increase public broadcasting services to underserved audiences. This project is intended to assist and guide CPB and the Minority Organizations in developing strategies and financial investments to achieve a higher level and more effective service to underserved audiences in the US. The project will include assessing and analyzing efforts by the television National Minority Consortia, the equivalent radio minority organizations, and other stakeholders to be defined mutually with the consulting firm, Minority Organizations, and CPB.

The project should answer key questions about leadership, organizational capacity, and operational capabilities of the Minority Organizations and the impact of CPB funding mechanisms on their economics, sustainability, program services, and services to audiences. The project findings will guide CPB’s investment approach for FY 2008 and beyond. This assessment and analyses, focusing on the CPB-supported Minority Organizations, will cover two areas: **leadership capacity; and operational capabilities.**

Conducting the **leadership capacity** work will require an understanding of current thinking in strategy and planning, leadership development, needs/aspirations assessment, consensus building among diverse groups, and organizational development and effectiveness, as applied to the non-profit sector.

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<sup>1</sup> CPB supported minority consortia and other organizations are: in television - Center for Asian American Media; National Black Programming Consortium; Native American Public Telecommunications; Pacific Islanders in Communications; Latino Public Broadcasting; and in radio - African American Public Radio Consortium, Latino Leadership Group, Native Public Media, and Native Voice One.

Conducting the **operational analyses** will require an understanding of the general context of public media, non-profit businesses, best financial practices, public media operations, programming, and demographic changes and audience trends.

We expect the selected Consultants to provide a mix of skills and that it may be necessary to form an alliance with another firm(s) to meet all requirements. We strongly prefer to contract with a single firm or lead firm. However, we will consider separate proposals for the leadership capacity or the operational capabilities phases of the project. The proposal submission deadline is close of business day, October 19, 2007. Follow-up phone interviews will be scheduled in late October if necessary.

### *Proposal Requirements and Methodology*

Completing the leadership phase of the project will require extensive, in-depth interviews with key staff at the Minority Organizations and with mutually selected stakeholders. Other stakeholders could include:

- individuals at selected television and radio stations that either air programming or use the services of these organizations,
- key leaders from minority communities related to public broadcasting,
- foundations and other funders,
- national producers and/or distributors, and,
- other individuals mutually identified by the parties.

A critical core competency of the selected Consultants is helping the Minority Organizations and CPB recognize leadership challenges, emerging leaders, common themes, organizational capacity and human resource issues. Additionally, it is essential that the Consultants be skilled in building agreement among the various groups comprising the Minority Organizations and CPB on key issues, needs, aspirations, and essential changes needed to mutually create effective strategies to increase public media's services to underserved audiences in the US.

Among other analyses, Consultants will work with the Minority Organizations to review and analyze their operations, including the CPB programming and discretionary funds investments in these organizations. To understand the impact of CPB's investments and the Minority Organizations efforts, an understanding of underserved audience trends and composition is necessary.

Completing the operational capabilities and business analyses component will require a solid understanding of public media, non-profit businesses, best financial practices, public media operations, programming/program development/production, and audience trends.

### *Other Resources*

CPB staff will provide assistance to the Consultants in locating appropriate internal documents and reports.

Consultants will work with and be guided by a project logistician (a Project Manager provided by CPB), who will manage the overall work of the project.

**Written proposals must address the following:**

- ◆ Assessment Methodology: Describe your firm's assessment philosophy, techniques, and approach to working with diverse organizations on leadership and organization capacity.
- ◆ Data Gathering and Analytic Approach: Describe and explain the benefits to your firm's specific data gathering and analytic approach during assessments of diverse organizations.
- ◆ Operations Evaluations and Business Analysis: Describe your firm's approach and experience with performing financial and operating evaluations of non-profit organizations, and any experience working with public media entities.
- ◆ Specific and Relevant Experience: Describe the experience you bring to the project that is relevant to a review of leadership and organizational capacity, and operational capabilities in public media.
- ◆ Skills, Processes, and Other Information: Describe the experience you bring to the project that would be particularly helpful to a review of operations or a capacity and leadership review, including experience you might have working with diverse organizations.
- ◆ Core Competencies of the Firm(s): What are the core competencies of your firm(s) and the people directly assigned and working on this project? Please provide resumes of all consultants who will be a part of the team for this project and specific information about the extent of their involvement.
- ◆ Public Broadcasting Experience: Describe your expertise, understanding, and experience working with public broadcasting – both TV and Radio – including stations, producers, and distributors.
- ◆ Total Cost and Detailed Budget: Provide the total scope of your bid and a detailed budget by phase: whether you are bidding on the leadership and capacity phase, or the operational capabilities phase, or both (strongly preferred).

In reviewing proposals and consultant resumes, we expect to be seeking the following ideal qualifications among team members:

- ◆ World-class experience in organizational and leadership development – assessing and building organizational capacity in complex social, organizational, and economic structures.
- ◆ Extensive experience in cross-cultural community-building environments.
- ◆ Experience working with major non-profit or non-governmental organizations in a variety of cultures and within university environments.
- ◆ Significant financial and analytic experience and knowledge, with proven business and financial expertise.
- ◆ Extensive understanding of and experience with public broadcasting system (radio and television) at various levels, i.e., management, programming, production, operations, and finance, and national programming strategies.

- ◆ Expert knowledge and extensive experience and a recognized ability to collect and analyze complex qualitative data and then to build consensus within and among diverse organizations on needs, aspirations, strategies, and changes needed to move forward.

**OBJECTIVES OF THE LEADERSHIP CAPACITY  
COMPONENT OF THE MINORITY ASSESSMENT AND ANALYSES PROJECT**

The key objectives of this component are to:

- Identify common needs, challenges, leadership issues, aspirations, and opportunities across the organizations and develop recommendations to address them.
- Assess the potential for building the organizational capacity and leadership resources of the Minority Organizations.
- Assess CPB's role in helping the Minority Organizations meet these challenges and achieve their potential to increase public media services to underserved audiences.
- Build broad agreement among the Minority Organizations and CPB for strategies, recommendations, and next steps in advancing public media service to underserved audiences, including next steps regarding reorganization – in concert with findings— of CPB structure regarding management of minority organizations, mission and goal achievement.

**OBJECTIVES OF THE OPERATIONAL CAPABILITIES COMPONENT OF THE  
MINORITY ASSESSMENT AND ANALYSES PROJECT**

The key objectives of this component are to:

- Understand the current operational capabilities and financial health of the Minority Organizations and develop recommendations for best operational and financial practices.
- Identify trends, potential opportunities, and threats that would result in significant changes in the current health of these organizations, including supplemental funding sources.
- Determine a range of possible choices and options for the Minority Organizations to meet these challenges and achieve their potential to increase public media services to underserved audiences.
- Develop analyses and recommendations that will guide CPB in improving the effectiveness of its present and future investments, policies, and other support of these organizations.
- Build consensus among the organizations and CPB around approaches to supporting and improving the public media services to underserved audiences.
- Assess alternative operational and business models to more effectively achieve the organizations' goals.
- Explore emerging media opportunities and alternative distribution models and strategies.

## SUMMARY

This project represents an effort by CPB to strengthen and expand service to underserved audiences in partnership with the Minority Organizations funded by CPB. While an essential effort, this project is only one part of CPB's endeavor to achieve fuller participation of and service to underserved audiences in all aspects of public media. CPB will continue to explore other ways to advance this goal, including training, staff recruitment, commissioned programs, and other approaches.

## **RFP APPLICATION AND SUBMISSION REQUIREMENTS**

The following is a non-exhaustive list of application and submission requirements. Please provide as much detailed information as possible for these and any additional items submitted:

Complete the on-line [Application Form](#).

**Project Narrative**, a written (maximum of eight pages) description of the project that clearly articulates:

- A description of the approach or process to be used including:
  - Assessment methodology.
  - Data gathering and analytic approach.
  - Operations evaluation and business analysis.
  - Other relevant information about how you propose to carry out this project.
- Relevant experience, including examples of similar work.
- Core competencies of your organization.
- Public broadcasting experience.
- Biographies of key personnel.
- An overview of the consulting, support, resource materials and tactics necessary for the project.
- The role you propose for CPB in this project.
- Project deliverables including metrics and outcomes.

**Itemized Project Budget** for the project.

- The financial overview of the project presented in spreadsheet format, tailored to the request.
- Identify how each line amount was calculated.
- Proposal should be inclusive of all travel and out-of-pocket expenses.

**Timeline** for implementation of the project.

- Specific timeline of major activities relating to the project.

Complete the [Application Form](#) and attach one copy each of the narrative (in Word), budget and timeline (in Excel). Up to three supporting documents (in Word, Excel or .pdf) may also be attached.

Proposals **will not** be accepted via fax or hand delivery.

## **QUESTIONS**

CPB welcomes your questions or requests for clarification on the RFP. Please submit any RFP inquiries by 5 pm Eastern time on October 5, 2007 to the contact listed below. A Frequently Asked Questions (FAQ) with answers to those questions will be posted no later than October 10, 2007.

Please submit questions to:

Jeff Luchsinger  
Corporation for Public Broadcasting  
401 Ninth St., N.W.  
Washington, D.C. 20004-2129

E-mail: jluchsinger@cpb.org  
Phone: 202-879-9703

## **FILING DEADLINE**

Receipt of RFP proposals at CPB by 5 pm ET on Monday, Oct. 19, 2007

## **REVIEW AND SELECTION**

CPB staff will review the applications. CPB may request additional detail and, may choose to seek input from outside experts who will advise the Corporation regarding each application's merits. Applications may also be subject to peer review. While we may seek outside input and advice, funding decisions are CPB's alone.

Applications selected for funding may receive requests for additional detail, including project timeline and cash flow projections. CPB may ask Applicants to work with other individuals or institutions to achieve proposed outcomes. Applicants may neither begin work nor announce funding before a grant document or contract has been executed.

## **OTHER**

CPB is not responsible for loss or damage to the material submitted. Any submission to CPB shall become the property of CPB (not including any intellectual property rights contained in such submission), and CPB is not required to return any submitted materials to any applicant. CPB is not responsible for any violation of copyright, trademark, patent, trade secret, or other rights that may result from disclosure made by response to this RFP.

Solicitation by CPB of applications does not constitute an agreement by CPB to extend funding to any party for the project under consideration. CPB may, in its sole discretion, elect not to pursue this project in any manner.

By submitting an application, each applicant represents and warrants that it owns or has obtained licenses to all copyrights and other rights with respect to the application and that the application is not defamatory and each applicant grants to CPB the right to duplicate, use, disclose, and distribute all of the materials submitted for purposes of evaluation, review, and research.

## **CONDITIONS OF AGREEMENT**

If an application is selected for funding, applicants will be required to sign a binding agreement. Until both parties have signed an agreement, no express or implied commitment has been made to provide financial support. Applicants are not authorized to commence work until the agreement is fully executed. If applicants opt to commence work, they do so at their own risk. No oral or written statement other than the signed, written agreement will govern or modify the relationship.

As a condition of agreement, applicants must guarantee that, among other things, any work they undertake on behalf of CPB is not defamatory and will not violate or infringe upon the privacy rights, copyrights, or other proprietary rights of any third party. Contractors must also agree to indemnify CPB against any loss resulting from breach of any of the guarantees contained in the agreement.

Those receiving funds from CPB must be able to comply with a number of requirements that will be included in the operative agreement. These requirements include but are not limited to:

- (1) Maintenance, for three years following receipt of relevant funds, of all financial records to the project, which records shall be accessible to CPB, and to the U.S. Comptroller General or other representatives for examination and audit purposes;
- (2) Maintenance, for three years after approval of a final financial report, of a complete file of all subcontracts and other agreements, licenses, clearances, and other documents related to the work undertaken, copies of which shall be made available to CPB on request;
- (3) Compliance with equal employment opportunity and nondiscrimination laws and policies;
- (4) Applicants will be required to provide documentation as to actual costs, and provide supporting detail demonstrating that all costs are reasonable, necessary and allocable to the requirements and objectives of the work undertaken;
- (5) The Agreement will be governed by and construed in accordance with the laws of the District of Columbia without regard to its conflict of law provisions; and
- (6) Grantee understands that CPB has initiated a Public Awareness Initiative that seeks to increase the general public's awareness of public broadcasting and the benefits it brings to society. Grantee understands that Grantee may be asked to participate in PAI promotional and outreach activities. As such, Grantee agrees to cooperate and work with CPB and its designated staff to promote PAI.

Other material terms and provisions will be set forth in the documents provided to the applicant that successfully completes the selection process.