

Public Television
Small Station Strategic Planning Initiative
funded by the Corporation for Public Broadcasting



Consulting Services: Request for Qualifications
August 15, 2006

The Corporation for Public Broadcasting (CPB) hereby announces a **Request for Qualifications** (the “RFQ”) for respondents to be considered for selection as a consultant (“Consultant(s)”) to assist small public television stations (“Station(s)”) in the Small Station Strategic Planning Initiative (the “SSSPI”). The SSSPI will provide funds, based on application to a grant program, to CPB qualified Stations with an NFFS of \$2.0 million or less for developing or revising their strategic plans. CPB will provide a list of pre-approved Consultants to the Stations, from which the Stations will then engage Consultants to facilitate the development and implementation of strategic plans.

In order to provide potential respondents to the RFQ with an understanding of the tasks in which will engage Stations, for which they will require need assistance from the Consultants, the SSSPI is described below.

Project Objectives

The SSSPI has the following objectives:

1. Engage Station boards, leadership and staff in developing a three year strategic plan and one year action plan that articulates the Station’s future direction and guide their on-going operations.
2. Develop a common language and process for strategic planning so that a collection of Stations can discuss their plans and learn from one another.
3. Build on the planning work of the Affinity Group Coalition (AGC) Planning Project, Major Giving Initiative (MGI) and Board Governance training sponsored by CPB. In short, to help Stations “connect the dots” between the various capacity building opportunities that Stations have had access to in recent years.

Background

CPB created the SSSPI in response to needs expressed by General Managers in the: Small Station Advisory Panel; Assessment of the Small Station Cohort (March, 2005); and Professional Development Needs Assessment (February, 2004). The need for strategic planning at Stations has also been recognized by the Major Giving Initiative (MGI) consulting group. The SSSPI builds on system-wide planning work conducted by the Affinity Group Coalition Planning Project, “vision, mission, and values” work done by the MGI, and helps Stations take that work back to their stations and communities for maximum effect.

In an effort to provide as many Stations as possible with effective strategic planning support from a limited budget, CPB chose to develop a common planning template. This template will be further developed based on an assessment of Stations’ specific strategic planning needs to be conducted in an online survey in August, 2006 and based on feedback from the Small Station Summits held in July, 2006. It is hoped that this project will help Stations integrate various system-wide planning initiatives they might have been involved with in the past two years.

The SSSPI will receive grant applications and award grants to a cohort of up to fifteen Stations in CPB’s fiscal year 2006, and up to an additional twenty-five Stations in the fiscal year beginning October 1, 2007.

Project Overview

As a result of the Affinity Group Coalition Planning Project, MGI and upcoming Board Governance training component of the MGI, Stations have had access to a range of training materials that provide elements of governance training and planning to help Stations respond to the rapidly changing media landscape.

Nonetheless, some of the 49 CPB qualified Stations have not had the personnel, nor financial resources to develop or revise one of their most central governance tools – the Station’s strategic plans. This project can help Stations integrate what they have learned about the changing environment into a comprehensive, implementable Station strategy. What’s more, Stations which have not had the time to participate in any or all of these various initiatives and trainings, can benefit from incorporating some of these concepts into their strategic plans.

Consultants sought by this RFQ will help deliver consistent strategic planning to Stations, and will participate as a team with the other consultants to refine and improve the template and delivery of strategic planning services to Stations. Consultants will be selected based on their experience and ability to deliver the required services for the available budget of not more than \$20,000 per Station (plus up to \$2,000 in expenses and travel per Station.) Additional travel expenses may be borne by the Station. Competition is expected to be high. The selection of consultants will be made jointly by a team composed of the Project Director, CPB personnel and the Small Station Advisory Panel.

The 5-6 consulting groups/consultants chosen by CPB to be in this consulting pool will participate in a 1.5 – 2.0 day planning/training session in September, 2006 in Washington D.C. (expenses to be reimbursed by CPB) prior to working with individual Stations. This workshop will include updates on other relevant system initiatives, and will engage the consultants in jointly refining the strategic planning template developed by the Project Director.

Individual Stations which receive SSSPI grants will then select a consultant/consulting team from among the CPB-qualified consultants. The Stations may select consultants based on their geographic location, previous experience or background. **Consultants will be paid by and have a contract with the individual Station grantees at rates not to exceed those rates provided by the Consultants in response to this RFQ.**

SSSPI benefits to the Stations will include:

- The opportunity to develop a focused, individualized three year strategic plan and one year action plan;
- Familiarity with a common set of terms and planning approach so that a cohort of Station managers can share ideas and practices;
- Familiarity with and the ability to integrate planning tools that are being used throughout the public television system;
- Cost-effective and time-efficient strategic planning consulting services.

Consultants will work with individual Stations over a period of an estimated 12-20 weeks (as jointly determined between Stations and consultants, and the status of the Station’s current strategic plan and information base.)

After being selected by a Station, consultants will gather and analyze all relevant information from the Station(s) (a common list of required materials for review will be provided by CPB, with

consultants free to require additional materials) with whom they are consulting, as well as any additional data available from CPB, the Major Giving Initiative(s), and other sources.

Some of the preparatory planning work, research and discussions with individual Stations will be managed via telephone and email to minimize the expense of a consultant's travel, and maximize the effectiveness of the initial visit to the Station and the in-person Station planning retreat. Consultants will serve as a strategic planning resource, retreat facilitator, and sounding board for the General Manager throughout the development of the strategic plan.

Consultants will facilitate the development and writing of the Stations' three year strategic plans and one year action plans. (While Station's are expected to write their own plans, it is anticipated that some will need more assistance than others.) Consultants will also assist Station managers in determining how best to implement the plans in order to make the plan effective, and share significant insights with other consultant teams and the Project Director in SSSPI monthly calls.

The goal is for Stations to end up with a strategic plan that is useable as an on-going document to guide their decision making. The timing of individual Station strategic planning meetings and retreats will be negotiated between individual consultants and the Stations with which they work.

Selected Consultants will provide the following deliverables:

Project Deliverables

- Attend a one and a half to two day SSSPI Planning/Training Meeting in Washington, D.C.
- Conduct an initial planning visit with each assigned Station.
- Facilitate an estimated two day planning retreat at individual Stations using the project template.
- Conduct a follow-up visit with General Manager and staff to assist with adoption, communication and implementation of plan.
- Share significant insights and recommendations on an on-going basis with other SSSPI consultants, Project Director and Station.
- Participate in monthly phone meetings with other consultants and Project Director (est. 90 min. maximum each)
- Produce a final report for each assigned Station, delivering the final report to the Station, CPB and Project Director including: Three Year Strategic plan, Year One-Action Plan, Summary of participants' assessment of planning process.
- Provide invoices in accordance with the deliverable and payment schedule.

Submission Requirements

The respondents should submit the following materials:

- Completed RFQ Questionnaire (see attached form)
- Resumes of consultant(s) to be assigned to the project

Timeline

August 15, 2006	RFQ announced
September 1, 2006	Submissions due
September 15, 2006	Consultant Selection
Late September/Early October 2006	Consultant Training at CPB
September 15, 2007	All stations projects completed, final invoices filed.

Please send your RFQ materials to Necola Staples <mailto:nstaples@cpb.org>

If you have any questions as you prepare your proposal please contact Necola Staples, Manager, CPB's Small Station Initiative at nstaples@cpb.org or by phone at 202-879-9678, or SSSPI Project Director Kate Sandweiss at k.sandweiss@att.net or by phone at 612.377.6840.

CPB Terms Applicable to Proposals/Qualifications

If you are interested in submitting a formal proposal or list of qualifications, CPB may meet with you and may share materials, data, other information and analyses (collectively, "Information") with you. As a condition of receiving such Information, your expression of interest in proceeding shall be deemed to constitute your agreement to protect, preserve and maintain all such Information on a strictly confidential basis, and to promptly return to CPB upon its request all tangible copies of such Information in your possession.

CPB is not responsible for loss or damage to material submitted with or in support of this RFQ. 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 RFQ.

Solicitation by CPB of proposals or qualifications 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 a proposal or list of qualifications, 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. In addition, each applicant guarantees that the applicant has full and complete rights to all of the information and materials included in the proposal. Each applicant also guarantees that all such materials are not defamatory and do not infringe upon or violate the privacy rights, copyrights, or other proprietary rights of any third party.

The following conditions do not apply to the RFQ will provide an example of some of the terms that may apply in a subsequent agreement with the Stations:

Conditions of Agreement

If a proposal in response to the subsequent Station RFP for the SSSPI grant program is selected for funding, applicants will be required to sign a binding agreement with the Station. 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 a Station is not defamatory and will not violate or infringe upon the privacy rights, copyrights, or other proprietary rights of any third party. Applicants must also agree to indemnify CPB and the Station against any loss resulting from breach of any of the guarantees contained in the agreement.

Those receiving funds from Stations under such a contract 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) A demonstration of adequate financial support to complete the work for which they have been contracted and to deliver reports and/or other intellectual property created pursuant to the Agreement;
- (2) Maintenance, for 3 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. (Applicants will additionally ensure that any subcontractors or consultants under the agreement shall also maintain such records for the period specified and under the same terms);
- (3) Maintenance, for 3 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;
- (4) Submission to CPB of a copy of any U.S. Comptroller General final audit report in connection with the project;
- (5) Compliance with equal employment opportunity and nondiscrimination laws and policies;
- (6) 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; and
- (7) All research and materials created, developed, compiled or produced pursuant to or as a result of this project (including but not limited to all reports) will be considered ordered and commissioned by the Station as works made for hire under the copyright laws, and made in the course of services rendered. If, for any reason, the proposed research and materials to be provided are not considered works made for hire under the copyright laws, then the applicant will be required to assign all right, title and interest in and to such research and materials to the Station. Applicants further agree that neither they, nor any of their subcontractors, will have any copyrights whatsoever in any research and/or materials created, developed, compiled or produced by them or by any subcontractor, or by any third party participating in the preparation of research or materials for this project.

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

CPB and the Stations with which you have consulted will have complete rights to the reports created as deliverables for this project.