

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



Request for Proposals
August 21, 2006

The Corporation for Public Broadcasting (CPB) hereby announces a **Request for Proposals** (“RFP”) for the Small Station Strategic Planning Initiative (“SSSPI”). The SSSPI will provide funds, based on application to a grant program, to CPB qualified public television stations with revenues under \$2.0 million (“Station(s)”) for developing or revising their strategic plans. These grants will be administered by the Stations to engage the services of, and cover a portion of the expenses for consulting services of CPB qualified consultants (“Consultant(s)”) to: facilitate strategic planning sessions; assist in developing; and implementing those strategic plans.

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 the cohort of small 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 Small Station Strategic Planning Initiative (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 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 Small Station Strategic Planning Initiative 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, 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 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 training opportunities can benefit from incorporating some of these concepts into their strategic plans.

Stations sought by this RFP are ready to solicit assistance from Consultant (a list will be provided by CPB) to help the station and its key stakeholders to develop a three year strategic plan and a one year action plan. The Consultants will be retained by the station. The Consultants will use a planning template in the delivery of strategic planning services to Stations. .

Among the factors to be considered in selecting Stations to participate in the SSSPI will be the Station’s readiness to begin the SSSPI process, meet the outlined objectives, including an elucidated plan for investment of time, talent and resources. Grants will be \$20,000 per station (plus up to \$2,000 in expenses and travel.) The Consultants list that will be provided with the award notification will contain Consultant teams that understand the limits of the grant. The selection of Stations for the first round will be made jointly by a team composed of CPB personnel and the Project Director.

Individual Stations which receive SSSPI grants (“Selected Station(s)”) will then select a Consultant/consulting team from among the list of Consultants. A Selected Stations may select a Consultant based on their geographic location, previous experience or background. Selected Stations will contract directly with, and pay, the Consultants.

SSSPI benefits to Selected Stations 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 and replicate 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.

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

After selecting a Consultant, Selected Stations will provide relevant station information (a common list of required materials to be provided to the consultants will be issued by CPB, with consultants encouraged to solicit additional materials as necessary and available) to the consultants, as well as any additional data available from CPB, the Major Giving Initiative(s), and other sources.

The Consultants will serve as a strategic planning resource, retreat facilitator, and sounding board for the General Manager throughout the development of the strategic plan.

Selected Stations will ultimately write their own plan, with the Consultants facilitating the development and writing of the Selected Stations’ three year strategic plans and one year action plans using a strategic planning template developed specifically for this project and the SSSPI.

Selected Station managers will also use the consultants in determining how best to implement the plans in order to make the plan effective and together, the Selected Station/Consultant team will develop an implementation plan.

The goal is for Selected 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 Selected Station strategic planning meetings and retreats will be negotiated between individual Selected Stations and the Consultants with which they work.

Selected Stations will provide the following deliverables:

Project Deliverables

- A report on the Consultant's initial planning visit with the Selected Station and the required two day planning retreat referenced in the project template.
- An interim report on strategic planning activities referencing the development, adoption, communication and implementation of plan.
- Share significant insights and recommendations on an on-going basis with the SSSPI consultants, Project Director and CPB.
- Final report to CPB and Project Director including: Three Year Strategic plan, Year One-Action Plan, Summary of participants' assessment of planning process.
- Final financial report with Consultant invoices.

Submission Requirements

Respondents to this RFP must submit the following materials:

- Completed RFP Questionnaire via surveymoney.com survey instrument
- Project Proposal of not more than 5 pages must include the following:
 - Address the Station's specific strategic readiness, outlining in brief the nature of the current strategic plan or planning efforts. Detail, the type of plan that is currently in place, the participants that developed it, and the last time it was updated or when it was initially written. Include information about the station's current local position and elucidate the Station's need for strategic planning as it relates to the latest industry environmental scan as conducted, discussed and presented by the Affinity Group Coalition in the Fall of 2005 Round Robin meetings. More information may be found at the [Public Television Affinity Group Coalition Website](#).
 - Key Personnel including the names of the station project team responsible for developing and implementing the plan in cooperation with the selected consultant.
 - Project Budget including the anticipated costs of the strategic planning consultant, associated planning and retreat costs, with a breakdown of expenses detailing the costs to be covered by the grant if awarded and those to be borne by the station.
- Upload a copy of Station's planning instrument currently in use
- Statement of commitment from Station to start and complete this project, referencing the appropriate resources, staffing and time investments

Timeline

RFP announced
Submissions due

August 21, 2006
September 1, 2006
December 1, 2006

Station Selection and notification September 8, 2006

Submit your RFP materials via this website and the online application.

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

CPB Terms Applicable to Proposals

If you are interested in submitting a formal proposal, 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 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, 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.

Conditions of Agreement

If a proposal in response to this RFP for the SSSI grant program 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. 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.

Stations receiving funds under this 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 CPB 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 CPB. 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 will have complete rights to the reports created as deliverables for this project.

Who May Apply?

Stations that are classified as CPB qualified 'small stations'. A small station is defined as a station with a total NFFS (non federal financial support) of \$2M or less.

Only online applications will be accepted.