



Request for Proposals
Public Television Business Strategy Program Facilitation
Proposals Due Friday, June 30, 2017, 6 PM EDT

I. OVERVIEW

The Corporation for Public Broadcasting (“CPB”) seeks the services of a consultant or firm (“Consultant”) to plan and facilitate a training program for public media leaders over a period of up to nine months. The program is based on the five critical strategic areas identified in a recently completed study by PwCStrategy& represented in Figure 1. It will consist of an initial two to three day in-person, onsite immersion event in September 2017, and will continue with up to seven 90-minute webinars every two to four weeks for the remainder of the period. The program is expected to have up to eighteen participants including public television station General Managers/Executives, public television station board leadership and national organization leadership. The Consultant will work with CPB Staff, its other consultants, and an advisory panel in developing the curriculum and materials for this program, and will facilitate its sessions. CPB will provide applicants that sign CPB’s non-disclosure agreement ,the PwCStrategy&’s study.



Figure 1 – Five Critical Strategic Areas

The objective of the project is to assist this pilot group of leaders in forming actionable strategies to guide their organizations successfully through a time of change in public media. Actionable strategies may include a developed plan of work, a budget, and appropriate allocation of resources, time, and people. This process will involve developing a deeper understanding of their organizations’ strengths, capacities and challenges in todays dynamic media environment in relation to the communities and constituents they serve. The course will also explore the potential of greater peer to peer collaboration within the group and more broadly within the public media system.

Consultant will be compensated on a fixed fee basis for developing and facilitating the immersion event and for each webinar conducted following the immersion. The term of the agreement will be for up to nine months. In the event CPB renews the training program, we expect that the process will be abbreviated, and extend for six instead of nine months. Accordingly, the contract will be renewable for two- six month terms, at CPB’s sole discretion.

II. BACKGROUND

CPB is a private, non-profit corporation authorized by Congress in 1967 to receive federal government appropriations and to use those funds to promote the growth and development of public broadcasting and public telecommunications services. CPB is not a government agency.

CPB remains focused on facilitating a public media system that is valued by all Americans and reflects a diversity of ideas, content, talent and delivery. CPB's core values of collaboration, partnership, innovation, engagement and diversity guide its strategic approach to program investments system-wide and are reflected in the goals of its business plan as digital, dialogue and diversity.

CPB invests in nearly 1,500 locally owned public television and radio stations – their programs, services and other initiatives to serve and engage the public. CPB funds diverse and innovative programming and other media content that is educational, informative and cultural.

Media is continually evolving and as a result changes are needed in the way media organizations operate. Public television stations have for many years successfully generated revenue through traditional efforts such as real-time pledge drives, capital campaigns and major giving initiatives. However, as audience behavior has evolved, and securing and sustaining membership, underwriter, foundation and state/local government support has become more complex, stations need to understand how their mission-driven operations could be constructed for sustainability in today's and tomorrow's media landscapes. They need to understand what current, emerging, and innovative, mission-driven offerings or engagement successful stations are employing, and how they are generating revenue for sustainability or further innovation. CPB's Media Strategies department is focused on working with national partners and stations in the public broadcasting system to improve station operating models and support initiatives so that the system flourishes on all media platforms.

III. WORK SCOPE

The curriculum is intended to be a holistic approach to guiding stations toward and through business strategies that may require challenging shifts in station operations. The Consultant must design the program to build cohesion and an ongoing supportive environment between participants, as well as to sustain individual and collective participant momentum during and between group engagements. At CPB's direction, additional work may include the following.

- A. In collaboratively developing the curriculum, the Consultant may be required to identify relevant existing mixed media, including video or visual materials, and audio; and create and refine original mixed media materials, such as slide decks, in-person group exercises, and, advise CPB's consulting producer, on audio/video content for the program.

- B. Work with CPB staff and other specified parties to develop slide decks for the webinars in the months following the retreat, intended to engage and build upon the knowledge and relationships among the program participants.
- C. As needed during the immersion event, assist this pilot group of leaders in developing the actionable strategies and budget for their vision.
- D. Provide a report to CPB detailing findings, recommendations and outcomes of the retreat and webinars.

IV. REQUIRED PROPOSAL CONTENTS

Applicants must provide, separately, a Technical Proposal and a Cost Proposal.

A. The Technical Proposal must include the following in the order specified:

1. Cover Page: Include the project title (PTV Business Strategy Program Facilitation), primary contact name, mailing address, e-mail address, and telephone number.
2. Experience: A detailed description of the Consultant's prior experience serving as a facilitator for media organizations, with particular emphasis on how Consultant has helped such organizations to manage change. Please include at least three examples of facilitations to develop actionable business strategies the Consultant recently conducted, specifically addressing how to assist organizations in re-focusing their operations taking into consideration their strengths, capacities and challenges in a dynamic environment. Please include a list of the challenges faced in each facilitation, the steps taken to overcome such challenges, copies of reports generated from those facilitations, and the resulting outcome or success of each.
3. Approach: For the immersion event, a detailed approach to the project and a timeline with the major tasks, including: the number of hours and staff assigned. The major tasks may include preparing for the discussions with CPB, developing the discussion guide, preparing meeting materials, rehearsal time before the immersion event, conducting the facilitation, and the time required to develop the final report.

For the webinars, please include the major tasks and the hours and staff required. For each renewal term, please provide the same information, assuming a two to three day immersion event, and seven follow-up webinars every two to four weeks.

4. The CVs of the Consultant and assigned staff (if any); and

5. References from three of the samples provided and their telephone and email contact information.
- B. The Cost Proposal must include: for the immersion event, the timeline and major tasks with the hours and rates of the assigned staff. For the webinars, the major tasks with the hours and rates of the assigned staff. For each renewal term, please include the major tasks and the hourly rate and staff required. Please identify any subcontracted staff. All travel costs must be shown separately and will be reimbursed at cost and in accordance with CPB's Expense Guidelines set forth in Section X below.

Applicants that have any ownership or financial interest, directly or indirectly, in any public broadcasting television station must disclose that relationship to CPB, whether the interest exists prior to responding to this RFP or at any time thereafter.

V. EVALUATION CRITERIA

Proposals will be evaluated using the following criteria and the associated weight:

1. Approach (40%) – The quality of the Consultant's proposed approach to conducting the facilitations and material preparation, including the staff and time requirements.
2. Examples and Experience (40%) – The quality of the Consultant's experience, including the examples of prior facilitations.
3. Price (20%) – The reasonableness of the proposed rates.

VI. PROPOSAL SUBMISSION

The separate technical and cost proposals must be submitted via email by Friday, June 30, 2017, 6 PM EDT with "RFP Program Facilitation" in the subject line of each email. CPB will acknowledge each proposal that it receives.

Submit technical proposals and any samples of prior work by e-mail as attachments in PDF or Word format to: Djinni Field, Project Officer, dfield@cpb.org.

Submit cost proposals separately by e-mail as attachments in Excel format to Jackie Livesay, Vice President, Compliance, jlivesay@cpb.org. Applicants that include their cost information in their technical proposals may be disqualified.

All questions must be submitted in writing to Djinni Field at the e-mail address above. The questions and CPB's responses will be posted on CPB's website without attribution.

CPB may request that Consultants with the top scores meet with and present their proposals to senior management at CPB's offices in Washington, DC. If so, CPB will notify Consultants of the time and date.

VII. TIMETABLE

CPB anticipates a decision on this timetable.

ACTIVITY	DATE
Proposal Submissions Due, 6 pm ET	June 30, 2017
Proposal Review and Selection	July 21, 2017
Contract Drafting and Execution	July 31, 2017

VIII. PROPOSALS

Proposals submitted in response to this RFP by a Consultant shall be valid for at least 90 days following the closing date of the RFP.

Proposals shall be prepared simply and economically, providing a straightforward, concise description of the Consultant's proposals to meet the requirements of this RFP.

Neither multiple nor alternate proposals will be accepted. A Consultant should give specific attention to the clear identification of those portions of its proposal that it considers confidential, proprietary commercial information, or trade secrets.

The selected Consultant shall be responsible for all products and services required by this RFP. Subcontractors must be identified and a complete description of their role relative to the proposals must be included in the Consultant's proposals.

By submitting an offer in response to this RFP, a Consultant, if selected for award, shall be deemed to have accepted the terms of this RFP. Any exceptions to this RFP must be clearly identified in the proposal. A proposal that takes exception to these terms may be rejected.

As part of the RFP review process, CPB may share materials, data, other information and analyses (collectively, "Information") with Consultants. As a condition of receiving such Information, Consultants responding to this RFP shall be deemed to agree 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 RFP. 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 Consultant. 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 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 Consultant 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 Consultant guarantees that the Consultant has final and complete rights to all of the information and materials included in the proposal. Each Consultant 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.

CPB will not be responsible for any costs incurred by a Consultant in preparing and submitting a proposal, or in performing any other activities relative to this solicitation.

IX. CONDITIONS OF AGREEMENT

If a proposal in response to this RFP is selected for funding, the successful Consultant(s) 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. Consultants are not authorized to commence work until the agreement is fully executed. If Consultants 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, the successful Consultant(s) 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. Consultants 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:

- a. The Consultant will demonstrate adequate financial support to complete the work that has been contracted and to deliver reports and/or other intellectual property created pursuant to the Agreement;
- b. The Consultant will maintain, for three (3) years following receipt of relevant funds, all financial records to the project, which shall be accessible to CPB and to the U.S. Comptroller General or other representatives for examination and audit purposes. (Consultant 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);
- c. The Consultant will maintain, for three (3) years after approval of a final financial report, 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;
- d. The Consultant will comply with equal employment opportunity and nondiscrimination laws and policies;
- e. The Consultant 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;
- f. 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 Consultant will be required to assign all right, title and interest in and to such research and materials to CPB. Consultant further agrees that neither they, nor any of their subcontractors, will have any copyrights or other intellectual property rights 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;
- g. The agreement will be governed as construed in accordance with the laws of the District of Columbia without regard to its conflict of law provisions;
- h. No funds provided by CPB will be used (i) for any activity designed to influence legislation or appropriations pending before the United States Congress or any state legislature or (ii) to conduct any reception or provide any other entertainment for any officer or employee of the Federal Government or any state or local government; and
- i. Consultant will be required to indemnify and hold CPB harmless from and against all claims, damages, liabilities, costs and expenses (including legal fees) arising out of or related to (i) any alleged or actual breach of any representation or warranty in the operative agreement; (ii) any

other default by such Consultant of any term or provision of the operative agreement; or (iii) Consultant's performance under the project.

- j. The principal source of CPB funds is appropriations made by the U.S. Congress to CPB. In the event reductions occur in the amount of such appropriations that materially affect the ability of CPB to meet its obligations, then CPB and Consultant, at the option of CPB, agree to enter into good faith negotiations to modify the agreement.

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

X. EXPENSE GUIDELINES

Non-Employee Travel Expense Guidelines

Travel expenses incurred by non-CPB staff (including consultants) must be itemized in the Non-Employee Expense Form. Each expense of \$25.00 or more must be supported by an original receipt. Expenses requiring CPB approval must evidence such approval. Reimbursement of travel expenses is subject to the following limitations:

Transportation

Only coach or economy class airfare, rail fare or bus fare will be reimbursed towards travel expenses. Travelers must make every effort to plan travel and book transportation sufficiently in advance to realize cost savings, and travelers are required to accept the lowest fare available for the required itinerary.

Private automobile use will be reimbursed at the prevailing IRS rate, but not in excess of the lowest available airfare. Taxicab fare will be reimbursed to the extent reasonable and necessary. Rental car expense will be reimbursed only when the daily taxi fare would exceed the per-day car rental rate, or when no other convenient and less expensive form of ground transportation is available. Travelers may rent intermediate-size vehicles.

Lodging

CPB will reimburse only for reasonable, standard rate, single room accommodations and appropriate incidental charges. Incidental expenses incurred for comfort, grooming or personal enjoyment, such as airline and room movies, haircuts, shaving equipment, shoe shines, etc., are not eligible for reimbursement.

Meals

CPB will reimburse for meals up to a total of \$65.00 per day for domestic travel and \$75.00 per day for foreign travel, provided that meals are not otherwise furnished or included in connection with an activity.