

## **Request for Proposals**

### **Digital Culture Accelerator**

**Proposals Due August 29, 2016, 5 pm EST**

#### **I. OVERVIEW**

The Corporation for Public Broadcasting (CPB) seeks the services of a consultant(s) (Consultant) to work with public media chief executive officers from three organizations and assist them in accelerating their efforts to diversify their traditional linear broadcast operating model by taking advantage of digital platforms and technologies. The Consultant will work with CPB to develop the criteria to select these leaders.

The Consultant must have extensive knowledge in the transmedia space (broadcast & digital) and direct expertise in building large scale digital media organizations including being responsible for content development and distribution, revenue optimization, and business operations.

The Consultant must assist the system leaders with the following:

1. Develop and articulate the organization's digital vision to better lead and serve its communities in a changing media and technology landscape;
2. Develop (and/or refine) digital strategy and communicate it to gain buy-in within the organization;
3. Create a culture of innovation within the leader's organizations to attract diverse and digitally native talent;
4. Establish specific, measurable digital goals to foster organizational alignment;
5. Develop an organizational structure to efficiently manage the broadcast and digital operations;
6. Identify strategic partners and develop a plan to secure those partners to further support the organization's mission and goals;
7. Evaluate business models and use digital as a tool to create and enhance revenue streams;
8. Assess digital platforms and approaches to engage audiences in the organization's communities; and
9. Assist the organization in more effectively navigating the digital landscape, prioritize roadmap items and utilize scarce resources.

The Consultant will be paid on a fixed fee basis.

The contract term will extend for an eight month period. The initial two months will be used

to in collaboration with CPB, develop the selection criteria and select the leaders, while the remaining six months will be focused on direct work with those leaders and their stations/organizations. CPB will have the option at its sole discretion to renew the agreement for up to two additional six-month terms at the same rates, for similar or follow-up services.

## 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 approximately 1,500 local radio and television 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. CPB has a mandate to ensure over-the-air access to public television for all Americans.

## III. WORK SCOPE

In addition to the work described in the Overview, the Consultant will be required to perform the following activities.

1. Perform initial benchmarking for each organization, including SWOT analysis of its digital offering(s) and a competitive analysis of those offerings against their direct competitors and industry disruptors.
2. Work with the CEOs to develop and implement a plan that will address, at a minimum the following for each organization:
  - A. Vision. Developing and articulating the organization's digital vision, how to use it to inspire staff and generate excitement about change.

- B. Strategy. Assisting the organization with developing (or refining) its digital strategy and articulating it in a way that engenders buy-in and excitement among its staff and board.
  - C. Goals. Establishing specific, measurable digital goals. (This likely includes a big bold goal to generate enthusiasm among staff.)
  - D. Culture. Developing ways to enhance the organization's culture for the digital age.
  - E. Measuring Progress. Selecting appropriate performance measurements to focus the teams within the organization on KPIs that translate to service and sustainability.
  - F. Structure. Assisting the CEO with understanding the roles, functions and structure to support growth, striking a balance between the traditional and the new operations, including how to attract and retain diverse digital talent.
  - G. Navigation. Providing the CEO with the tools to better navigate the future digital landscape including: evaluating existing and emerging digital platforms to determine where and how they fit into the organization's strategy. Assist the CEOs with creating and prioritizing digital roadmaps. Identify development approaches that best utilize the organization's scarce resources.
  - H. Partnerships. Working with the organizations to identify potential strategic partners and providing them guidance on how to secure and manage those relationships.
  - I. Sustainability. Working with the CEOs to improve their understanding of existing and emerging business models and how digital can be used as a tool to create new revenue streams and enhance existing ones.
  - J. Creating Excitement and Trust. Assisting the CEOs with their strategies for communicating the results of their digital efforts, internally and externally, and to use that communication to generate excitement among the teams, boards and communities.
3. Consultant will be expected to travel frequently to each of the selected public media organizations. Such travel will be dependent on the needs of each entity and the progress of the work on the Project;
  4. Consultant will be expected to participate in monthly phone calls to update CPB staff on progress of the Project;

5. Consultant will be expected to produce a final report on the Project, including an executive level report and presentation to CPB executive staff and/or Board.

#### IV. REQUIRED PROPOSAL CONTENTS

Each response to the RFP must contain separate Technical and Price proposals.

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

1. Cover Page: Include the project title (“Digital Accelerator”), primary contact name, mailing address, e-mail address, and telephone number.
2. Proposal: A detailed description of the Consultant’s approach to the project, including:
  - i. Project Schedule - major tasks, deliverables, timelines, etc.; and
  - ii. Execution Plan – methodologies, staff, success metrics and etc.
3. Experience: Background on the Consultant, including the following:
  - i. Not more than three project examples of the Consultant’s recent experience in digital media industry leading to detailed executive level recommendations;
  - ii. Experience and skills of designated staff that directly relate to the topics identified above in the overview and work scope sections;
  - iii. Knowledge and/or experience of the public media system; and
  - iv. References from project examples provided, including telephone and e-mail contact information.

B. Price Proposal

1. The Consultant must provide a price proposal that details the cost proposed for the project, for the renewal term, and the hourly rates for the staff that may be needed. Consultant is expected to travel multiple times to select organizations and must also provide travel costs.

#### V. EVALUATION CRITERIA

Proposals will be evaluated based on the following factors with the assigned weights.

1. Approach (30%) – The quality of the Consultant’s proposed plan, including demonstrated understanding of the problem, methodologies to be utilized, the likelihood of achieving the project goals, division of the problem into appropriate tasks, and the identification of staff and success metrics.
2. Skills and Experience (40%) – Whether the Consultant’s prior experience is relevant to the proposed scope of work and the quality of the examples.
3. Project management (10%) – Whether the Consultant’s proposal demonstrates their understanding of the issues or problems that could arise and their ability to successfully resolve them.
4. Price (20%) – The reasonableness of the proposed price.

## VI. PROPOSAL SUBMISSION

Separate narrative and cost proposals are due August 29, 2016<sup>th</sup> at 5pm EDT. Please include the words “RFP Digital Accelerator” in the subject line of the emails submitting both technical and cost proposals. CPB will acknowledge by e-mail the receipt of each proposal that it receives.

Submit technical proposals and any samples of prior work by e-mail (as a PDF attachment) to: Tom White, Project Officer, [twhite@cpb.org](mailto:twhite@cpb.org).

Submit cost proposals separately by e-mail (as PDF or Excel attachment) to Jackie Livesay, Assistant General Counsel & Vice President, Compliance, [jlivesay@cpb.org](mailto:jlivesay@cpb.org).

All questions must be submitted in writing to Tom White at the e-mail address above. The questions and CPB’s responses will be posted on CPB’s Website without attribution.

## VII. TIMETABLE

Below is the anticipated timetable.

ACTIVITY	DATE
Proposal Submissions Due, 5 pm EDT	August 29
Proposal Review and Selection	September 20
Contract Drafting and Execution	September 30

## 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 from the same applicant. 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 their 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 applicant. CPB is not be 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.

## **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:

- (1) 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;
- (2) 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. (Consultants 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) 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;
- (4) The Consultant will comply with equal employment opportunity and nondiscrimination laws and policies;
- (5) 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;
- (6) 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. Consultants further agree 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;

(7) 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;

(8) 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

(9) Consultants 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.

(10) 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.

## **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 so as 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.

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