



Request for Proposals (RFP)

Editor Leadership Development Initiative

FILING DEADLINE: April 30, 2018

I. PROJECT OVERVIEW

The Corporation for Public Broadcasting (CPB) seeks an entity to design and implement a professional development fellowship program for editorial leaders. The two-year program will engage 100 fellows (“Fellows”) in small cohorts with a customized curriculum of onsite and virtual training and activities, supported by ongoing mentoring and coaching, to improve the knowledge and expertise of public media editors (the “Initiative”).

CPB conducted an assessment of editorial leadership capacity in 2017 that identified a need for editors with a broader range of skills than currently exist. Today’s rapidly changing media environment requires editors who know how to work across platforms; hire and retain reporters of differing backgrounds and perspectives; employ data in reporting; manage budgets; develop partnerships; and imbue their newsrooms with a deep knowledge of editorial standards and practices. This Initiative will provide training in these areas and will also create relationships among the Fellows that will better connect public media newsrooms and advance editorial collaboration. According to data collected by CPB, more than 400 of the public media system’s approximately 3000 journalists are in editorial leadership roles. As more stations build newsroom capacity, and initiatives such as the CPB-funded Regional Journalism Collaborations create new editor positions, this Initiative will play an important role in ensuring that our newsrooms can produce the high quality, innovative journalism that underpins an engaged, informed civil society. Stronger editors make for better journalism.

The purposes of the Initiative are:

- To build the leadership skills of accomplished journalists who are promoted into editorial management positions;
- To support institutional evolution and accelerate change in public media newsrooms to better meet the information needs of our communities;
- To increase the number of candidates capable of taking on editorial leadership roles;
- To create mutually supportive cohorts for public media editorial leaders; and,
- To establish ongoing training, coaching, and support.

II. ABOUT CPB

The Corporation for Public Broadcasting (CPB) is a private, not-for-profit, non-governmental corporation authorized by Congress in 1967 through amendments to the Communications Act of 1934. CPB is exempt from taxes under Section 501(C)(3) of the Internal Revenue Code. CPB promotes non-commercial public telecommunications services (television, radio, online, and digital) for the American people. CPB also provides financial support and a variety of services to more than 1,400 locally owned and operated public television and radio stations nationwide. Such support helps guarantee universal access to public broadcasting’s educational services and programming, and ensures that stations can exchange program materials through a national system of interconnection.

CPB supports public media journalism to ensure that the American public has access to high-quality local, regional and national reporting — the basis of an engaged, civil society. Public media represents a major source of fact-based news, meeting the information needs of communities across the country. CPB funding helps public media provide content that is fair, accurate, balanced, objective, transparent and created in a manner consistent with stations’ and producers’ editorial independence.

CPB advances public media’s national journalism efforts by funding producers such as NPR News, *FRONTLINE*, *PBS NewsHour*, PRI and APM. Through years of strategic investments, CPB has cultivated a network of local and regional public media news organizations that, in partnership with national producers, strengthens public media’s role as a trusted news source. Leveraging public media stations’ local ownership as a foundation for nationwide collaboration, CPB has invested more than \$32 million since 2009 to launch 29 local, regional and single-topic collaborations as well as joint regional newsroom operations. These partnerships connect 139 public media stations in 42 states, providing the basis for a vibrant multimedia network of high-quality, nationally reaching local journalism.

For more information, see www.cpb.org.

III. SCOPE OF WORK PROPOSAL

Proposals for this RFP should address the following scope of work. CPB will work with the successful Applicant (“Applicant”) to create a final design and implementation plan for the Initiative.

1. Program Design

- a. **Training** – Develop a training curriculum which should include, but is not limited to, the following (the “Training”):
 - editorial integrity and best practices;
 - building editorial strategic frameworks and partnerships;
 - multiplatform editing;
 - data reporting;

- project management, including developing and managing budgets;
- newsroom management, including:
 - creating a culture of respect and collaboration,
 - harassment prevention,
 - hiring and retaining diverse team members,
 - working with off-site team members,
 - communication skills;
- audience-first engagement;
- understanding and using metrics;
- managing up.

The Training curriculum should outline how much time will be spent on each topic and which topics will be addressed through in-person meetings and which through virtual sessions. The Training curriculum should describe when and for how long Fellows will have access to ongoing mentoring and coaching. It should also include what reading or study materials will be shared with the Fellows.

- b. **Coaches and Mentors** – Identify coaches and mentors who will lead and/or participate in the Training and/or will work individually and with small groups of Fellows on an ongoing basis. Ideally, the Fellows from the first cohort will become a resource for the coach and mentor pool, with each cohort of Fellows adding to the coach and mentor group.
 - c. **Operations of the Program** – Identify the ideal number of cohorts and cohort size in order to train 100 Fellows during the two-year Initiative. Identify the location(s) for the in-person Training (no fewer than two (2) in-person training sessions per cohort); the presentation mode for the virtual sessions; and the method of ongoing mentoring and coaching.
 - d. **Assessment** – Develop an assessment tool (“Assessment Tool”) that will be given to each Fellow at the beginning of the Training and again at the end of the Training to determine whether the Fellow has gained editorial leadership expertise and skills. Define specific goals and outcomes for the Training and the Fellows for use in the Assessment Tool.
2. **Fellow Application and Selection Process** – Design and develop the application and selection process for the Fellows, including a list of criteria for selection. It is expected that there will be candidates who self-apply and those who are nominated by their managers/supervisors. The selection process should include CPB, the coaches and/or mentors involved in the Training, and editorial leaders from public media. The target audience for the Fellows is: (1) mid-level journalists who have the potential to become editorial leaders; (2) station-based news directors and editors who are seeking to increase their skill sets; and, (3) editorial leaders for programs or collaborations who are seeking to increase their skill sets. CPB will have final approval of which candidates are selected as Fellows.
 3. **Evaluation** – The Applicant for this RFP will identify an independent third-party evaluator (“Evaluator”) for the Initiative. The Evaluator will use qualitative and quantitative measures to assess the Initiative at the mid-point of the program (“Mid-Point Evaluation”) and at the end of the Initiative (the “Final Evaluation”). CPB must approve the Evaluator identified by the

Applicant before any work on the Initiative may begin. CPB may require the Applicant selected to revise the Training and its implementation based on the results of the Mid-Point Evaluation.

The Mid-Point Evaluation will include, but not be limited to:

- a. An online survey of the Fellows to assess the quality of the Training, the effectiveness of the coaches and mentors, and the relevance of the topics addressed in the Training.
- b. Interviews with at least 25% of the Fellows from the cohorts trained to date to assess the value and relevance of the Initiative in their editorial work, the expertise of the coaches and mentors, and recommendations for improving the Initiative.
- c. Interviews with the coaches and mentors to assess the overall execution of the Initiative.
- d. An analysis of responses to the Assessment Tool (see 1.d. above).

The Mid-Point Evaluation should take 4-6 weeks to conduct. Results will be summarized, and any recommendations made in a report to CPB and the selected Applicant.

The Final Evaluation will include, but not be limited to:

- a. An online survey of the Fellows not previously surveyed to assess the quality of the Training, the effectiveness of the coaches and mentors, and the relevance of the topics addressed in the Training.
- b. Interviews with at least 25% of the Fellows from the cohorts trained after the Mid-Point Evaluation to assess the value and relevance of the Initiative in their editorial work, the expertise of the coaches and mentors, and recommendations for improving the Initiative.
- c. Interviews with the coaches and mentors to assess the overall execution of the Initiative and recommendations for improvements.
- d. An analysis of responses to the Assessment Tool (see 1.d. above).

The Final Evaluation should take 4-6 weeks to conduct. Results will be summarized, and any recommendations made in a report to CPB and the selected Applicant.

IV. PROPOSAL COMPONENTS

The Applicant must provide separate Technical and Cost Proposals. The Technical Proposal must include:

1. A statement of approach describing the proposed actions the Applicant will take to deliver on the stated goals of this Initiative, how the Applicant will execute the Scope of Work (including the Training curriculum), a timeline for the Scope of Work, and Initiative deliverables;

SAMPLE TIMELINE (For illustrative purposes only)

Months 1-4: Initiative ramp-up; Fellow applications and selection

Months 5-8: **Training of cohort**; Fellow applications and selection

Months 9-12: **Training of cohort**; Fellow applications and selection; **Mid-Point Evaluation**

Months 13-16: **Training of cohort**; Fellow applications and selection

Months 17-20: **Training of cohort**; Fellow applications and selection

Months 21-24: **Training of cohort**; **Final Evaluation**

2. Qualifications narrative describing the Applicant's assigned staff's relevant expertise, experience, and abilities demonstrating their ability to perform and complete the tasks in the Scope of Work, including the entity identified to conduct the Evaluation; and

3. Not more than three (3) examples of the Applicant's assigned staff's experience within the past five years of creating and implementing an editorial leadership program similar to the Initiative. The examples must include a detailed description of the objectives, a detailed description of the outcomes, time requirements, cost, and assigned staff for each.

The Cost Proposal must include:

- A breakdown of the hours and rates for each assigned staff for the twenty-four (24) months for the Initiative;
- A breakdown of the hours and rates for the Evaluation;
- The cost of any resources for the Training and ongoing coaching;
- The cost of reasonable travel and accommodation for the Fellows, coaches and mentors for the on-site Training, plus Applicant's possible travel to CPB's office. Travel costs associated with Applicant's travel to CPB's offices will be reimbursed in accordance with CPB's travel policies below in Section IX.

Please ensure that the Cost Proposal is provided as a separate document as explained in Section VI below.

V. SELECTION CRITERIA

Eligible Applicants will include news organizations, journalism schools and/or individuals with journalism, management and teaching expertise. Responses to this Request for Proposals will be evaluated using the following criteria with the associated weight.

1. Demonstrated ability of Applicant's assigned staff to perform the tasks described in the Scope of Work (50%), including, but not limited to:
 - a. Editorial leadership development expertise and capacity to execute the Initiative;
 - b. Experience working in the media industry and supporting media organizations;
 - c. Knowledge of public media journalism and newsroom collaborations; and
 - d. Experience fostering journalism collaborations.
2. The quality of the work examples (20%).
3. Cost Proposal – Breakdown of hours and rates for each assigned staff and the cost, if any, of travel to CPB's office for the term of the Initiative. (30%)

VI. SUBMISSION OF PROPOSALS

Applicants must submit technical and cost applications through CPB's electronic grants management system.

To gain access to the electronic grants management system, please send an email request to Erin Day at eday@cpb.org no later than Monday, April 2, 2018 at 5:00 p.m. EST. CPB will provide access to eligible applicants within two business days. Include “Editor Leadership Development Initiative” in the subject line. In your request, please provide your name, title, phone number, organization name, address and organization web site.

All questions regarding this RFP must be submitted in writing to Ms. Day at the email address above. The questions (without attribution) and CPB’s responses will be posted on CPB’s website. Please include “Editor Leadership Development Initiative” in the subject line of all emails. The deadline for submitting questions is Monday, April 2, 2018 at 5 p.m. EST.

CPB will conduct an Applicant webinar (“Webinar”) on Monday, April 16, 2018 to answer questions submitted to CPB. Potential Applicants must register for the Webinar in advance by emailing Ms. Day at eday@cpb.org by Monday, April 2, 2018 at 5 p.m. EST.

Proposals for this RFP are due no later than Monday, April 30, 2018 at 5 p.m. EST. CPB will not consider proposals submitted after this time.

Technical Proposals may be in Microsoft Word or PDF format. Cost Proposals must be in Excel format.

CPB may request the Applicants with the top scores to meet with senior management at CPB’s offices in Washington, D.C. If so, CPB will notify the selected Applicants of the time and date.

TIMETABLE

Below is the anticipated timetable.

ACTIVITY	DATE
Deadline to: <ul style="list-style-type: none"> • Request access to CPB’s electronic grants management system • Submit questions • Register for Webinar 	April 2, 2018
Webinar	April 16, 2018
Proposal Submissions Due	April 30, 2018
Proposal Review and Selection	May 1-June 30, 2018
Contract Drafting and Execution	September 1, 2018

VII. CPB TERMS

RIGHTS AND RESPONSIBILITIES

Proposals submitted in response to this open call for grant applications by an applicant (“Applicant”) shall be valid for at least 60 days following the application deadline.

Proposals shall be prepared simply and economically, providing a straightforward, concise description of the Applicant's proposals to meet the requirements of this application. Neither multiple nor alternate proposals will be accepted. An Applicant 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 Applicant shall be responsible for all products and services required by this Application. Subcontractors must be identified and a complete description of their role relative to the proposals must be included in the Applicant's proposals.

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

As part of the application review process, CPB may share materials, data, other information and analyses (collectively, "Information") with Applicants. As a condition of receiving such Information, Applicants responding to this application 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 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 application.

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. Additionally, each Applicant agrees to indemnify CPB with respect to the aforementioned guarantees.

PREVIEW OF GRANT REQUIREMENTS

- A. Grant payments will be contingent upon the delivery of specific components related to project implementation, including but not limited to reports on the progress.
- B. Grantees will be required to certify final project costs.

VIII. CONDITIONS OF AGREEMENT

If CPB funds a proposal, the successful Applicant 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. Applicant is not authorized to commence work until the agreement is fully executed. If the Applicant opts 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 Applicant 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. Applicant 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, which includes but are not limited to the following.

1. A demonstration of ability 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 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. (The Applicant will additionally ensure that any subcontractors or consultant under the agreement shall also maintain such records for the period specified and under the same terms);
3. 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;
4. Compliance with equal employment opportunity and nondiscrimination laws and policies;
5. The Applicant who plans to engage subcontractors will be expected to obtain competitive bids, and to provide assurances that the prices obtained for any such services are fair and reasonable;
6. The Applicant 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;
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. The Applicant 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;

8. The agreement will be governed by construed in accordance with the laws of the District of Columbia without regard to its conflict of law provisions;
9. 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
10. The Applicant 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) Applicant's performance under the 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. CPB will not be responsible for any costs incurred by the Applicant in preparing and submitting a proposal, or in performing any other activities relative to this solicitation.

IX. EXPENSE GUIDELINES

Exhibit A – Non-Employee Travel Expense Guidelines

Travel expenses incurred by non-CPB staff (including consultants) need to 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 are required to accept the lowest fare available for the required itinerary. Final fare coach may be used only in unusual and/or special circumstances and, in each such instance, a detailed explanation shall be provided, and reimbursement shall be contingent upon approval by CPB.

Private automobile use will be reimbursed at the prevailing IRS rate of 54.5 cents per mile for 2018, 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 only reimburse 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, provided that meals are not otherwise furnished or included in connection with an activity.