

CORPORATION FOR PUBLIC BROADCASTING
Request for Proposals for Station Renewal Project
Station Participation

RFP Release Date: June 30, 2006

Deadline for Response: August 8, 2006 (extended from July 31, 2006)

RFP AT A GLANCE

CPB Radio seeks stations to participate in the recently created Station Renewal Project.

OPPORTUNITY

CPB Radio believes public radio can significantly increase its overall levels of public service by materially improving the performance of key underperforming stations. Stations with a vision of providing greater public service to their communities will have the opportunity to participate in a CPB-funded, two-phase grant program designed to help them reach their potential. At CPB's discretion, this grant program will make available meaningful resources to stations with realistic potential for substantial improvement.

GRANT PROGRAM STRUCTURE

The Station Renewal Project will consist of two phases, the first of which will be a needs assessment of ten competitively-selected stations. Priority targets will be a) stations that are failing to meet the Audience Service Criteria (ASC) of the Community Service Grant (CSG) program and b) stations that are performing near the minimum thresholds of the Audience Service Criteria. The ten stations will go through needs assessments that will include evaluation of governance and licensee issues; station management and leadership; programming strategy and execution; fundraising; and organizational capacity.

Stations that successfully complete phase one will be eligible to apply for the second phase of the project, implementation of recommendations. In their application for second phase implementation funding, stations will lay out the specific initiatives they plan to undertake to improve their listener service, based on the needs assessment completed in the first phase. CPB Radio may choose up to five stations from those successfully completing the first phase and provide major funding for them to carry out these initiatives. This funding will include support of direct station activities as well as continued consulting assistance. We expect stations to pay for some part of the cost of second phase activities with funds that they have raised.

ASSESSMENTS

All ten needs assessments will be completed by Public Radio Capital (PRC) in partnership with an organizational development professional by December 31, 2006. Recommendations for change will be presented to stations by early February 2007. As part of the assessments, PRC will analyze available audience and financial data, market dynamics, and station operations. They will make at least one on-site visit to each station to meet with station staff, management and licensee representatives.

Participating stations will be expected to be cooperative and flexible when scheduling on-site visits and will ensure that requested staff and licensee representatives are available

for interviews during such visits. The stations will be expected to respond in a timely manner to requests for information and/or data. Stations chosen for participation will be expected to supply PRC with available data upon request that includes:

- Last five years of Financial Statements (audited, if available)
- Last five years of Functional Expenses (if available)
- Copy of YTD Financials
- Complete Income/Expense Budget for Current Year
- Complete Income/Expense Budget for Next Fiscal Year (if available)
- Long Range Forecasts, if completed, and/or Business Plans
- Strategic Plan, if available
- Most recent annual report
- Last two years of CUME and AQH
- Detailed information on Membership, Major Gifts, and Underwriting
- Organization Chart
- Target market(s) description

(All station information will be kept confidential.)

Participating stations must be able to attend a Special Conference to be held January 11-12, 2007, in Denver, CO. The 1 ½ day conference will occur prior to selection of stations for phase two of the project and will give stations the chance to discuss the challenges and opportunities illuminated during the assessment phase.

Each participating station will have a \$10,000 grant made available to them to cover some of the costs associated with the activities of the assessment process (exclusive of services provided by PRC and paid for by CPB).

WHO SHOULD RESPOND TO THIS RFP

CPB Radio is targeting radio stations that are failing or struggling to meet the Audience Service Criteria (ASC) of the Community Service Grant (CSG) program. While we welcome all proposals, ideally we are looking for stations with the following traits:

- Currently participating in the Community Service Grant program.
- Failing or struggling to meet the FY07 Audience Service Criteria of the Community Service Grant program.
- Committed to making changes that will position the station to meet the Audience Service Criteria of the Community Service Grant program.
- Willing to make time and resources available to successfully complete all elements of the assessment process, including commitment to attend the Special Conference January 11-12, 2007.
- Willing to promote and implement transformative change to achieve greater public service.
- Willing to be flexible in scheduling on-site visit(s).

SUBMISSION REQUIREMENTS

In addition to completing the on-line application form, interested stations will need to submit a proposal that includes:

- A self-analysis of the reasons why the station is currently struggling to meet the ASC and/or not performing higher against the criteria.
- A summary of what station management believes will position the station to meet or exceed the current ASC and what resources would be needed to achieve that goal.
- An explanation of why this project is timely for the station.
- The following financial information:
 - Annual Budget for Fiscal 2006 (including all sources)
 - Actual Revenue Fiscal 2005 (including all sources)
 - Actual Expenses Fiscal 2005
 - (please identify which month the fiscal year begins)
- A copy of the station's current program schedule
- A letter signed by the licensee representative that clearly articulates that body's understanding of the process the station wishes to participate in and its full support for such activities, including implementation of suggested changes, whether or not the station participates in phase two of the Station Renewal Project

EVALUATION CRITERIA

These are some of the factors that will be considered, in no particular order:

- Station's performance against the current ASC.
- Station's understanding of the forces contributing to its lack of performance against established measures.
- Demonstrated commitment of station management to perform the work necessary for transformative change.
- Demonstrated commitment of the station's licensee to perform the work necessary for transformative change.

PROJECT TIMELINE

CPB Radio intends to follow this timeline:

June 30, 2006:	RFP Posted
July 11, 2006	Questions on RFP due
July 14, 2006:	RFP resubmitted with answers to questions
August 8, 2006:	Deadline for proposals
August 18, 2006:	Participating Stations chosen
September 2006:	Station assessments begin
December 31, 2006:	On-site station visits and data analysis completed
January 11-12, 2007	Special Conference
February 2007:	Final reports and change plans presented to stations

QUESTIONS AND SUBMISSION OF PROPOSALS

We understand that no RFP can cover everything, and we welcome your questions or requests for clarification. Please submit any questions by 5pm eastern time on July 11, 2006 to the contact listed below. We will collect all questions and submit a revised Frequently Asked Question (FAQ) with answers to all questions on July 14, 2006.

Please submit questions and proposals to:

Deborah Carr
Project Manager
Corporation for Public Broadcasting
401 Ninth St. N.W.
Washington, DC 20004-2129

Email: carrd@cpb.org
Phone: (202) 879-9767

APPLICATION PROCEDURES

Apply at <http://www.cpb.org/grants/stationrenewal2/application.html>.

Applications must consist of:

- [Application Form](#), filled out in its entirety.
- Applicant Narrative**, a written (maximum of five pages) proposal that includes:
 - A self-analysis of the reasons why the station is currently struggling to meet the ASC and/or not performing higher against the criteria.
 - A summary of what station management believes will position the station to meet or exceed the current ASC and what resources would be needed to achieve that goal.
 - An explanation of why this project is timely for the station.
- A copy of the following financial information**
 - Annual Budget for Fiscal 2006 (including all sources)
 - Actual Revenue Fiscal 2005 (including all sources)
 - Actual Expenses Fiscal 2005
 - (please identify which month the fiscal year begins)
- A letter signed by the licensee representative** that clearly articulates that body's understanding of the process the station wishes to participate in and its full support for such activities, including implementation of suggested changes, whether or not the station participates in phase two of the Station Renewal Project.
- A copy of the station's current Program Schedule.**

Applicants are responsible for providing all required materials. CPB and/or PRC may, at their discretion, initiate discussion with any applicant to obtain clarification or additional information.

Do not submit proposals by fax. They will not be accepted.

DEADLINE

Receipt at CPB by 5pm ET on **August 8, 2006 (extended from July 31, 2006)**.

REVIEW AND SELECTION

The process will begin with a review by CPB staff, after which applicants may be invited to submit additional detail. CPB may forward such additional materials to PRC or other outside experts, which will advise CPB regarding each proposal's merits and consistency with the CPB System Support Fund's purpose and priorities. Most funding decisions are expected to occur no sooner than four weeks after submission. While we seek input and advice, funding decisions are CPB's alone.

OTHER

Proposals selected may receive requests for additional detail, including project timeline. CPB may ask applicants to work with other individuals or institutions to achieve proposed outcomes.

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 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 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 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. Contractors 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) 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 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;
- (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) Applicants who plan to engage sub-contractors will be expected to obtain competitive bids, and to provide assurances that the prices obtained for any such services are fair and reasonable;
- (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 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.

All applicants are advised to familiarize themselves with CPB's [Grant Requirements](#) before applying.

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