

1. **Question:** What is the expected / estimated level of engagement?  
**Answer:** CPB estimates that at least 50 hours of consultative work is required per month, with increased hours for discreet, larger, or more complex work that may result in position papers, detailed visual representations, or strategic decision mapping.
2. **Question:** Can you provide a timeline including milestones?  
**Answer:** CPB will work with Contractor to establish specific milestones, although at a minimum, the work described in Section II, Workscope, paragraphs A.1 through A.5, is scheduled to occur during for the first 16 months of the engagement.
3. **Question:** Can more clarity be provided on the “at least 50 of hours in consultative work per month?” For example, does this mean 50 hours a month across team members or by team member?  
**Answer:** Across team members.
4. **Question:** What is the approximate number of stakeholders and working sessions the consultant is expected to meet with / complete?  
**Answer:** While there are 15 key stakeholders, attendance by all may not be necessary depending on the issues discussed. Each stakeholder may need to send multiple representatives to the meetings, for example, an individual stakeholder may attend with several staff. Up to six meetings with the stakeholder group are expected to take place in-person, while other stakeholder engagements can be held virtually. In addition to the meetings with key stakeholders, the Contractor is expected to meet up to three times at CPB’s offices with key CPB staff, to be determined.
5. **Question:** Will the consultant be involved in the selection of key stakeholders to ensure coverage across the relevant business, operations, and technical departments?  
**Answer:** While CPB will identify the initial set of stakeholders, Contractor’s recommendations are welcomed.
6. **Question:** Will CPB require reports following interviews? If so, what format should those reports be in? E.g., a detailed diagram, a broad overview, or stakeholder meeting notes including key takeaways and consensus view?  
**Answer:** Contractor must provide CPB with written weekly reports summarizing the key points of the interviews and a general description of other activities undertaken.
7. **Question:** How many prior assessments were completed and how many is the consultant expected to review?  
**Answer:** There were approximately six key assessments completed in the past decade, which will be shared once Contractor is engaged. Contractor will be required to review at least two of these, and it may be necessary to review others.
8. **Question:** What are the content areas for each assessment (operational, technical, for what aspects of the relevant systems)?

**Answer:** As explained in Section II.A.3 of the RFP.

*Perform financial, structural, and functional analysis of public media's existing and proposed content distribution systems, taking into account existing and emerging digital media content distribution technologies, including lifecycle and future utility of such technologies, future trends in technology, solutions and platforms employed by commercial and non-commercial media entities, and limited public media resources.*

9. **Question:** What is the nature / format of the deliverable expected for each assessment review?

**Answer:** Depending on the type of information presented, publishable reports should be created using Word, Excel, PowerPoint, graphics, and/or PDF formats.

10. **Question:** Will the consultant be able to connect w/ the teams who completed assessments to ask follow-up questions?

**Answer:** No.

11. **Question:** What is the timeline for receiving prior assessments after the consulting engagement begins? What is the expected turnaround time for updates/revisions/additions on each assessment?

**Answer:** Contractor will be provided the assessments after the onboarding meetings during which a timeline will be established. The turnaround time may be approximately 30-days.

12. **Question:** Will the consultant be providing the updates, revision, and additions on prior assessments? Or will the consultant be reviewing and assessing the updates, revisions, and additions provided by prior consultants?

**Answer:** Contractor's work will cover both areas.

13. **Question:** What details are available regarding the requested financial analysis? Is CPB looking for the consultant to audit spend? If so, at what level? Is CPB requesting that consultant provide an overall business case for all systems? Or a business case for each distribution endpoint?

**Answer:** Contractor will have access to the proposed budgets for future projects and the actuals costs incurred for completed projects and those in progress, providing CPB with feedback on the relevance and reasonableness of those costs and project direction. Contractor must be able to provide financial, structural, functional, and engineering review of the current and prospective solutions for the future of public media content distribution.

Contractor will not be required to conduct any audits or verify project spending.

14. **Question:** What details are available regarding the requested structural analysis? Is CPB requesting an analysis of organizational structure? Technical structure?

**Answer:** Contractor's work will cover both areas.

15. **Question:** What details are available regarding the requested functional analysis? An analysis of specific functions (e.g., broadcast architecture)? Or a macro-view of how systems function together?

**Answer:** Contractor's work will cover both areas.

16. **Question:** What information will the consultant have access to regarding the financial, structural, and functional components of the content distribution system? Will there be access to key stakeholders? How many key stakeholders will be involved/need to be interviewed?

**Answer:** In prior assessments, some stakeholders provided complete access after entering into a non-disclosure agreement with the contractor and others provided more limited access. In any case, Contractor will work with and interview 15 stakeholders. If necessary, Contractor may request additional stakeholders be included.

17. **Question:** What details are available regarding the proposed content distribution system? How is the proposed system related to this RFP's purpose (e.g., validate proposed system, generate alternate recommendations, etc.)?

**Answer:** There are several centrally managed, existing distribution systems serving public media which were funded in part by CPB. Contractor will be required to evaluate at least two of these systems, within the first sixteen months of the project. Simultaneously, Contractor may be asked to evaluate other proposals.

18. **Question:** How many systems are in-scope for this analysis and to what level of granularity should the analysis be completed?

**Answer:** There are at least four systems in-scope for this analysis and the analysis must be sufficiently detailed to address the requirements in Section II, Work Scope.

19. **Question:** When is this analysis expected to be performed during the course of the engagement, and what is the expected timeline for completion?

**Answer:** Analysis of the existing systems will begin after Contractor is engaged, and the analysis of proposed systems should commence in the first or second quarter of 2024 and be completed no later than the third quarter of 2024. CPB and the Contractor will establish timelines for any other proposals on a case-by-case basis.

20. **Question:** How many proposals is the consultant expected to review and over what time period?

**Answer:** While it is difficult to estimate the number of proposals that will be submitted to CPB, for reference, there were approximately 10 proposals reviewed over a two-year period.

21. **Question:** In what format are proposals and what is the average length?

**Answer:** Proposals are often created in Word or PDF formats and may be up to 100 pages in length.

22. **Question:** What is in-scope regarding the review and evaluation (e.g., financials, technical specifications, etc.)?

**Answer:** Financial, structural, functional, and engineering analysis will all be considered in-scope.

23. **Question:** Will the consultant be involved in the drafting of requests for information (RFI) to ensure appropriate coverage of relevant topic areas?

**Answer:** Contractor will be expected to draft requests for information (RFI). ,

24. **Question:** Will the consultant have access to key CPB employees to stress test assumptions of the proposals?

**Answer:** Yes.

25. **Question:** In what format does CPB expect to receive evaluations (i.e., 1-page summary? Full slide deck?)

**Answer:** Evaluations must be presented as a formal written report of publishable quality, incorporating all the necessary narrative, graphical or other images, to present the findings to a broad cross-section of technical and less-technical audiences.

26. **Question:** Will the consultant have access to documentation that includes the tools, technologies, databases, and third-party vendors associated with the public media distribution systems?

**Answer:** The level of access will be subject to restrictions in the non-disclosure arrangements between the public media stakeholders and their vendors.

27. **Question:** Will CPB share details on existing infrastructure, number of servers, operating system, etc. that are in scope for the assessment?

**Answer:** This information will be provided by the stakeholders that operate those systems.

28. **Question:** Is any additional data or technical specifications expected to be distributed from PBS / NPR, to better understand the overlap between PRSS and SIX?

**Answer:** Yes, the Contractor will receive additional data and technical specifications from PBS and NPR.

29. **Question:** Given NPR's ongoing efforts to understand the future of public radio distribution, should the consultant's recommendations be based on current-state operations?

**Answer:** NPR's ongoing efforts to understand the future of public radio distribution is independent of this RFP's goals. Contractor's assessment and recommendations should factor in NPR's current operations.

30. **Question:** Will the consultant be able to engage / collaborate with the selected consultant for NPR's future of public radio distribution effort to optimize synergies with future systems?

**Answer:** Contractor's analysis must be independent of NPR's work in this field.

31. **Question:** Which technologies / distribution systems are being considered for replacement / upgrades / modifications? Which systems are the highest priority for modification?

**Answer:** Contractor's assessment should include these types of recommendations.

32. **Question:** Please confirm that this deliverable will be a capstone of the engagement, encapsulating all materials presented over the course of the exercise.

**Answer:** While the assessments of the two interconnection systems' current and proposed future states are expected to comprise a significant volume of the anticipated work in the first 16 months of the contract term, Section II, Workslope of the RFP identifies other work that may be required of Contractor throughout the engagement.

33. **Question:** Based on previous work with PBS, stakeholder review is a vital step in the process. Does CPB anticipate that it will take stakeholders significant time to review and provide feedback on output? If so, is the estimated number of meetings with key stakeholders appropriate (a combined 18 meetings over the course of the two-year term, per section III.B.2), or should this number be increased?

**Answer:** The anticipated number of meetings may change depending on the results of Contractor's work.

34. **Question:** Will the consultant have access to CPB key stakeholders to test principles throughout the duration of the effort?

**Answer:** Yes.

35. **Question:** Will CPB provide any further context on technical specifications and current requirements for approved technologies to inform the identification of new solutions, or is determining those requirements within the scope of work for the consultant engaged on this project?

**Answer:** Contractor must possess expertise in broadcast, broadband, and wireless technologies for television, radio, and digital media content distribution to provide guidance on the future of content distribution for public media.

36. **Question:** Are the recommendations for new solutions limited to tools and technologies or are other areas of the operating model in scope such as business operations?

**Answer:** Contractor's recommendations should not be limited to tools and technologies and must include business operations and any other relevant areas.

37. Does CPB have an estimate of the frequency or volume of these requests?

**Answer:** The estimate of at least 50 hours per month is based on prior similar engagements, although the workload will vary from month to month.

38. **Question:** Will the consultant have access to relevant stakeholders with technical knowledge of the distribution system infrastructure to complete impact analyses for the new and emerging technologies?

**Answer:** Yes.

39. **Question:** Will any of the consultants provided reports be published externally / publicly?

**Answer:** CPB will decide whether and which documents will be published.

40. **Question:** Would it be possible for CPB to send examples or prior work?

**Answer:** You may access a publicly available example at [https://www.cpb.org/sites/default/files/reports/CPB\\_Interconnection-Cognizant\\_Assessment\\_Report.pdf](https://www.cpb.org/sites/default/files/reports/CPB_Interconnection-Cognizant_Assessment_Report.pdf). All other reports will be made available after Contractor is engaged.

41. **Question:** Is there an estimate of the number of presentations the consultant is expected to complete?

**Answer:** With so many unknown factors, the number is difficult to estimate.

42. **Question:** At which professional conferences / webinars is the consultant expected to speak?

**Answer:** This information is not currently known.

43. **Question:** What percentage of requests from CPB should we expect to take less than 10 hours? More than 10 hours? Is a report for each assessment required?

**Answer:** CPB does not have sufficient information to estimate the number of hours for each request at this time, although a summary report for each assessment will be required.

44. **Question:** At what frequency should we expect to receive requests throughout the course of the term?

**Answer:** Unknown.

45. **Question:** What is the timeline for receiving assessments from CPB after the consulting engagement begins? What is the expected turnaround time for each assessment?

**Answer:** Contractor and CPB will work together to establish a timeline for each project.