



Request for Proposals Accelerating Public Media's Digital Culture Transformation

Proposals Due: February 11th, 2021 at 4:00pm ET

I. OVERVIEW

The Corporation for Public Broadcasting (“CPB”) seeks the services of an expert(s) (“Expert”) to work with a minimum of 75 and up to 100 public media stations’ and content production organizations’ (“Public Media Entities”) CEOs and/or their senior executive leadership teams to assist them in accelerating their digital culture transformation efforts at their respective entities in the wake of the COVID-19 pandemic and its impact on public media.

The economic impact of COVID-19 and its changes to consumer behaviors caused a shift in public media entities’ priorities and operating requirements. The heavier reliance on digital channels for content distribution, revenue generation, and audience engagement along with a corresponding spike in audience growth on digital platforms, created a heightened sense of urgency for digital culture transformation. The economic impact of the pandemic has also driven the rapid adoption of digital technologies and is forcing change in public media entities’ operations. Many of these entities are not completely prepared to capture the opportunity for the long term as they shift from triage mode to adaptation.

This new normal is a unique opportunity and impetus for public media CEOs and/or their senior executive leadership teams to adapt and reinvent themselves as digital leaders. By helping them lead more agile and resilient organizations and build digital dexterity across mission-based focal areas such as education, content-development, and journalism, these leaders will be able to impact the long-term unique value proposition of their public media entities in their local communities.

The Expert will design, develop, advise, and guide selected public media entity leaders through a performance and outcomes-based digital culture transformation program as measured against defined success metrics and criteria. The Expert will also assist CEOs and/or their senior executive leadership teams in adapting their organization’s culture, strategies, and technology in order to be able to lead a more agile and data-informed organization during the COVID recovery period and beyond. During the pre-launch period of three months, the Expert will work closely with CPB to develop a process by which public media entities will be selected for participation and onboarded into the program. In addition, the Expert must propose and develop a plan and approach that can be scaled to potentially serve greater numbers of public media entities in the next few years.

The proposed program should complement and support, where possible, other existing business strategy and organizational culture programs and initiatives currently implemented

or planned by CPB. These include initiatives in the areas of diversity, equity, and inclusion; content development; education; journalism; and digital infrastructure.

Given the impact of COVID-19, the majority of this curriculum should be implemented online and virtually via a flexible, engaging, interactive, and approachable learning management platform. When safe travel resumes, the Expert may be required to make some in-person public media entity visits. All travel costs must be consistent with CPB travel guidelines in Section X of this RFP.

The project will extend for a 15-month period and the Expert will be compensated on a fixed fee basis. The agreement may be renewed for an additional 12 months to conduct any needed follow-up work and to introduce an additional 75-100 public media entities to the program. The extension will be at CPB's sole discretion, during which the Expert will be paid on an hourly basis.

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 invests in approximately 1,500 local radio and television stations whose programs, services, and other initiatives serve and engage the American public.

Public media's mission is to provide programs and services that inform, educate, enlighten, and enrich the public and help inform civil discourse essential to American society. For more than fifty years, this national federated network of independently owned and operated 501(c)3 public radio and television stations have served the mission, bringing free broadcast programming and services to nearly 98 percent of the U.S. population.

The challenges for public media are complicated by its unique business model. Unlike most commercial media, which is largely supported by advertising and subscription revenue, public media's economy is largely dependent on voluntary donations that are independently nurtured, solicited, and managed at each local station.

III. WORKSCOPE

The Expert will be required to perform the following activities:

1. In collaboration with CPB, develop both selection criteria and an onboarding process for the public media entities participating in the program.
2. Conduct a high-level assessment of the current state of digital for each selected public media entity:
 - o Perform topline analysis of each public media entity's strengths, weaknesses, opportunities, and threats, in relation to public media entity's direct local

competition and in the media space generally, relative to its content development and distribution efforts, digital marketing programs, business operations, and structure, and revenue optimization.

3. Define a set of criteria that will be used to assess, measure, analyze and monitor the current maturity level and ongoing progress of each public media entity's digital culture transformation as well as at the aggregate level for all public media entities.
 - o Develop the following at both an aggregate and public media entity-specific level:
 - Programmatic KPIs, benchmarks, and metrics: Benchmarks and metrics should be well-defined, industry-standard, and codified for digital culture transformation and include relevant qualitative and quantitative criteria. Success measures should be established for benchmarking, measurement, trend analysis, and monitoring at various intervals during the program to determine and track progress and results in the level of digital culture transformation maturity or rate/degree of digital acceleration.
 - Dashboards or other Business Intelligence tools to assess progress.
4. Build trusted relationships with the public media entity CEOs and/or their senior executive leadership teams and assist them in transforming their public media entities by working closely with them on the following:
 - o **Leadership and Decision Making**
 - Assist CEOs and/or their senior executive leadership teams in evaluating and developing a strategic vision, near and long-term strategies, SMART goals, and KPIs that put digital at the center of the organizations' strategic priorities and culture.
 - Coach CEOs and/or their senior executive leadership teams on how to foster internal, cross-department collaboration and align organizational resources appropriately and optimally to deliver against digital strategies which result in significant value in digital domain areas.
 - Assist CEOs and/or their senior executive leadership teams to increase their organizations' agility, adaptability and resiliency by shifting mindsets and priorities at the public media entity-level to create an organizational culture of learning, experimentation, data-informed decision making, and commitment to exploring new revenue and operating models.
 - Help CEOs and/or their senior executive leadership teams develop a culture of innovation and an audience-first focus including the development, retention, and engagement of new and existing

audiences.

- Assist CEOs and/or their senior executive leadership teams in developing ongoing communication strategies around digital culture transformation that will inspire and motivate employees and generate support among the public media entity's board and partners.
- Assist CEOs and/or their senior executive leadership teams to expand their use of digital platforms, tools, and analysis to strategically identify and evaluate existing and new revenue opportunities and partnerships.
- Assist CEOs and/or their senior executive leadership teams in using and adopting agile work processes to optimize operations and quickly adapt to dynamic opportunities in the market.
- Teach CEOs and/or their senior executive leadership teams how to create and leverage data and digital analytics dashboards in order to measure the efficacy and success of digital projects, capture business intelligence insights, and make informed business decisions.

- **Operational and Organizational Structure Changes**

- Advise CEOs and/or their senior executive leadership teams on change management methodologies and best practices with an emphasis on culture change.
- Assist CEOs and/or their senior executive leadership teams in the creation and prioritization of goals and performance-based outcomes and measurements that align with new organizational digital strategies and ways of working which motivate management and staff.
- Teach CEOs and/or their senior executive leadership teams how to evaluate existing and emerging digital business opportunities in the marketplace by using structured tools and/or evaluation processes to improve revenue streams from existing operations and create new revenue streams.

5. Allocate dedicated time (dependent upon each entity's unique needs) with each public media entity's CEOs and/or their senior executive leadership teams, providing the appropriate level of guidance and advice to ensure optimal, successful outcomes.
6. Propose an approach for a broader, accelerated digital culture transformation program that can be scaled across public media entities (beyond the initial cohort group of 75-100 public media entities).
7. Develop, host, maintain, and update documentation, over the course of the program, which includes methodologies, best practices, and case studies to be shared with all public media entities via an accessible online repository that will serve as a guide to

assist in public media's digital culture transformation.

8. Expert will be expected to update CPB on progress on a biweekly basis and produce quarterly interim and final reporting. The reports will include an executive summary of the project, together with outcomes and insights in narrative form, as well as data and performance metrics and analysis.
9. Expert may be asked to make a presentation(s) to CPB executive staff and/or CPB's Board on overall Project outcomes or at various points during the course of the Project.

IV. REQUIRED PROPOSAL CONTENTS

Applicants must submit separate Narrative and Cost proposals; no cost information may be included in the narrative proposals.

A. Narrative Proposal – The Narrative Proposal must include the following:

1. Cover Page: Include the project title ("Digital Culture Transformation Program"), primary contact name, mailing address, e-mail address, and telephone number.
2. Proposal: A detailed description of the Expert's approach to the project, including:
 - i. Project Schedule - major tasks with the hours and titles of each assigned staff, deliverables, timelines, etc. over the life of the project.; and
 - ii. Execution Plan – proven methodologies, strategies, tools, program components, and processes to be employed covering Expert's approach to all key areas described in the Work Scope/Section III above; description of tasks the Expert plans to undertake, number of hours each staff member is projected to spend on each task or phase of the project, and the amount of time to be spent with each public media entity on average (virtually). The plan should also include details on the following:
 - a) Detailed measurements and performance metrics -- how benchmarks will be set; and the criteria and process for measuring participation, progress, and success at time-based intervals over the course of the program.
 - b) Identification of an online learning platform for the virtual delivery of the program including where documentation (case studies, methodologies, etc.) can be shared. Include past successful experiences using this platform, or other reasons for recommending this platform.
 - c) Approach to both mitigating and resolving issues or problems that could arise during the program (e.g., lack of participation, engagement of station leadership with program).

- d) A proposed plan and approach to potentially serve greater numbers of public media entities in the next few years.
- 3. Experience: Background on the Expert, including the following:
 - i. Resumes for each anticipated team member who will work on the project with the following qualifications:
 - a) Experience in digital, media and/or nonprofit and demonstrated expertise in successfully guiding organizations through all aspects of digital culture transformation including change management models and methodologies.
 - b) Experience level, competency, expertise, and skills of designated staff that directly relate to the topics identified above in the overview and work scope sections.
 - c) Preferably, the Expert should have knowledge of and/or experience with the public media system.
 - ii. Not more than three recent examples of projects which demonstrate the Expert's ability to guide or help evolve an organization, preferably media organization, through all aspects of digital culture transformation.
 - iii. References from project examples provided, including telephone and e-mail contact information.

B. Cost Proposal must include the following information:

- 1. The Expert must provide a detailed cost proposal using the project schedule created for the narrative proposal. The cost proposal should be based on the participation of between 75 and 100 public media entities.
- 2. With COVID-19, there is no expectation of travel for the near future. However, with 15 months and possible longer contract term, it is possible Expert's work will eventually require travel, which is subject to CPB's advance approval and in accordance with CPB's Expense Guidelines set forth in Section X of this RFP.
- 3. For the optional extension of one year, the Expert must provide a detailed cost proposal to work with a new group of 75 to 100 public media entities.

V. EVALUATION CRITERIA

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

- 1. Approach and Execution Plan (40%) – The quality of the proposed plan, including demonstrated understanding of the problem, proposed metrics and benchmarks, the likelihood of achieving the project goals, division of the project into appropriate tasks, suggested learning platform for virtual delivery, and understanding of issues that could arise during the project and their associated solutions.

2. Skills and Experience (40%) – Whether the Expert’s prior experience is relevant to the proposed scope of work and the quality of the examples.
3. Price (20%) – The reasonableness of the proposed price.

VI. PROPOSAL SUBMISSION

Applicants must submit their Proposals through CPB’s electronic grants management system.

To gain access to the electronic grants management system, please send an email request to Flaka Krajkova, Project Manager, at fkrajkova@cpb.org, no later than **Thursday, February 4th, 2021 at 5:00pm ET**. CPB will provide access to applicants within two business days. If your organization already has an account within CPB’s electronic grants system, you must still request access to this specific RFP.

Once access is granted, respondents will be able to upload their narrative and cost proposals separately in the appropriate fields. Proposals are due **Thursday, February 11th, 2021 at 4:00 pm Eastern Time**. All questions related to this RFP must be submitted in writing no later than **Wednesday, February 3rd, 2021** to Ms. Krajkova at the email 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 |
|------------------------------------------------------------|-------------------|
| Deadline for questions | February 3, 2021 |
| Deadline to request access to the Grants Management System | February 4, 2021 |
| Proposal Submissions Due, 4 pm ET | February 11, 2021 |
| Proposal Review and Selection | March 2021 |

CPB may request the applicants with the highest scores to present their proposals to CPB, virtually. If selected, CPB will contact the applicant to schedule a time for the presentation.

VIII. CPB TERMS

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

Neither multiple nor alternate applications will be accepted. Applicant (“Applicant”) should clearly identify any portion of its proposal that it considers confidential, proprietary commercial information or trade secrets. In addition, Applicant must identify all subcontractors and advisors and include a description of their roles.

Applicants selected for funding are deemed to have accepted the terms in this RFP. Any exceptions to these terms must be clearly identified in their proposals. CPB, at its sole discretion, may reject proposals that include exceptions.

In reviewing Applicant's proposal, CPB may share materials, data, other information and analyses (collectively, "Information") with Applicant. As a condition of receiving such Information, Applicant 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 Applicant's possession.

CPB is not responsible for loss or damage to material that Applicant provides to CPB in conjunction with this RFP. Upon submission, said information shall become CPB's property (not including any intellectual property rights contained in such submission), and CPB is not required to return the same to Applicant. Applicant is responsible for any violation of copyright, trademark, patent, trade secret, or other rights related to such material.

This solicitation does not constitute an agreement by CPB to extend funding to any party. CPB may, in its sole discretion, elect not to pursue this project.

By submitting a proposal, Applicant grants to CPB the right to duplicate, use, disclose, and distribute the materials submitted for purposes of evaluation, review and research. In addition, Applicant guarantees that it has full and complete rights to all information and materials included in its proposal and guarantees that such materials are not defamatory and do not infringe upon or violate the privacy rights, copyrights, or other proprietary rights of any third party.

IX. CONDITIONS OF AGREEMENT

CPB is not responsible for any costs incurred by Applicant in preparing and submitting its proposal in response to this RFP, or in performing any other activities relative to this solicitation. If a proposal is selected for funding, Applicant must sign a binding agreement that meets with CPB's approval (Agreement). Until the Agreement is executed by both parties, no express or implied commitment has been made to provide funding. Applicant is not authorized to commence any work until the Agreement is fully executed, nor will CPB compensate it for the same.

Applicant must guarantee that, among other things, any work it undertakes 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 representations and warranties in the Agreement.

The Agreement will contain additional requirements, including but not limited to the following:

1. Applicant must demonstrate that it has adequate financial support to complete the work and to deliver reports and/or other intellectual property set forth in the Agreement;
2. Except for the work that Applicant completes pursuant to a fixed price fee structure, Applicant must provide CPB with documentation that evidences the actual costs of the project (including timesheets or other relatively contemporaneous record-keeping documents), and supporting documentation that demonstrates that all costs were reasonable, necessary, and incurred for the project;
3. Applicant must maintain, for three years following the final payment for the project, all financial records to the project, which shall be accessible to CPB and to the U.S. Comptroller General or other representatives of each for examination and audit purposes. Applicant will additionally ensure that any subcontractors or consultants it engaged for the project also maintain such records for the same period and under the same terms;
4. Applicant must maintain, for three years following the final payment for the project, all subcontracts and other agreements, licenses, clearances and other documents related to the work undertaken, copies of which shall be made available to CPB and to the U.S. Comptroller General or other representatives of each upon request;
5. Applicant must provide CPB with a copy of any U.S. Comptroller General audit report issued in connection with the project;
6. Applicant must comply with all applicable equal employment opportunity and nondiscrimination laws and policies;
7. The Agreement shall be governed by and construed in accordance with the laws of the District of Columbia without regard to its conflict of law provisions;
8. Applicant is strictly prohibited from using any funds provided by CPB:
 - a. for any activity designed to influence legislation or appropriations pending before the United States Congress or any state legislature; or
 - b. to conduct any reception or provide any other entertainment for any officer or employee of the federal government or any state or local government.
9. CPB's primary source of funding is appropriations made by the U.S. Congress. Therefore, if CPB's appropriation is reduced and that reduction materially affects CPB's ability to meet its obligations under the Agreement, then CPB and Applicant, at CPB's discretion, may agree to enter good faith negotiations to modify the Agreement.
10. 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 Applicant will be required to assign all right, title and interest in and to such research and materials to CPB. Applicant further agrees that neither it, nor any of its 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.

X. EXPENSE GUIDELINES

Non-Employee Travel Expense Guidelines

Travel expenses incurred by non-CPB staff (including Experts) 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, not to exceed 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, shoeshines, 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, if meals are not otherwise furnished.
