

Request for Proposals

Digital Culture Accelerator

Proposals Due October, 17, 5 pm EST

I. OVERVIEW

The Corporation for Public Broadcasting (CPB) seeks the services of a consultant(s) (Consultant) to work with three public media chief executive officers and assist them in accelerating their efforts to transform their organizations from traditional linear broadcast operations to multiplatform organizations prepared to thrive in the digital era.

CPB is looking for a Consultant that will serve as a valued and trusted partner of the three CEOs over a six-month period. The CEO's will depend on the Consultant's expertise and guidance transform their decision making processes, their organization's culture, and how they respond to audience and community needs and expectations in the digital era.

CPB also expects the Consultant to propose an approach to accelerating the digital transformation of public media that can be scaled to serve a variety of noncommercial television and radio stations and organizations. The Consultant will develop and document methodologies and best practices that will serve as a guide to digital transformation for all public media stations.

The contract term will extend for a period of eight months. During the initial two months Consultant will work closely with CPB to develop criteria and help select the three public media organizations for this project. During the remaining six months, Consultant will focus on directly working with chosen organizations and their CEOs.

The Consultant must have strong knowledge and experience in digital and broadcast media and in the digital transformation of legacy media organizations and/or building digital media organizations.

The Consultant will be paid on a fixed fee basis, inclusive of travel and other expenses. The term may, at CPB's sole discretion, be extended for up to two consecutive six-month terms on an hourly rate basis for any follow-on work that CPB may require.

I. 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 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 nearly 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.

As digital media emerged, many public media organizations did not make digital transformation a strategic priority since the vast majority of audiences, particularly members (voluntary donors), continued to access content through linear broadcast channels.

Recently, against the backdrop of a dramatic expansion in digital consumption, and fragmentation of the media industry, public media organizations have made some changes to accommodate evolving audience expectations. However, they still have not transformed their legacy operations in order to effectively respond to trends and serve their audiences and communities in the digital space.

The challenges for public media are further complicated by the unique nature of its economy. 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.

CPB has been encouraging an agile mindset within the public media system. Addressing disruptive changes in the media and technology landscape in an increasingly diverse America will be the key in ensuring public media's relevance in the future. CPB has focused its efforts on improving the viability and sustainability of the public media system and ensuring its importance in the communities across our nation. This project will continue that focus and help accelerate the transformation for the selected organizations and create a path that others can follow.

I. WORK SCOPE

The Consultant will be required to perform following activities:

1. In collaboration with CPB, develop selection criteria and assist CPB in selecting the organizations that Consultant will assist in the six-month accelerated digital transformation.
2. Assess existing digital progress at each organization:
 - a. Perform analysis of strengths, weaknesses, opportunities and threats that also includes analysis of organization's content development and

distribution efforts, business operations and structure, and revenue optimization.

- b. Develop an analysis of each organization's direct competition and leaders in digital media
 - c. Perform an initial benchmarking, followed by a benchmarking at the end of the consultancy that will enable CPB to measure the success of the project and each organizations' future digital media progress.
3. Assist the CEOs in transforming their legacy organizations by working closely with each of them on following:
- a. Leading and Decision Making
 - i. Evaluate and develop long-term, aspirational vision, strategy and goals that will put digital at the center of the organizations' businesses.
 - ii. Create a plan for execution of the recommended strategy and strategic priorities that will foster internal collaboration and align the resources required to deliver value in both digital and legacy businesses.
 - iii. Enable the CEOs to commit to their digital strategies and evolve their leadership skills by using data-driven decision making.
 - iv. Enable the CEOs to develop a culture of innovation across their organizations in which management and staff are able to focus on audience development, including the expectations of the communities the organizations serve.
 - v. Assist CEOs in developing ongoing communication strategies around the digital transformation that will inspire and motivate employees and generate excitement within the organization's board, partners and community at large.
 - b. Operational and Organizational Structure Changes
 - i. Help CEOs evolve their HR practices by assisting them in understanding and restructuring roles and functions across their organizations. This will include rewriting HR positions and policies, and proposing ways of attracting and retaining diverse talent.
 - ii. Set goals and performance measurements that will focus and motivate management and staff and align their work with the newly-developed organizational strategy.
 - iii. Assist CEOs in creating roadmaps and in prioritizing development approaches based on the most effective use of available resources.

- c. Evolving with Changing Economic and Audience Demands
 - i. Provide CEOs with a plan and suggested tools to better keep up with industry trends, audience demands and expectations locally and nationally.
 - ii. Teach CEO's how to evaluate existing and emerging opportunities in the marketplace through the use of structured tools and/or evaluation processes.
 - iii. Assist CEO's in using agile work processes to quickly adapt to market changes and opportunities.
 - iv. Work with CEOs and their staff to identify potential strategic partners and establish plans to develop and sustain those relationships.
 - v. Teach CEO's how to evaluate existing and emerging business opportunities and how to use digital technologies to improve revenue from current operations and create new revenue streams.
- 4. Devote a considerable amount of time (depending on needs) at each organization and with each of the leaders throughout the process of accelerated transformation.
- 5. Propose an approach to an accelerated digital transformation that can be scaled across public media entities including television and radio stations.
- 6. Develop methodology and best practices documentation including case studies that can be shared with all public media stations and serve as a guide to public media's digital transformation.
- 7. Consultant will be expected to update CPB biweekly on its progress, produce a final report on the project, and make a presentation to CPB executive staff and/or CPB's Board.

II. 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, success metrics, and description of tasks the Consultant plans to undertake, number of hours each staff member is projected to spend on each task or phase of the project, number of planned visits to each station on average, and amount of time to be spent at each station on average.
3. Experience: Background on the Consultant, including the following:
- i. Not more than three 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

The Consultant must provide a fixed fee price proposal with a description of the tasks the Consultant plans to undertake and the number of hours each staff member is projected to spend on each task or phase of the project, including visits to the selected organizations. For the optional renewal terms, please identify the hourly rates of the anticipated staff.

III. 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.

IV. PROPOSAL SUBMISSION

Separate narrative and cost proposals are due October 15, 2016th at 5pm EDT. Please include the words “RFP Digital Transformation” 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.

Submit cost proposals separately by e-mail (as PDF or Excel attachment) to Jackie Livesay, Assistant General Counsel & Vice President, Compliance, 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.

V. TIMETABLE

Below is the anticipated timetable.

| ACTIVITY | DATE |
|------------------------------------|-------------|
| Proposal Submissions Due, 5 pm EDT | October 17 |
| Proposal Review and Selection | November 15 |
| Contract Drafting and Execution | November 30 |

VI. 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.
