



Request for Proposals
Future Business Strategies in Public Media
Proposals Due: Monday June 13, 2016, 6 PM EDT

I. OVERVIEW

The Corporation for Public Broadcasting (“CPB”) seeks the services of a consultant(s) to identify successful, replicable business operating models from within the public broadcasting system, including those that have integrated digital strategies. The consultant will use this research to develop blueprints and benchmarks to assist stations in understanding and implementing new, innovative or more integrative strategies that best serve public media operations now and into the future, and assist CPB in developing initiatives to support such efforts. The consultant will be expected to identify public broadcasting TV stations that employ successful business strategies that tie revenue generation and sustainability to mission-centered activities and content offerings. Strategies that include collaborative elements or partnerships, especially those that lower costs and/or reduce costly infrastructure, are of particular interest. It is anticipated that multiple models will be identified. Some may be defined as overall operational approaches, while other may be unique strategies or business areas that could be integrated into an established public media service.

CPB estimates the level of effort required to successfully execute the project to be between 900 – 1100 work hours. Applicants should propose a fixed fee inclusive of all activities necessary to deliver the expected results, including the final report. The agreement will be renewable for a 6-month term at CPB’s sole discretion, during which consultant will provide follow-up services on an as-needed basis.

The results of this work will inform and be informed by other projects in CPB’s current business plan centered around assisting stations and the system as a whole in addressing challenges, leveraging opportunities, and innovating around content distribution and engagement.

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 remains focused on facilitating a public media system that is valued by all Americans and reflects a diversity of ideas, content, talent and delivery. CPB’s core values of collaboration, partnership,

innovation, engagement and diversity guide its strategic approach to program investments system-wide and are reflected in the goals of its business plan as digital, dialogue and diversity.

CPB invests in approximately 1,400 local radio and television stations – their programs, services and other initiatives to serve and engage the public. CPB funds diverse and innovative programming and other media content that is educational, informative and cultural.

Media is continually evolving and as a result changes are needed in the way media organizations operate. Public television stations have for many years successfully generated revenue through traditional efforts such as real-time pledge drives, capital campaigns and major giving initiatives. However, as audience behavior has evolved, and securing and sustaining underwriter, foundation and state/local government support has become more complex, stations need to understand how their mission-driven operations could be constructed for sustainability in today's and tomorrow's media landscapes. They need to understand what current, emerging, and innovative, mission-driven offerings or engagement successful stations are employing, and how are they generating revenue for sustainability or further innovation. CPB's Media Strategies department is focused on working with national partners and stations in the public broadcasting system to improve station operating models and support initiatives so that the system flourishes on all media platforms.

III. WORK SCOPE

CPB expects that the consultant will perform the following activities in furtherance of these goals:

A. Due Diligence

The due diligence work will include but not be limited to:

1. reviewing previous related work provided by CPB;
2. engaging in a dialogue with relevant stakeholders, such as General Managers, CEOs, public media system leaders and external experts, including recruitment of advisors (described below) for this project to inform focus; and
3. working with CPB and its other consultants to incorporate related findings, as appropriate.

B. Research

Consultant's research for this project includes, but is not limited to, completing a scan of the public broadcasting and digital business environments in order to identify operating models that, in whole or in part, can be implemented by other broadcasters in order to generate financial support and further the mission of those organizations. Consultant will clearly identify and define:

1. viable and innovative operating models within the public broadcasting system, including stations that have successfully integrated digital strategy into their business model;
2. viable and innovative digital operating models that may be adapted for use and integrated into a public media service; and
3. the associated technological and operational capacity and organizational capabilities needed for new or adapted models to deliver value.

C. Involvement of an Advisory Committee

Consultant, with CPB input, will develop and continually engage a coalition of advisors from the stakeholder conversations that is representative of the public television system. CPB will work with consultant to select advisors to participate on this committee. Consultant with input from advisory committee will be tasked with:

1. developing blueprints of sustainability that is aligned with mission;
2. engaging the broader system in a dialogue to encourage constructive change (may include industry conference presentations, informal small-group discussions, etc.); and
3. engaging in a dialogue with CPB about initiatives that can enable next steps.

D. Development of Models

Consultant will develop specific models which will include, but is not limited to:

1. in consultation with CPB, making final selection of models to highlight for the broadcasting industry. These models will demonstrate local impact, relevance, and sustainability;
2. engaging leadership at the identified organizations, and any related partners, to understand the structure, and strategies employed;
3. grounding the analysis with qualitative and quantitative data demonstrating the efficacy of the models;
4. creating a written blueprint for each model, including:
 - a. providing an overview of each viable operating model and identifying the station(s) that follow a similar strategy;
 - b. the technological, human resource, and any other requirements associated with implementing the particular operating model, with consideration of how these can be scaled;
 - c. identifying digital framework(s) including integration and/or expansion strategies;
 - d. defining the associated metrics for success;
 - e. activities that should be conducted before, during, and after implementing the new model;
 - f. station environmental challenges related to implementing a new model, such as the financial, cultural and technological implications, which may differ from place to place; and
 - g. a general list of resources and contact information related to the particular model.

The Consultant will be required to meet with CPB at its offices between three and five times during the term of the agreement, which is expected to include meetings to present the initial findings and the final report.

The initial term of the agreement is expected to be for approximately nine (9) months, beginning on or about July 29, 2016.

IV. REQUIRED PROPOSAL CONTENTS

Each response to the RFP must contain separate Technical and Cost Proposals.

A. Technical Proposal:

1. **Cover Page:** Include the project title (“Public Media Operating Models”), primary contact name, mailing address, e-mail address, and telephone number.
2. **Summary Paragraph:** Include a concise description of the Consultant’s overall plan and approach for carrying out the Work Scope.
3. **Detailed Proposal:** A detailed description of Consultant’s approach to the project, including a thorough description of the methodologies that will be used, and a breakdown of the project into major tasks, with the identification of hours and staff allocated to each, a list of deliverables at each stage of the project and the associated timeline for work. Describe the format(s) in which the work will be provided to CPB.
4. **Background on the Consultant, including the following:**
 - a. the individual or firm’s relevant experience;
 - b. experience and skills of designated staff with regard to the following qualifications:
 - i. strong professional background, including public broadcasting system knowledge;
 - ii. significant experience and credentials as a successful consultant to the public broadcasting industry;
 - iii. knowledge of current public broadcasting business models, and the ability to examine possible alternative business strategies; and
 - iv. education, including undergraduate, graduate and professional degree(s), and professional licenses or credentials;
 - c. examples of no more than four (4) projects similar in scope to that described in this RFP, which applicant has completed during the past five (5) years; and
 - d. A list of references from no more than four (4) of the project examples provided, including telephone and e-mail contact information.

B. Cost Proposal

CPB has estimated the level of effort required to successfully execute the project to be between 900 – 1100 work hours. Applicants will be paid on a fixed fee basis inclusive of all activities necessary to deliver the expected results, including the final report. Consultant’s cost proposal must provide:

1. a breakdown of the hours for each staff member assigned to each task, with their hourly rates, and the hourly rates of staff. For the 6-month renewal term, please indicate the hourly rates for any anticipated staff;
2. identify any task to be subcontracted, showing number of subcontractor hours and their hourly rates;
3. expenses for any expected travel, including any costs associated with interviewing key stakeholders. All travel costs will be subject to CPB’s approval and in accordance with CPB’s Expense Guidelines set forth in Section VIII below.

V. EVALUATION CRITERIA

Proposals will be evaluated based on the following factors (with the weight of each factor expressed as a percentage):

1. **Understanding of the Situation/Problem/Opportunities (20%)** – The Consultant’s proposal has demonstrated a firm grasp of the work scope.
2. **Approach (40%)** – The quality of the Consultant’s proposed plan, likelihood that the plan will achieve the project goals, and whether the breakdown of tasks and allocated hours is reasonable for the project.
3. **Skills and Experience (20%)** – Consultant has prior experience relevant to the proposed scope of work as evidenced by the examples of similar work that demonstrate consultant’s ability to successfully provide the required services; project staff has experience and/or education relevant to the proposed scope of work, as evidenced by brief resumes of proposed staff members; and feedback from client references.
4. **Price (20%)** – The reasonableness of the project price (It has to be at least 20%).

VI. PROPOSAL SUBMISSION

Separate technical and cost proposals are due **June 13, 2016**, 6p, ET. Please include the words “RFP Future Business Strategies in Public Media” 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 attachments in PDF format) to: Lainie Tompkins, Project Officer, ltompkins@cpb.org.

Submit cost proposals separately by e-mail (as attachments in PDF, Excel or Word format) to Jackie Livesay, Vice President, Compliance, jlivesay@cpb.org.

All questions must be submitted in writing to Lainie Tompkins at the e-mail address above. The questions and CPB's responses will be posted on CPB's website without attribution.

CPB may request Consultants with the top scores to meet with and present their proposals to senior management at CPB's offices in Washington, DC. If so, CPB will notify Consultants of the time and date.

VII. TIMETABLE

Below is the anticipated timetable.

ACTIVITY	DATE
Proposal Submissions Due, 6 pm ET	June 13, 2016
Proposal Review and Selection	July 6, 2016
Contract Drafting and Execution	July 29, 2016

VIII. 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. 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 your 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 Consultant. 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 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.

EXPENSE GUIDELINES

Non-Employee Travel Expense Guidelines

Travel expenses incurred by non-CPB staff (including consultants) 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 so as 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, 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 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, 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 and \$75.00 per day for foreign travel, provided that meals are not otherwise furnished or included in connection with an activity.
