



CORPORATION FOR PUBLIC BROADCASTING Request for Proposals

Develop and Implement a Shared Impact Measurement
Model for American Graduate: Let's Make It Happen

Deadline extended to June 6, 2014

I. OVERVIEW

The Corporation for Public Broadcasting ("CPB") seeks a model for measuring the community impact of the public media initiative, American Graduate: Let's Make It Happen ("American Graduate") that can provide deeper evidence (expanded from previous reporting and evaluation) about the unique service and value public radio and television stations provide to local communities. CPB is seeking proposals from qualified subject matter experts ("Contractor") to: 1) develop and implement an approach for evaluating the impact of American Graduate in addressing the dropout crisis, and based on this work, 2) build a toolkit that local public media stations can use to measure the impact of future community engagement projects. In consultation with CPB and public media stations, the work of this two-year project involves designing and deploying a community impact measurement model for approximately 30 American Graduate stations' to achieve targeted outcomes. The Contractor will be engaged in the following tasks:

- 1) identify and define short-, mid-, and long-term outcomes of American Graduate at the community level;
- 2) identify metrics and data sources for measuring stations' short-, mid-, and long-term outcomes;
- 3) develop and deploy instruments that multiple contributors, including stations, can use to collect impact data;
- 4) advise on the requirements for the design and development of a database that will aggregate data from multiple sources and produce reports to communicate progress toward outcomes, and advise on training resources for station staff; and
- 5) at the end of the project, create a flexible, standalone toolkit for public media stations that provides information and instruments necessary for public media stations to measure community impact as part of other strategic planning and activities.

During the contract period, Contractor will submit monthly reports and make semi-annual presentations on its work to CPB leadership, participate in annual American Graduate station meetings, and produce a final report of publishable quality on the national impact of American Graduate based on aggregated local station data. Contractor will also participate in monthly planning calls with CPB and the initiative's Executive Producer.

II. FILING DEADLINE

Proposals are due via email no later than **8:00 P.M. EDT June 6, 2014**.

III. BACKGROUND

The [Corporation for Public Broadcasting](#) (CPB), a private, nonprofit corporation created by Congress in 1967, is the steward of the federal government's investment in public broadcasting. It helps support the operations of more than 1,400 locally-owned and -operated public television and radio stations nationwide, and is the largest single source of funding for research, technology, and program development for public radio, television and related online services. Public broadcasting has a special responsibility to remain a neutral, unbiased convener of a healthy civic dialogue that informs and engages the public and strengthens the community for the common good.

Public media has long been a trusted educational resource, providing students of all ages with programming and teachers with tools to help them better educate America's youth. Building on this reputation of trust, CPB launched [American Graduate: Let's Make it Happen](#) in 2011 to address one of the most challenging issues of our time, the high school dropout crisis. An overview of the work of the initiative and progress to date are provided below.

American Graduate was designed to address the dropout crisis by deploying the resources of public media's network of locally-owned and operated radio and television stations. American Graduate supports stations in the ongoing development of national and local content about the dropout crisis, station engagement with local communities, as well as the development and use of multimedia classroom tools to deliver locally customized solutions that address the dropout crisis.

In 2011 to 2013, CPB funded 25 stations in at-risk communities to work toward improving graduation rates. CPB also commissioned the Everyone Graduates Center at Johns Hopkins University School of Education to conduct an action evaluation (see <http://americangraduate.org/learn/research-center/hopkins-evaluation.html>). The evaluation was designed to assess progress on short-term American Graduate outcomes that were aligned with national research benchmarks (see [Building a Grad Nation Reports](#)). The evaluation confirmed that public media stations are playing a positive and significant role in increasing community capacity to confront and solve the dropout crisis. Stations acted as catalysts for change in their communities, helping to bring together diverse local organizations to form effective coalitions, used multi-media to tell the story of their

communities' dropout challenges and how they could be solved, and worked directly to increase the capacity of the youth and teachers most affected to become part of the solution.

The American Graduate initiative is now entering its second phase, with a new group of 30 stations that will run local American Graduate projects for 20 months. In this phase, CPB seeks to enhance the content pipeline and increase community engagement by expanding knowledge and support to include the lifespan of students' path to success, beginning in early education and extending through college and workforce development. It also seeks to connect more citizens with solutions and inspire them to get involved and become an "American Graduate Champion" for students.

CPB has awarded a grant to an Executive Producer to manage the new group of stations, align local/national content, support best practices in community engagement activities, aggregate local data, steer work towards intended outcomes, and tell the story of the initiative's impact. The Executive Producer will serve as the primary liaison between the Contractor and the local American Graduate stations, build the database, and deploy the instruments developed by the Contractor locally with stations, input data, when necessary and appropriate, and work with stations to incorporate new recommendations that emerge from ongoing analysis of the data.

More information on American Graduate is available at www.americangraduate.org.

IV. PROPOSAL WORKSCOPE

During this two-year project, Contractor, under the oversight of CPB, will work collaboratively with the Executive Producer to develop and implement a national community Impact Measurement Model for American Graduate that has shared outcomes and can be customized locally to help local stations implement their projects and measure progress toward achieving, or the actual achievement of, targeted local and national American Graduate outcomes. The model should serve as a common platform for CPB and local stations' to effectively communicate the progress, outcomes, and impact of American Graduate on the stations' communities. To complete the project tasks below, the model and the database should be finished and be operational by August 2014.

A. Identify and Define Measureable Outcomes

Contractor will identify and define a set of shared short-, mid-, and long-term measurable community-level outcomes ("Outcomes") appropriate for public media to achieve with target populations (e.g., students, teachers, parents), partner organizations, and audiences (e.g., civic leaders, education leaders, other stakeholders, and the interested public).

B. Identify Metrics and Data Sources

Contractor will develop metrics and indicators for measuring Outcomes. The metrics and

indicators should be designed such that local stations can use them to gauge and improve their performance relative to the Outcomes. The metrics and indicators should allow for the collection of common, publicly available data and data that the Contactor identifies as the project proceeds (e.g., surveys, counts of participants, counts of distributed materials). The measurement tools must be designed for use by local station staff, who may have little experience in this field.

C. Develop Data Collection Instruments

Contractor will evaluate existing impact measuring instruments. Contractor may recommend that these instruments be adopted or adapted, or may develop new ones. While the instruments will be deployed nationally, they should allow for customization for local station use.

D. Advise on the Development of a Database and Training Resources

While the Contractor will not build the reporting platform or the database, Contractor will advise the Executive Producer on the requirements for the development of a database that will be used to collect and aggregate the participating stations' data. The database will also be used to produce reports that summarize the stations' data in a manner that allows CPB, the Executive Producer, the stations, and key stakeholders to monitor and assess stations' progress toward achieving the Outcomes.

Contractor will provide advice to the Executive Producer on resources and training for station staff to use the database. The Executive Producer will be responsible for producing and distributing these training resources and training the station staff to use the database.

E. Produce Reports

Once the database is launched, Contractor will use it to produce monthly reports on progress toward intended Outcomes and to make recommendations for internal analysis and discussion. Contractor should be prepared to make semi-annual presentations to CPB leadership that summarize progress to-date. Contractor will produce a final report of publishable quality on the national impact of American Graduate based on aggregated impact data. The report will contain infographics, tables and figures, as necessary, and use individual station data and projects as examples. Contractor will also create an at-a-glance, one page summary of the report (i.e., visual or bulleted highlights of the report's main findings), as well as a power point presentation for CPB and the Executive Producer to use in various forums.

F. Create an Impact Measurement Toolkit

When the local American Graduate stations' contracts conclude February 2016, the Contractor will work with CPB, the Executive Producer, and leaders in the public media system to finalize and deploy a flexible standalone station toolkit for impact measurement

that contains: 1) principles, standards, and best practices for impact measurement, 2) a flexible model stations may use when working on other similar initiatives, and 3) a guide to using the American Graduate database for collecting and analyzing data, and reporting on progress and Outcomes. The toolkit should be designed so that it can be accessed on multiple public media system resource sites as well as CPB.org for at least two years without requiring an ongoing maintenance plan.

V. PROPOSAL REQUIREMENTS

CPB is seeking proposals from organizations and/or individuals with extensive multidisciplinary experience (across strategy, measurement and data collection, and policy and communications) working collaboratively with alliances of nonprofit organizations and their partners to establish a model for measuring community impact, creating allied tools, analysis, and training individuals from a variety of backgrounds to participate in a shared evaluation and communicate the results.

Applicants must separate their Technical and Cost Proposals.

A. Technical Proposals (Microsoft Word or Adobe PDF format) must include the following information in the order specified:

1. Executive Summary

A written narrative (one page maximum) clearly outlining your or your organization's:

- Qualifications to provide the services required for this Project, and
- Approach to developing and implementing an impact measurement model for the national project with multiple participant input.

2. Project Narrative

A written description (16 pages maximum) of the Project that clearly addresses the:

- Project approach, which includes (a) advice to CPB and the initiative Executive Producer on the best way to accomplish the tasks and (b) the anticipated number of staff hours for each task;
- Timeline for key project milestones (e.g., identification of goals and Outcomes; completion of draft and final impact measurement model; completion of draft and final data collection tools; completion of draft and final toolkit for impact measurement for stations; reports);
- Project management plan, describing the roles and time-on-task commitments of project personnel;
- Organization's experience establishing and implementing models for measuring impact; creating allied tools and databases; and training individuals from a variety of backgrounds to conduct evaluations and communicate their results; and
- Resumes of staff to be assigned to the Project and a detailed description of their experience relevant to the Project.

3. Examples

Applicants must provide three examples of impact measurement models it recently developed, with at least one example that showcases work with an association or affiliated network of organizations, along with associated measurement tools and communications materials.

4. References

Applicants must provide the names and contact information for two organizations or individuals for which it helped establish and implement an impact measurement model and built the capacity of end users to deploy and communicate about Outcomes.

B. Cost Proposal (Microsoft Excel format)

CPB contemplates a cost-reimbursement-plus-fixed fee contract. Applicants must provide a breakdown of the costs for each task, including but not limited to the hours for each staff member, hourly rates, and the cost of any subcontracted work, licensing fees, etc. The indirect rate may not exceed 20%, and must comply with CPB's indirect costs guidelines: <http://www.cpb.org/grants/indirectcosts/>

VI. SELECTION CRITERIA

CPB will evaluate proposals based on the following criteria with the assigned weight:

1. Approach is comprehensive and appropriate for this project – the proposal provides detail on how each task will be accomplished and how the Contractor will work with CPB and the Executive Producer; displays a clear understanding of the public media system and the required final products; and the project management plan and timeline for are appropriate for achieving the tasks (40%)
2. Qualifications – the applicant and the staff assigned to this project have prior experience and expertise developing and implementing an impact measurement model, identifying or creating allied tools and dashboards, producing impact reports of publishable quality, and working collaboratively with clients and associated partners. Examples and References must demonstrate applicant has the ability to conduct the tasks and develop the required products. (40%)
3. Budget cost is reasonable and appropriate. (20%)

VII. PRE-PROPOSAL QUESTIONS

All questions must be submitted in writing to [Barbara Lovitts](#) at the email address below by 5:00PM EDT on May 20, 2014. CPB will post the questions and responses on CPB's website, without reference to the inquiring organization.

VIII. SUBMISSION OF PROPOSALS

Technical proposals must be submitted in either Microsoft Word or PDF format, with

the applicant's name followed by "RFP Impact Measurement" in the filename. Cost proposals must be submitted in Microsoft Excel format, again with the applicant's name followed by "RFP Impact Measurement" in the filename. No other forms of submission will be accepted. Each proposal received will be acknowledged upon receipt.

The technical proposal must be separated from the cost proposal. The technical proposal must be submitted via e-mail, with "RFP Impact Measurement" in the subject line of the e-mail, to: [Barbara Lovitts, Director of Research and Evaluation, blovitts@cpb.org](mailto:blovitts@cpb.org). The cost proposal must be submitted separately via e-mail, with "RFP Impact Measurement" in the subject line of the e-mail, to Jackie Livesay, Vice-President Compliance: jlivesay@cpb.org.

IX. SELECTION TIMELINE

All proposals will be reviewed and ranked. CPB may ask the top scoring applicants to present their proposal to CPB at its offices in Washington, D.C. If necessary, CPB will contact the applicants to schedule the specific dates and times.

Below is the anticipated timeline for reviewing and selecting a Contractor.

RFP Review and Selection	Date
Submission Deadline	June 6, 2014
Select Contractor	June 26, 2014
Contract Term	July 2014- July 2016

CPB Terms

The closing date for responses to this RFP is May **X**, 2014. Proposals submitted in response to this RFP by an applicant (“Contractor”) shall be valid for at least 90 days following the closing date of proposals.

Proposals shall be prepared simply and economically, providing a straightforward, concise description of the Contractor's proposals to meet the requirements of this RFP. Neither multiple nor alternate proposals will be accepted. A Contractor 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 Contractor 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 Contractor’s proposals.

By submitting an offer in response to this RFP, a Contractor, 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 Contractors. As a condition of receiving such Information, Contractors responding to this RFP shall be deemed to have agreed 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 Contractor. 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 Contractor 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 Contractor guarantees that the Contractor has full and complete rights to all of the information and materials included in the proposal. Each Contractor 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 in response to this RFP is selected for funding, Contractors 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. Contractors are not authorized to commence work until the agreement is fully executed. If Contractors 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, Contractors 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 3 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. (Contractors 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) Maintenance, for 3 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) Submission to CPB of a copy of any U.S. Comptroller General final audit report in connection with the project;
- (5) Compliance with equal employment opportunity and nondiscrimination laws and policies;
- (6) Contractors 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 Contractor will be required to assign all right, title and interest in and to such research and materials to CPB. Contractors 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.

- (8) The agreement will be governed by construed in accordance with the laws of the District of Columbia without regard to its conflict of law provisions.

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

CPB will have complete rights to the reports created as deliverables for this project.

CPB will not be responsible for any costs incurred by a Contractor in preparing and submitting a proposal, or in performing any other activities relative to this solicitation.