

Request for Proposals for Development and Implementation of a Grants Management System

Corporation for Public Broadcasting

The Corporation for Public Broadcasting is hereby announcing a Request for Proposals for an assessment of current business process management practices and systems and development of a replacement Grants Management System.

September 23, 2013

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Request for Proposals

CPB Grants Management System

CRM Design and Implementation based on the Microsoft Dynamics CRM platform

1. Introduction

1.1 Overview

CPB is seeking proposals from vendors to create a customized grants management system to address all aspects of grants management from grant inception, grant award, and post award. The new system is to be built using Microsoft Dynamics CRM and provided as a “turn-key” work-for-hire solution, supported by CPB in-house Information Technology Department. The system must be easily managed and scalable and designed to integrate with CPB's existing investments in Microsoft Dynamics GP and Microsoft SharePoint.

1.2 Background

The Corporation for Public Broadcasting (CPB) is a private, 501(c)(3) nonprofit corporation created pursuant to an act of Congress in 1967. The mission of CPB is to facilitate the development of, and ensure universal access to, non-commercial high-quality programming and telecommunications services. It does this in conjunction with non-commercial educational telecommunications licensees across America. CPB helps support the operations to more than 1100 locally owned and operated public television and radio stations nationwide by providing grants for operations. CPB also awards grants to create programs that air on public broadcasting stations or over the internet but does not directly produce or broadcast programs.

CPB is funded by an annual appropriation from Congress. CPB's appropriation is an “advanced” appropriation, which means that decisions on the amount of federal support for public broadcasting are made two years ahead of the fiscal year in which the funding is allocated. Additionally, the Public Broadcasting Act defines how CPB distributes its appropriation. No less than ninety-five percent of CPB's funds are paid directly to content development, community services, and other local station and system needs. No more than five percent is allocated to administrative costs. By statute, Community Service Grants (CSGs), which go directly to local public television and radio stations, make up 70 percent of CPB's entire appropriation. Also by statute, the System Support category funds projects that benefit the entire public broadcasting community, while the

Television Programming and Radio Programming funds support the development of national content.

1.3 Summary of Current Grants Management Process

CPB's existing grants management system consists of a combination of MicroEdge GIFTS 5.2, an in-house custom developed workflow tool (Concurrence Request System {CRS}), MS Dynamics GP 2010 (Great Plains) and MS SharePoint to manage grant related activities. CPB limits access to its grants management system (GMS) based upon user function and approval authority. Beginning with the development of CPB's annual business plan, the overview of CPB's operations provided below is categorized into the following phases:

- Corporate Planning & Budgeting,
- Grants Solicitation and Selection (Project Development),
- Grant/Contract Approval (Concurrence),
- Grant/Contract Drafting,
- Grant/Contract Performance (Management).

Corporate Planning & Budgeting:

- Executive Leadership conceives and approves the Business Plan that outlines each year's major initiatives/objectives.
- Department heads complete Project Request Sheets (PRS) and submit them to the Chief Financial Officer (CFO) after the Business Plan is reviewed by the Board.
- CFO compiles a detailed budget based upon the PRS's and obtains approval from the Chief Operating Officer (COO) and the Chief Executive Officer (CEO).
- CFO creates an operating budget based upon the detail budget and obtains Board of Directors (BOD) approval.

Grants Solicitation and Selection (Project Development):

- Specific grants and/or contracts (projects) are considered that align with the goals and objectives.
- Proposals are obtained that can be the result of a Request for Proposal (RFP), unsolicited request, targeted solicitation, etc.
- Proposals received are entered into GIFTS and, if funding is recommended, the Contract Request System (CRS) tool.

Grant Approval (Concurrence):

- Project officers provide justifications for recommending funding in the CRS.
- This request moves through the appropriate approval chain.
- Once approved ("concurred") the project moves to the Office of Business Affairs (OBA) for contract drafting.

Grant/Contract Drafting:

- Project officers work with attorneys to draft and execute the contract.
- Once the contract is executed; the financial information is entered into the accounting system (Great Plains), scanned into GIFTS, and uploaded into CRS.

Grant/Contract Performance (Management):

- Project officers employ various methods (SharePoint, spreadsheets, access databases, GIFTS, etc.) to manage their projects.
- Grantee/Vendor payments are made based upon adherence to deliverable/performance schedules in the contract.

These phases are outlined in **Attachment A**

1.4 Scope of Requested Services

CPB is charged with awarding grants and is requesting assistance in the discovery process, system design, development, implementation of and training for a new Grants Management System. The vendor will work with members of the Information Technology department and the business units to gain insight into each department's processes and ways to incorporate these processes into CPB's client relationship model. The solution should be well documented and offered as a "turn-key solution."

Any software development methodologies employed must be reliable, flexible, extensible, compatible, and scalable for the replacement system and maximize efficiency. The solution must address all aspects of Grants Management from grant inception, grant award, and post award management of the project. In addition, this includes, but is not limited to, document management, contract management, correspondence tracking (email, phone, fax, etc.), integration with CPB's financial system (Microsoft Dynamics GP), complex workflow and document/form routing, automated alerting/notifications, grantee web portal with online submission features, and extensive reporting capabilities. All development will be contracted as work for hire. Any and all work products, including custom coding and development or intellectual property will be transferred to CPB.

Business Analysts and Requirements Gathering:

The vendor must be able to supply the resources (business analysts and project managers) to work with CPB to identify the internal processes and procedures, define the business rules and requirements and provide advice on ways to enhance and automate the grants process. CPB will work closely with the vendor to identify best practices, enhancements, and current issues that need to be addressed in the new

application. (See **Attachment B** for an overview of CPB's organization structure and major funding activities.)

The current GMS uses a combination of a paper and digital process. The vendor must ensure that the new system is a completely digital solution.

The vendor must offer practical suggestions on ways to digitize the processes and procedures while removing redundancies, minimizing manual entries and automating where practical. The vendor will be required to provide detailed reports, timelines, workflows, diagrams and any other work papers that identify or map processes during this stage for CPB to review and revise.

The vendor will work with each CPB department in some capacity to identify current and future needs, and possible trends across the organization. This will include, but is not limited to: pre and post award grants/contracts management practices; project management; workflow automation; and operating procedures.

Development Process:

The vendor must be an expert in software development particularly with Microsoft technologies (such as .NET) and the Dynamics family. CPB recognizes that creating a grants management system in Microsoft CRM will require custom development. The system must be easily managed and scalable. The design must include clear upgrade paths to new versions of the software with minimal development time required. The vendor must provide suggestions as to the software development lifecycle best suited towards Dynamics CRM. The vendor is expected to have business analysts and development staff on site working with CPB's team during portions, if not all, stages of the project. All code, development processes, use cases, test cases, bugs, enhancements, workflow diagrams and any other documentation is considered work for hire and will be owned by CPB. The vendor will provide all documentation for the process, procedures and code that will be used to develop CPB's Grants Management System. Throughout the development process, the vendor will work with a group of CPB project officers (PO Team) who will perform beta testing in order to provide feedback on the practical use of the system. The Development team will work closely with CPB's IT Department to ensure collaboration and knowledge transfer throughout the project in order to facilitate a seamless transition of the product.

Training:

The vendor must provide detailed training materials which should include a written manual with screen shots in PDF format and an instructor led onsite option for the organization to provide project officer training.

The proposal shall include technical and administrator training for a complete system turnover to CPB's IT Department.

1.5 Technical Specifications & Requirements

The vendor shall provide a grants management solution that is cost effective and based on the Microsoft Dynamics CRM platform. The system must include integration with CPB's current investments in Microsoft Dynamics GP and Microsoft SharePoint.

The system architecture must follow Microsoft best practices and have full redundancy in the design, including a high availability environment based on CPB's current investments in VMware and Microsoft solutions in a virtual environment.

The vendor must recommend a Microsoft Dynamics CRM licensing type (i.e., full CAL, limited CAL) based upon the discovery phase of the project.

The vendor must develop a migration strategy and approach which will include: technical requirements; develop migration routines; validate business requirements for historical data; data analysis; mappings; data integrity; and certification scripts.

The vendor's solution shall advise and provide recommendations on security measures for application web portal user authentication, system back-up and recovery, and monitoring.

The system must have full audit capabilities on all records and transactions.

The system will support single sign on capability with CPB's active directory system.

The vendor will configure and brand a secure web-based portal that provides access for grantees to all aspects of pre and post award activities CPB deems necessary. The portal should include the ability to submit proposals, receive updates and track the status of the proposal application online. Post award activities will include, without limitation, reporting progress and submitting deliverables and g summary reports.

Key functions that should be addressed are, but are not limited to:

- Business Intelligence and Reporting modules
- Grants, Contracts, Amendments
- RFP generation and publication
- Applications Management
- Deliverables Management
- Scheduling and tasks
- Grantee Management (Contacts Management)
- Financial information (payments, de-obligations, additional funding sources, etc.)
- Interface with Microsoft Dynamics GP
- Digital repository for all file types via MS SharePoint
- Automated communications (including email ticklers)
- Executive, team, and individual dashboards
- Workflow and approval management
- Role-based security (preferred)

- Audit Procedures (event tracking)
- Scoring system (to be developed)
- Detection of duplicates
- Public-facing Grantee Portal

2. General Terms and Conditions

2.1 Information Session

In addition to the enclosed details regarding CPB and the services it seeks, a pre-bidders conference has been scheduled for November 21, 2013, to address any questions vendor may have in drafting a response. CPB will demonstrate the current systems and any digital process relating to the Grants Management process. Attendance at this conference will be online through Webex.

Interested parties are encouraged to submit written pre-bidders conference questions with their attendance information to Stephen Wolfe, Vice President of IT, at: swolfe@cpb.org no later than November 15, 2013. The session will include an open question and answer time allotment. Specific conference instructions will be distributed prior to the meeting. The format for the information session will be a brief introductory presentation followed by an open forum for questions from attendees.

2.2 Proposal Submission

All responses to this RFP must include the following in the order presented below:

- A technical proposal identifying each phase of the project with an estimated timeline and hours to complete. The format should follow standard system development life cycles. (Example: 1. Planning, 2. Requirements Definition (Analysis), 3. Design, 4. Testing, 5. Implementation, Operation and Support.)
- A list of qualified professional and technical personnel assigned to the project, including a summary detailing relevant experience and assignments, summary bio and resume.
- The vendor's recent experience working with the Microsoft CRM security model and with custom code and event handling.
- Examples of custom branded web sites (wireframes, screenshots) recently developed that address the public-facing aspects of grants management defined within. The vendor must provide a list of languages the team has expertise in and code samples showing that expertise including use cases documents and data flow diagrams.
- At least three (3) references from projects similar in size and scope, along with a brief description of the work performed and contact information.

Vendors must separate their technical and fee proposals which are due December 18, 2013 by 5 p.m. EST. Please include the words “Grants Management System” in the subject line of the emails submitting both technical and fee proposals as attachments in PDF format. CPB will acknowledge by email the receipt of each proposal. Technical proposals should be submitted to Stephen Wolfe, Vice President, Information Technology at swolfe@cpb.org, and fee proposals should be submitted to Jackie Livesay, Vice President Compliance at: jlivesay@cpb.org. CPB reserves the right to disqualify vendors that include cost information in their technical proposals.

CPB may request vendors with the top scores to meet with and present their proposal to senior management at CPB’s offices in Washington, D.C. If so, CPB will notify vendors of the time and date.

2.3 Schedule of Events

After signing a non-disclosure agreement (NDA), CPB will provide each potential vendor with a package containing CPB’s confidential processes and procedure documentation to assist in understanding the scope of the project and needs. Please contact Stephen Wolfe at swolfe@cpb.org to obtain the NDA and information package. While vendors are tasked with the development of business requirements, these (sometimes dated) workflows and diagrams should assist with vendor’s approach, pricing and scope of the project.

Below are key dates for the RFP and proposal process:

Task	Date
RFP Issue Date	September 23, 2013
Information Session	November 21, 2013
Proposal submission deadline	December 18, 2013
Presentation of top scoring proposals	January 6-10, 2013
Proposal review, evaluation and selection	January 17, 2013
Contract executed	January 31, 2013

All dates are subject to change at the sole discretion of CPB.

3. Evaluation Criteria

The vendor will be evaluated on the following:

3.1 Experience (30%)

- Experience developing and implementing Microsoft CRM and BPM systems for clients of similar size and scope.
- Experience developing a grants management solution on the CRM platform.
- Experience working with JavaScript and NET.

3.2 Proposed Approach (25%)

- The detailed technical proposal of what exactly will be provided to CPB and the estimated timeline for completion.
- The ability to develop a detailed project plan to produce a high quality turnkey solution.

3.3 Staff (15%)

- The quality of the assigned staff's experience relating to software development activities of similar size and scope as it relates to Microsoft CRM and grants management solutions

3.4 Costs – Fees and Expenses (25%)

- The detailed price estimate listing assumptions used in determining the pricing contained in this proposal, including an estimate for all related expenses aligned with each phase of the approach.
- A blended hourly rate for all software development activities in the pricing proposal.

4. Deliverables and Milestones

The selected vendor will be required to submit weekly progress reports, monthly code dumps and technical reviews, and monthly invoices with detailed activities and descriptions.

All requirements gathering, development and system documentation (which should include, all business process requirements, diagrams, workflows, architecture, system design and activities to completely document the design and build of the Grants Management System).

5. Summary of Required Contract Provisions

If a proposal is accepted, the vendor will be required to sign a binding agreement. Until both parties have signed an agreement, no express or implied contractual commitment has been made by CPB. Vendors are not authorized to commence work until a written

agreement is fully executed. If vendors elect 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 between the selected vendor and CPB.

The selected vendor 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, the following:

1. Representations and warranties that, among other things, any work undertaken by vendor on behalf of CPB shall be non-defamatory and shall not violate or infringe upon the privacy rights, copyrights, or other proprietary rights of any third party.
2. Covenant to indemnify CPB against any loss resulting from claims of any breach of any of the terms contained in the agreement.
3. Covenants and evidence of adequate insurance maintained by the vendor.
4. Compliance with equal employment opportunity and nondiscrimination laws and policies.
5. 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. Vendors 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.
6. 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;
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 vendors will be required to assign all right, title and interest in and to such research and materials to CPB. Vendors 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. Reductions in CPB Appropriations. Vendor acknowledges that the principal source of CPB's funds is appropriations made by the United States Congress to CPB. In the event reductions occur in the amount of such appropriations that materially affect CPB's ability

to meeting its obligations, then CPB and Vendor, at CPB's option, hereby agree to enter into good faith negotiations to modify this Agreement with respect to the total amount of CPB Funds to be provided hereunder and other terms as may be necessary to accommodate any resulting shortfall in CPB funds. During the period of such negotiations, CPB shall not be required to make any payments hereunder. In the event that CPB concludes in its discretion that a renegotiated Agreement acceptable to CPB is unlikely to be reached, CPB may terminate its remaining payment obligations hereunder. Upon such termination, Vendor will be relieved of all of its remaining obligations to CPB hereunder except for those relating to indemnification and audit rights provided to CPB.

9. The agreement will be governed and 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 vendor that successfully completes the selection process.

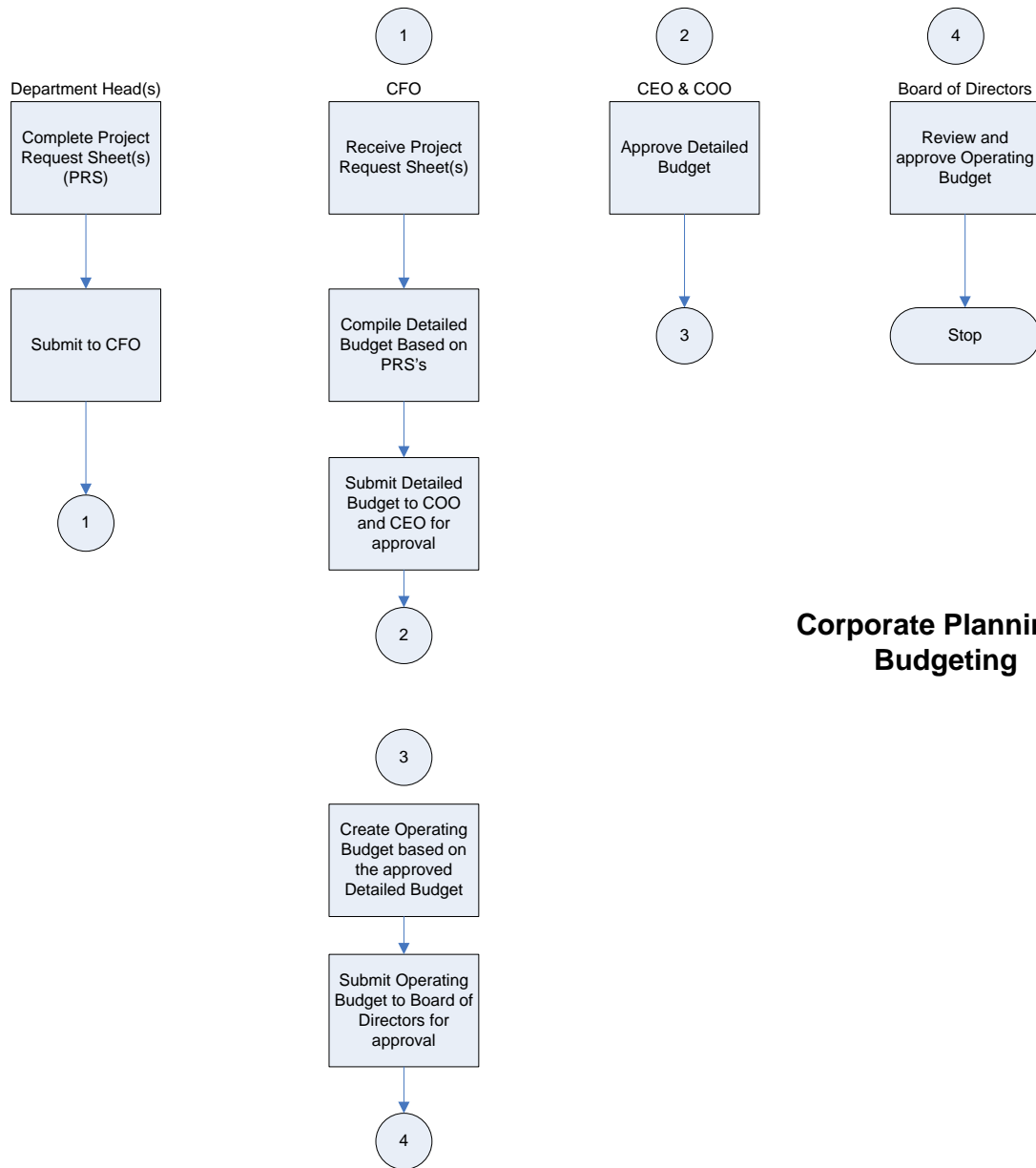
6. Miscellaneous

1. Confidential CPB Information. If vendor is interested in submitting a formal proposal, CPB may share materials and other information with vendor, as appropriate, relating to this RFP. As a condition of receiving such information, vendor's expression of interest in proceeding shall be deemed to constitute vendor's agreement 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 vendor's possession.
2. No Commitment to Proceed with Project. 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.

3. Rights to Materials Submitted by Vendors. By submitting a proposal, each vendor grants to CPB the right to duplicate, use, disclose, and distribute internally and to third parties all of the information and other materials submitted in response to this RFP. By submitting information materials to CPB, each vendor shall be deemed to represent and warrant that the vendor has full and complete rights to all of the information and materials included in the proposal. Each vendor also guarantees that all such information and materials are not defamatory and do not infringe upon or violate the privacy rights, copyrights, or other proprietary rights of any third party. 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 vendor.
4. Vendors submitting proposals in response to this RFP must not attempt to influence members of the CPB Board or any CPB officer or employee regarding this project and the associated evaluation of proposals. Failure to comply with this condition may disqualify you from the process.
5. CPB will not select any proposal that is not responsive to the terms and conditions of this RFP. Submission of a proposal in response to this RFP confers no right on a vendor to contest the selection of the successful proposal or the award of a contract for the services solicited herein. Notwithstanding any provision to the contrary in this RFP or elsewhere, CPB reserves the right, in its sole discretion, to reject any and all proposals for any reason, and to award a contract to any vendor it may choose.
6. All information provided by CPB in this RFP is offered in good faith. CPB makes no certification that any item is without error. CPB is not responsible or liable for any use of the information or for any claims asserted there from. This RFP does not under any circumstances commit CPB to pay any costs incurred by the vendor in preparation for submission of a proposal. This is the vendor's responsibility. All vendors must provide a price estimate and timeline associated with the work scope below.
7. Additional documentation may be required prior to selection. All proposals shall remain valid for at least 90 days from the Proposal Due Date. A vendor's disclosure distribution of proposals other than to CPB will be grounds for disqualification. No more than one proposal per vendor should be submitted.

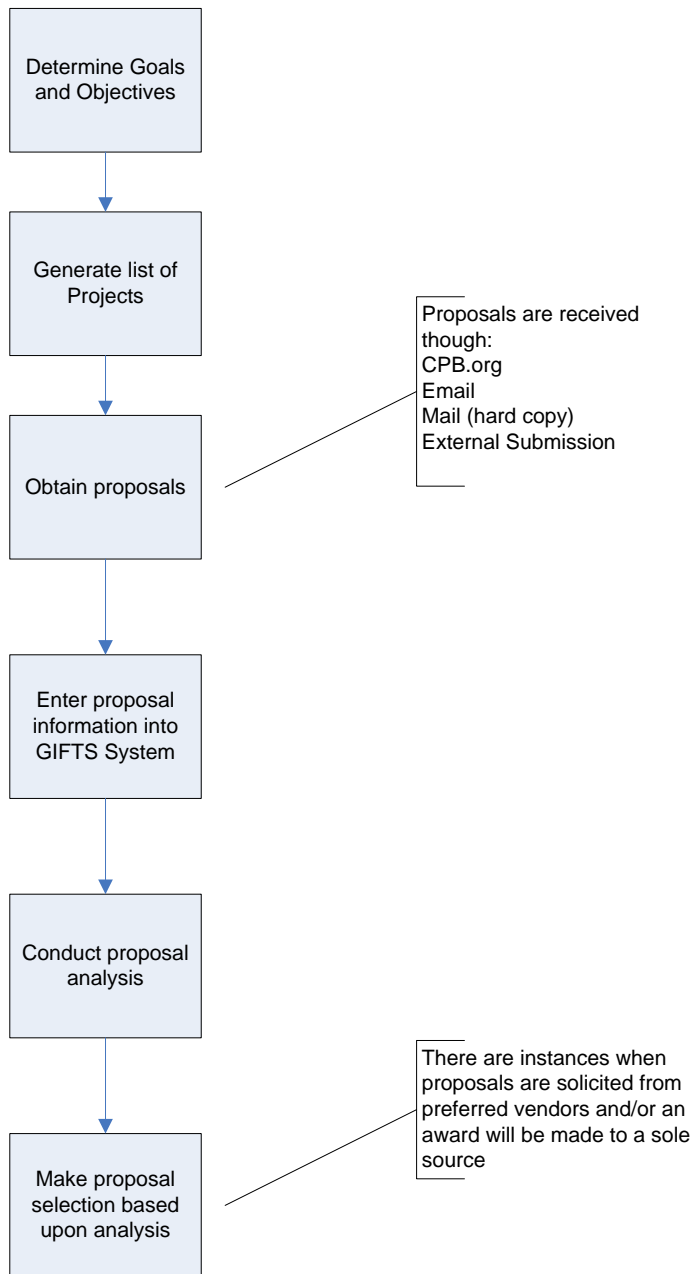
Attachment A

Current Grant Management System Process Flows

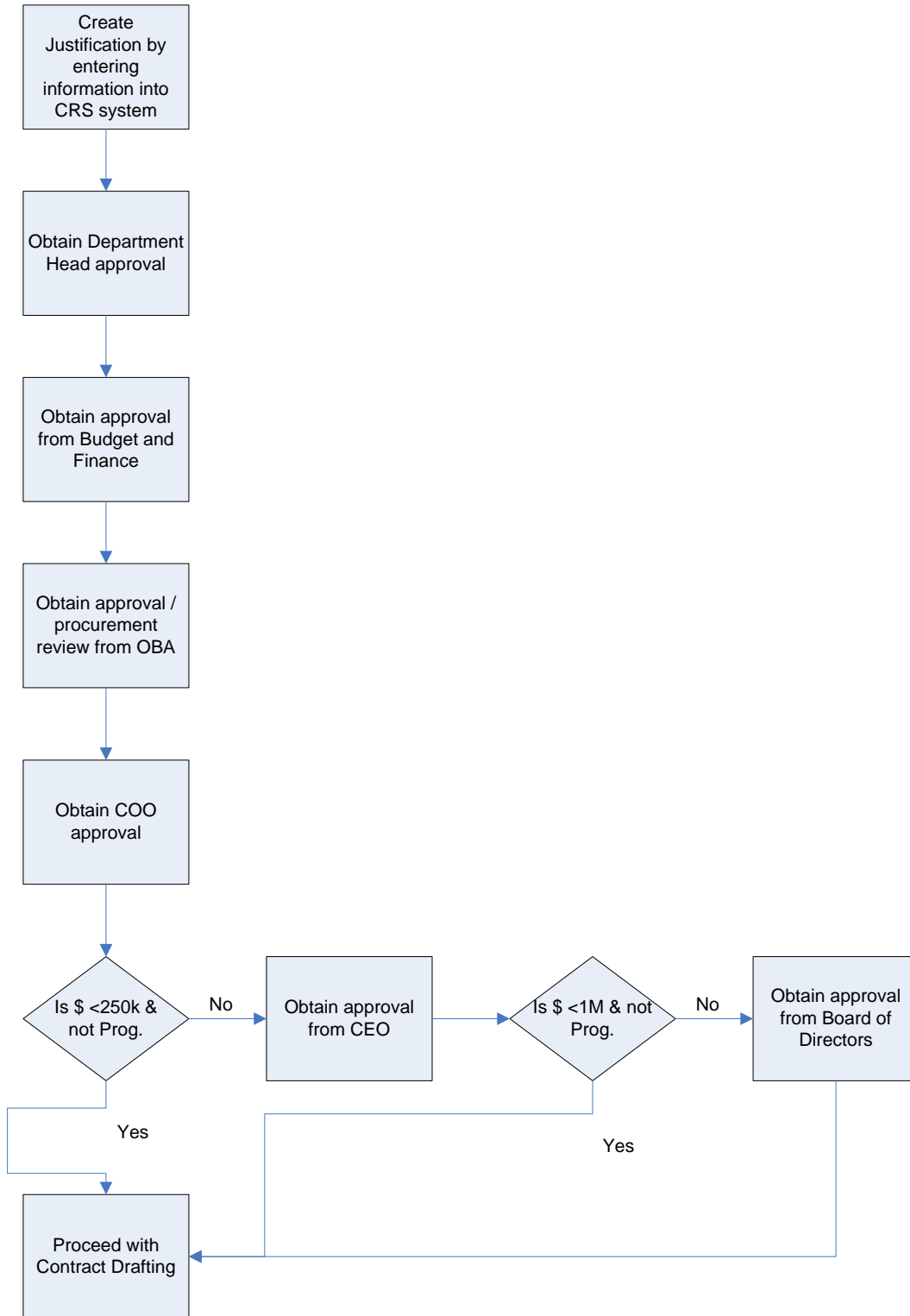


Corporate Planning & Budgeting

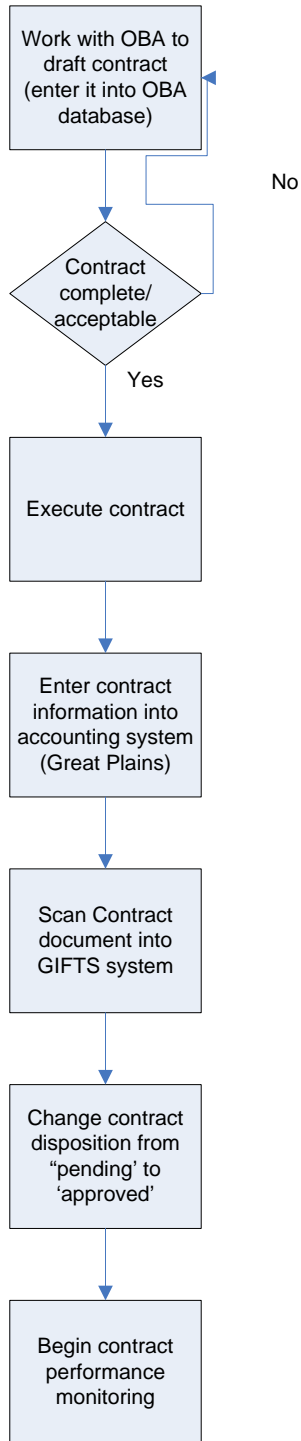
Grants Solicitation and Selection (Project Development)



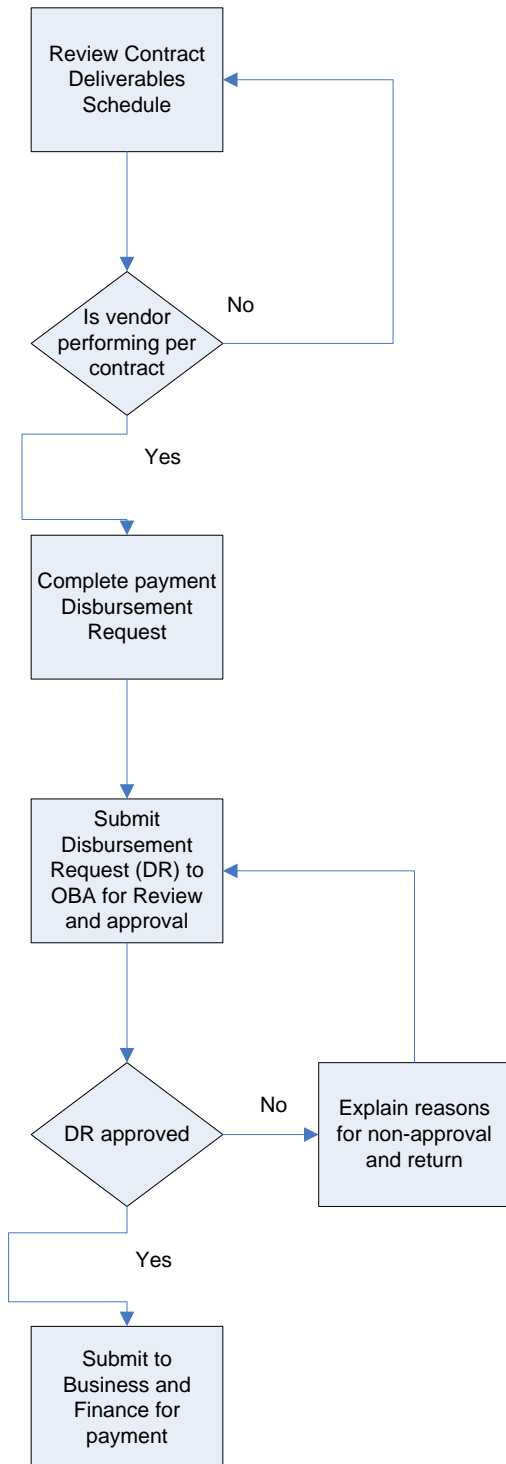
Grants / Contract Approval [Concurrence]



Grants / Contract Drafting



Grants / Contract Performance [Management]



Attachment B

CPB Organization Structure and Major Funding Activities

CPB currently employs a staff of approximately 100. The major funding activities performed by CPB fall into the following four categories:

Community Service Grants

Community Service Grants (CSG) are station grants providing unrestricted operational support to eligible public broadcasting TV and radio stations. The grants are administered in a standardized fashion with the grants calculated by formula in accordance with the statute governing CPB and established CSG policy.

Public broadcasting research, station consultation, and station grants

CPB provides grants to public media stations and entities and enters into consulting agreements to perform a diverse set of activities that support public broadcasting. The grant-making departments, working with the Office of Business Affairs, administer and oversee these grants and contracts.

Production Agreements

CPB funds television and radio programming for broadcast by public broadcasting entities. The complexity of agreements for broadcast content is typically greater than other types of CPB contracts for a variety of reasons; for example, CPB's funding of a production may be contingent on additional funding from another source and the negotiation of intellectual property rights.

Administrative Expenditures

Expenditures for staffing account for approximately 70% of CPB's FY 2010 \$21m administrative budget. The remaining 30% is split amongst fixed assets, occupancy expenses and discretionary spending on items such as professional services and travel.

The following organization chart is provided to gain an understanding of CPB's structure.

