



# RFQ for Consulting Services Setup of the Colleges eBook Consortium

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OCLS RFQ #2015-002 Rev. 1.0

September 2015

All information contained within this document should be considered confidential and is provided to give bidders an understanding of the Ontario Colleges Library Service requirements.

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## 1. INTRODUCTION

### 1.1 Ontario Colleges Library Service

The Ontario Colleges Library Service (OCLS) was established in 2009 by the Ontario Colleges Committee of Presidents (COP) as a non-profit corporation to provide a suite of core and opt-in services to the libraries and learning resources/learning commons (college libraries) of Ontario's 24 publicly-funded colleges of applied arts and technology, including two French language colleges.

OCLS reports to a Board of Directors elected by the Committee of Presidents of the member colleges. The Heads, Libraries and Learning Resources (HLLR) group is comprised of the directors (or designate) of libraries / learning resources (college libraries) of each of Ontario's 24 publicly funded colleges, and serves as an advisory group to OCLS, and provides an advisory member for the OCLS Board of Directors.

The services currently provided to the college libraries by OCLS are:

- Electronic resources (eResources) services and contract management
- Maintenance and ongoing support of the Colleges Union Catalogue of bibliographic records relating to all print collections in the colleges' libraries
- Maintenance and ongoing support of Colleges Library Central (COLLECT), the digital repository containing bibliographic records for a range of print, electronic and multimedia collections in the colleges' libraries.
- A research service
- A remote access/proxy service for off-site access to resources
- A video streaming service
- An integrated library system

An increasing proportion of electronic resources (electronic journals, research databases, online references, e-book packages, etc.) is acquired collectively by all or a group of colleges, to benefit from financial and organisational efficiencies. On behalf of the colleges, OCLS acquires and manages collectively purchased electronic resources as identified by the college libraries. OCLS' eResource services include:

- Negotiation with vendors
- Organisation of the trial and selection of content by the colleges
- Management of usage licenses, access information and financial agreements
- Handling of acquisition, payment and renewal processes
- Establishment, management and reporting of deposit accounts for each college; used to pay for the content

## **1.2 Ontario Colleges eBook Consortium Project**

The Colleges eBook Consortium Project aims to develop a permanent consortium infrastructure to help the college libraries jointly acquire and manage eBooks and to establish a core eBook collection common to participating Ontario colleges. Its goals are for colleges to:

- Have a sustainable, common acquisition strategy for eBooks, with a dedicated budget and a structure for flexible, evidence-based selection of materials (governance)
- Benefit from attractive pricing and licensing conditions achieved through collective negotiation (licensing management)
- Offer fast and convenient access to these materials for all its students, staff and faculty through efficient content discovery (metadata management)

Establishing a shared core eBook collection is a key element of the colleges' learning initiatives. To assist college libraries in managing these resources more efficiently, the Colleges eBook Consortium Project will set up a common process for the selection, acquisition, management, and delivery of electronic books, as well as a shared digital repository and/or workflows to streamline cataloguing and improve access to this material by students and faculty. The project will improve collaboration between colleges by minimizing duplication and enable access to a high-quality, robust electronic collection that supports distance, online, and hybrid learning programs across the province.

In early 2015, HLLR and OCLS started the Project Execution (PE) phase of the Colleges eBook Consortium Project with the acquisition of the first materials for the core eBook collection and the drafting of procedures for the selection of content, management of metadata and marketing to users. The Colleges eBook consortium is expected to be fully implemented by December 2016. At this time, its management infrastructure, governance and funding model must be in place.

## **1.3 eBook Consortium Project Steering Committee**

The purpose of the Colleges eBook Project Steering Committee (PSC) is to recommend strategic direction, offer oversight to the activities of the Colleges eBook Consortium Project during its Project Execution (PE) Phase, and bring forward the recommendations and findings of the task forces to the Heads, Libraries and Learning Resources (HLLR). The PSC works with the Ontario Colleges Library Service (OCLS) and HLLR to setup and implement a permanent structure to support the activities of the Colleges eBook Consortium beyond the PE Phase.

The Committee is responsible for ensuring that the project is carried out according to the Project Plan and in the interests of all participating college libraries. It oversees the work of the Task Forces and the coordination efforts of the Project Management Office and is responsible for approving all project deliverables. As the representative of HLLR, it ensures communication with the funding agency and all project stakeholders.

#### 1.4 Invitation to Bid

OCLS is seeking proposals from qualified consultants or small firms to assist in the development of a permanent structure for the Colleges eBook Consortium. Once the current Project Execution phase is over at the end of 2016, a permanent structure will take over the existing project structure (Project Management Office at OCLS, Project Steering Committee, and task forces) to manage and run the eBook Consortium. The consortium could become an opt-in service for college libraries, financed on a cost-recovery basis, but other scenarios are possible and should be considered. An ad-hoc HLLR committee will likely oversee the development of the service and ensuring ongoing compliance with college needs.

The consulting service will need to determine what is the best and most cost-effective way to run the consortium. This involves working with the PSC, HLLR and OCLS to draft governance structures, organization charts, staffing requirements, prepare cost and revenue models, and Service Level Agreements, and validate them with the Project Steering Committee, OCLS and HLLR.

This will require experience with public sector procurement, collective acquisition and licensing of resources, preferably in the context of academic libraries, and experience developing governance structures involving multiple organizations. Successful proponents are also expected to have demonstrated experience drafting legal documents, financial expertise, and project management experience.

## 2. BIDDING PROCESS

### 2.1 Intent to Respond

Send a confirmation of your intent to submit a proposal by **October 5, 2015** as noted in the Schedule (Section 2.3). Please include the name, title and contact information for the Company representative with whom we will communicate, and send via email to:

Attention:	Thomas Guignard	
	eBook Project Manager	Ontario Colleges Library Service
	Ontario Colleges Library Service	74 Gervais Drive
	Email: <a href="mailto:tguignard@ocls.ca">tguignard@ocls.ca</a>	Toronto, ON M3C 1Z3
	Fax: 647-722-9319	Canada

### 2.2 Bid submission

Two copies, one with original signature, are to be submitted in writing and sent via courier (with signature required) or delivered in person to:

Ontario Colleges Library Service  
74 Gervais Drive  
Toronto, ON M3C 1Z3

Attention: Thomas Guignard,  
eBook Project Manager

Bids are to be received on or before: **October 30, 2015 at 3:00 PM (EST)**

Bids received after the deadline will not be considered.

Bids must be valid for 90 days from the date bids are due.

Additionally, a follow up electronic copy of the bid is requested and should be sent to:

Attention: Thomas Guignard,  
eBook Project Manager  
Ontario Colleges Library Service  
Email: [tguignard@ocls.ca](mailto:tguignard@ocls.ca)

### 2.3 Schedule (amended on September 23)

Date	Event
September 2	Initial RFQ issued and distributed
September 25	Timeline extended, RFQ Rev. 1.0 issued
October 5	Intent to Respond submitted by bidders
October 9	Last date for questions from bidders
October 16	Formal response to all questions submitted by bidders
October 30, 2015 at 3:00 PM EST	RFQ proposals are due
November 2-13	Proposal evaluation and recommendation approval period
November 16-25	Contract negotiation
November 30	Announcement of successful bid and start of project

During the evaluation period, OCLS may request clarifications from and a meeting with bidders.

Dates subsequent to the bids being submitted are estimates only and are subject to modification without notice to bidders.

### 2.4 Bid formats

All responses **must** include the following elements:

- Executive Summary
- A letter of introduction outlining experience and qualifications appropriate to this project
- Current curricula vitae of the principal(s) and other key team members that the proponent proposes to employ in this project
- Names and contact information for three references for whom similar work has been completed
- Project plan with description of proposed methodology and schedule of work
- A proposed budget with details and itemized pricing as appropriate
- Completed bid form with original signature – see Section 5

Proposals are subject to the Freedom of Information and Protection of Privacy Act. Any information that the bidder regards as confidential must be in a separate appendix that is labelled as confidential. OCLS

shall endeavour to honour such confidential designations to the extent allowed under the appropriate legislation.

## **2.5 Questions**

Questions about the contents of this document should be submitted by email to:

Thomas Guignard

Ontario Colleges Library Service

Email: [tguignard@ocls.ca](mailto:tguignard@ocls.ca)

Quote Reference in Subject Line: "OCLS RFQ Proposal #2015-002 – Consortium Consulting Services"

Queries will be acknowledged within two business days. Queries not acknowledged may be resubmitted.

A copy of all queries received by the deadline detailed in Section 2.3 and OCLS's responses will be sent to all bidders confirming their intent to respond to the RFQ. Appendix A contains questions received and answered before the timeline for this RFQ was extended. All interested proponents can submit additional questions according to the new timeline.

Bidders may not rely in any fashion on communication with any staff at OCLS or any College except through the process defined above.

## **2.6 Subcontracting**

Bidders must clearly identify any and all subcontractors that they intend to use in supplying services to meet the obligations of the RFQ. Bidders are responsible for all work performed by subcontractors.

## **2.7 Bidder's costs**

OCLS and the college libraries are not liable for any costs incurred by any bidder as part of the bidding process. This includes, but is not limited to, costs to prepare bids, visits to OCLS, legal or other costs.

## **2.8 Agreement**

OCLS intends to negotiate an agreement with the winning bidder. This RFQ, any amendments to it and the bidder's full response shall form part of the agreement. In the event that a mutually satisfactory agreement cannot be reached with the selected bidder, OCLS reserves the right to open negotiations with other bidders. The term of the agreement is for 13 months as outlined in the timeline on Section 3.4 below, with an option to negotiate a further 6 months term if required.

## **2.9 Evaluation**

The selection of a consultant or consulting will be made by the Colleges eBook Consortium Project Steering Committee. Submitted proposals will be evaluated upon the following criteria:

1. Quality of approach and proposed methodology, based on expected goals and deliverables as laid out in Section 3 below. Proposals providing a detailed list of deliverables, timeline and a breakdown of all steps in the proposed methodology will more favourably reviewed (0-5 points)
2. Demonstrated understanding of objectives (0-5 points)
3. Stated ability to meet timeline (0-5 points)

4. Experience and qualifications of the full proponent team, based on their expected involvement in the project, from both written submission and references (0-4 points)
5. Value-added information, creativity and innovation of approach and plan (0-4 points)
6. Total cost (0-4 points)
7. Flexibility of pricing. Proposals listing a cost breakdown by deliverable or step, suggesting multiple approaches or highlighting optional services will be more favourably reviewed (0-4 points)
8. Overall assessment of proposal (0-3 points)

The evaluation process will use information drawn from the written submission portion of the proposal and the information supplied by references.

The lowest-cost proposal will not necessarily be accepted. OCLS reserves the right to waive any requirement if this is in the best interest of OCLS. OCLS reserves the right not to accept any of the received proposals and to cancel the request for quotations without award.

Award of the RFP is subject to the ongoing availability of funding.

#### **2.10 Conflict of interest**

Proponents shall disclose all perceived, potential and actual conflicts of interest they may have with OCLS, the member colleges, another library consortium or any other agency or entity involved with the process detailed in this RFQ. Upon request, proponents shall provide to OCLS with a strategy to mitigate the identified conflicts of interest. OCLS reserves the right to exclude any proposal on the grounds of any perceived, potential or actual conflict of interest.

#### **2.11 Notification and Debriefing**

After the successful proponent has been identified, OCLS will formally notify all proponents of the outcome of the RFQ, revealing the identity of the successful proponent. Unsuccessful proponents can request a debriefing session with OCLS within 60 calendar days following this notification.

### **3. SCOPE OF WORK**

The Colleges eBook Consortium Project is currently in its Project Execution phase, working to implement the project goals laid out in Section 1.2 above. Work is carried out by three task forces (Collections Task Force, Technical Task Force and Outreach Task Force) and overseen by a Project Steering Committee, all staffed and chaired by representatives of the participating colleges and OCLS. OCLS facilitates the work of the project by providing staff and infrastructure as required.

The Project Execution phase started on January 1<sup>st</sup>, 2015 and is scheduled to end on December 31<sup>st</sup>, 2016. At that time, a permanent structure will take over the existing project structure (steering committee, task forces, project management office at OCLS, etc.) to manage and run the eBook Consortium. The successful proponent will help in the establishment of this permanent consortium structure.



### 3.1 Goals

The consortium resulting from this project is expected to be financed by member colleges on a cost-recovery basis. An ad-hoc committee representing HLLR will oversee the development of the service and ensure ongoing compliance with college needs. The consortium resource or consultant will have to determine if this is the best and most cost-effective way to run the consortium, or suggest alternative options as applicable.

This involves, but is not limited to, the following aspects:

- **Governance structure.** The successful proponent will advise and recommend on the decision process for all aspects of the consortium, identify roles and responsibilities of member colleges and OCLS, and set up committees and nominating procedures as required. All aspects of the governance structure will be documented.
- **Staff.** The successful proponent will identify the tasks and clarify what resources will be needed to run the consortium. Possible options include hiring permanent or temporary staff or secondment from OCLS or member colleges, and will have to be evaluated for cost and efficiency.
- **Cost and revenue model.** The proponent will determine the annual cost of the proposed structure and recommend a revenue model to offset this cost. The revenue model will include cost allocation models amongst members, bookkeeping and invoicing procedures, budget and financial planning as required.
- **Service Level Agreements (SLAs).** If the consortium is organized as an opt-in service provided by OCLS, the proponent will draft, validate and implement Service Level Agreements with the member colleges.

The above list illustrates a possible outcome of the work. Determining, making recommendations and validating those outcomes are part of the work the successful proponent will provide.

### 3.2 Methodology

The successful proponent will be expected to work with the Project Steering Committee, task forces, Project Management Office, OCLS and library staff and management, as required, to review current practices and the services to be provided by the consortium. The proponent will conduct an Environmental Scan and research existing consortia for best practices and established approaches. Based on this research, recommendations, draft documents, models and/or templates will be prepared and presented to the Project Steering Committee and brought to discussion and review by OCLS management and the Heads, Libraries and Learning Resources (HLLR), as required.

All recommendations and finalised documents such as cost and revenue models, terms of reference, Service Level Agreements, etc. will be expected to include expert legal and/or financial advice. OCLS reserves the right to seek independent legal and/or financial advice on all recommendations put forward by the successful proponent.

The successful proponent will report to the Project Steering Committee and will be under the supervision of the Project Management Office.

### 3.3 Deliverables

The final list of deliverables will be determined with the successful proponent at the start of the project. Deliverables include, but are not limited to:

- **Consortium structure implementation plan and timeline** listing all work to be provided by the proponent, dependencies with other project tasks, required input by OCLS and college staff, etc. and will include a detailed implementation timeline.
- **List of possible consortium structure models** based on project requirements and current/best practices, analyzed for strengths and weaknesses, and a recommendation for preferred approach.
- **Cost and revenue models**, for each proposed consortium structure, including cost allocation amongst members, bookkeeping and invoicing procedures, budget and financial planning, etc.
- **Draft Service Level Agreements (SLAs)** for consortium members
- **Draft consortium structure**, including required committees, nomination procedures, terms of reference and organizational charts.
- **Final Service Level Agreements signed by all members** to be coordinated by the successful proponent
- **Final governance structure and supporting documents validated** by the Heads, Libraries and Learning Resources (HLLR) and/or OCLS management, as required. Prior to this step, OCLS reserves the right to have the governance structure and documents reviewed by an independent third party.
- **Final governance structure set up**, including staffing, nomination of all committee members and member representatives, as required
- **Final review** of the governance structure

### 3.4 Timeline

Date	Event
<b>November 30, 2015</b>	Start work by successful proponent and validation of the list of deliverables and associated timeline
<b>January 2016</b>	Proponent to list possible consortium structure models, deliver analysis and recommendations to Project Steering Committee (PSC)
	PSC to analyze models submitted, make recommendation for preferred approach, consult with HLLR as needed
<b>March 2016</b>	Proponent to prepare full consortium structure proposal, including: <ul style="list-style-type: none"> <li>• Cost and revenue model</li> <li>• Draft Service Level Agreements (SLAs) for member colleges</li> </ul>

	<ul style="list-style-type: none"> <li>• Governance structure</li> </ul>
<b>April 2016</b>	PSC to forward proposal to HLLR and make recommendation for approval
<b>Spring 2016</b>	OCLS to seek independent legal review of consortium model and SLAs, if appropriate. HLLR to approve model and SLAs
<b>Summer-Fall 2016</b>	PSC to oversee signature of SLAs with consortium members, with support from proponent as required.
<b>Fall 2016</b>	PSC to oversee transition from current project to permanent structure, with support from proponent as required.
<b>December 2016</b>	<p>PSC to ensure permanent structure is in place and functioning, with support from proponent as required. This includes:</p> <ul style="list-style-type: none"> <li>• Permanent staff secured (if applicable)</li> <li>• Services contracts with third parties secured (if applicable)</li> <li>• Governance and financial structure operational</li> <li>• SLAs signed by all member colleges</li> </ul>
<b>December 31, 2016</b>	Review of services provided by Proponent and project end. Dissolution of the Project Execution structure.

## 4. GENERAL REQUIREMENTS

### 4.1 Bid contact person

The bidder shall provide a single person to whom all requests for clarifications or additional information may be addressed. Name, telephone, fax, and email contact information is required.

### 4.2 Company Profile

The bidder shall provide a brief profile of your company and information demonstrating relevant experience and qualifications.

### 4.3 References

Bidder shall provide three references for work requiring similar knowledge and capacity. Contact information for each of the three references shall be provided.

**5. BIDDING FORM**

**OCLS PROPOSAL #2015-002 – Consulting Services for eBook Consortium Setup**

**Bidder:**

Company Name: \_\_\_\_\_

Address: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Signature of Signing Officer: \_\_\_\_\_

Print Name / Title of Signing Officer: \_\_\_\_\_

Bid Contact Person: \_\_\_\_\_

Telephone / Fax / Email for Contact \_\_\_\_\_

\_\_\_\_\_

Date Bid is Valid until (DD/MM/YYYY): \_\_\_\_\_

In order to ensure that all bids are based on the same terms, bidders should list all bid revisions or updates that they have received and whose terms are incorporated in their bids.

List Bid Revisions / Updates: \_\_\_\_\_

Rev. 1.0 (published September 25, 2015) – Timeline extension and Appendix A (Q&A)

\_\_\_\_\_

\_\_\_\_\_

## 6. APPENDIX A – Questions and Answers

Please be aware that duplicate questions have been combined and that some questions wording has been edited for clarity. As a result, the questions listed below may not exactly reflect the wording of questions received from prospective vendors.

### 1. Do you want 3 references for the Company and Team, so 3 references total?

A minimum of 3 references total per proposal are expected. There does not need to be 3 references for each member of the proposed team, if applicable.

### 2. What is the status of the Project Execution phase of the eBook consortium?

The Project Execution (PE) phase is currently active and progressing mostly on schedule. This phase started on January 1<sup>st</sup>, 2015 and is currently expected to close on December 31<sup>st</sup>, 2016. However, a revision of the project plan is under consideration to expand the PE phase until June 30, 2017.

### 3. Are the two ebook collections – EBSCO Academic and Proquest College Complete – available in the college libraries?

Yes. Those two collections were acquired in March 2015 and are currently available to students, faculty and staff at all colleges that participate in this project.

### 4. Is evaluation of collection content packages, metadata schema or operating platforms in or out of scope for the proponent?

No, the evaluation of content currently available and candidates for inclusion in the shared collection, including the platforms used to distribute content, is delegated to a Selection Committee representing participating colleges. Metadata quality is evaluated by an ad-hoc working group.

### 5. Is commenting and making recommendations on the procurement process [for the acquisition of eBook collections] in or out of scope for the proponent?

Evaluating and revising the processes for the procurement of eBook collections and the management of metadata is out of scope of this RFQ. However, recommendations made by the proponent based on their observation of consortium practices will be evaluated and acted upon if required. As this is out of scope, any additional work done by the proponent for this evaluation will not be compensated unless explicitly mandated by OCLS.

6. Is participating in the procurement process [for the acquisition of eBook collections] in or out of scope for the proponent?

This is out of scope. See above.