



King County Library System
960 Newport Way NW
Issaquah, WA 98027

June 15, 2009

REQUEST FOR PROPOSALS # 09-02

FOR

EVERGREEN OPAC DEVELOPMENT
AND IMPLEMENTATION

Proposals Due:

August 10, 2009 - 5:00 P.M.

please note the revised due dates

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SECTION ONE – PURPOSE AND BACKGROUND

The King County Rural Library District, (dba King County Library System), is seeking proposals from qualified vendors for the purpose of development and implementation of an Online Public Access Catalog (OPAC) for use with the Evergreen Open-Source Integrated Library System (Evergreen).

The King County Library System (KCLS) is one of the largest circulating libraries in the United States. Located in the Seattle area, KCLS serves over one million residents at its 44 community libraries, 1 institutional library, and Traveling Library Center. KCLS provides access to a broad array of information resources ranging from electronic databases to books to music and video. KCLS is also the community resource for a wide variety of programs and activities for people of all ages. Established in 1943, KCLS is a special purpose government that is governed by a five-member Board of Trustees and operates under the constitution and laws of the State of Washington.

The primary function of the King County Library System's OPAC is to act as a full service library, open 24 hours a day. The catalog offers a listing of all of the items in our collection, as well as helpful online customer services. The OPAC also allows our patrons to pay their fines with a credit card, renew items, manage their holds and much more entirely online. There is a social networking element built into the catalog which allows patrons to review items in the collection and/or see what other patrons have read and reviewed. With 91.4 million hits for the year of 2008, the King County Library System OPAC is clearly a highly utilized and valued resource. For greater detail on OPAC usage throughout the year please refer to the attached report from Google Analytics (Attachment A).

Rather than building an OPAC from scratch, KCLS has developed high level requirements for the development effort. Also, Evergreen currently uses a basic OPAC that meets some of these requirements. We seek proposals from potential contractors who will develop, document, test, and implement a new Evergreen OPAC in partnership with KCLS. The primary objective of this work will be to provide KCLS with a quality OPAC for use by KCLS patrons and staff. The secondary objective of this work is to develop an Evergreen OPAC; where possible in conjunction with other large public libraries as part of the Evergreen open-source community.

Current Systems

- The KCLS OPAC is supported by two groups: 1) Web Services is a department consisting of three full-time employees and a half-time Web Services Design Specialist; and 2) the OPAC Display Committee, made up of KCLS librarians and other support staff that are knowledgeable about our patron base and library services, which guides the Web Services Coordinator and the OPAC Librarian with redesigns, labeling and usability.
- Our OPAC emphasizes direct public input with respect to design and navigation; this input is typically achieved with usability studies. A thorough usability study has already been completed on the current OPAC that will be available for use during the development process.
- Staff members currently have knowledge of ASP, SharePoint, Cold Fusion, Dreamweaver, Flash, SQL, HTML, XML and JavaScript.
- KCLS currently relies on web applications interfacing well with an SQL back-end. In Evergreen the back-end is PostgreSQL.

Primary Objectives of a New Evergreen OPAC

While the existing non-open source OPAC currently used by KCLS does display what the collection has to offer, we wish to do more than that. We want to provide an interface that makes it easier for users to locate materials, request materials, and manage their library account online. There are some aspects of the current catalog that are commendable; chief among them is the seamless integration with the circulation and cataloging components. One important example of this is ecommerce. It works with our circulation piece to allow patrons to pay fines and have their patron record simultaneously updated. However, we wish to improve on the presentation and accessibility of these components. Our goal is to keep what works well, identify and improve what doesn't work well, and also consider other elements that will make our website more intuitive and logical to the user. KCLS defines the OPAC user as both our patrons and staff. Ultimately, we wish to create a dynamic, interactive, intuitive and patron-oriented KCLS catalog that enables ease of navigation and supports patron confidence and self-reliance. The following objectives will guide the implementation of this vision,

Specifically:

- The new OPAC will be an efficient environment for the display of information and will address the need for equitable space for various "competing" services, resources and departments.
- The new OPAC will present the patron with improved usability including, but not limited to, better error messages, and improved functionality. (i.e. clearer process for placing batch holds or exporting records, etc)
- The new OPAC will provide a platform for future technological developments, such as RSS feeds, online program delivery and other services that may benefit the library and better serve KCLS' patrons. Respondents to the RFP are encouraged to propose alternatives.
- Patrons will be able to customize the webpage to suit their individual needs.

SECTION TWO – SCOPE OF WORK

Strategic Assumptions:

- 1) KCLS intends to develop Evergreen, including the OPAC, as part of the Evergreen open-source community as opposed to developing the system exclusively for KCLS use. System development priority will be given to KCLS needs. Potential contractors will be expected to creatively work with this balance.
- 2) Potential contractors must make access to all development work associated with this project open and freely available to KCLS and to other libraries (No software licensing fees. Free availability of source code).
- 3) KCLS seeks contractors who will develop an Evergreen OPAC to the business process flow and software specifications provided by KCLS' business process consultants from the Galecia Group (Attachment B).
- 4) KCLS seeks a full-service development and implementation relationship with potential contractors. KCLS does not intend to hire in-house the number of development programmers or additional staff necessary to become a full-service software development shop. KCLS expects potential contractors to provide the necessary programmers, documentation specialists, implementation personnel etc. needed to successfully deliver proposed development and implementation.
- 5) KCLS may award the work outlined in this RFP as two separate pieces of work (1. Front-end web design and usability, 2. Back-end functional development and integration with Evergreen). These two pieces of work may be awarded to different bidders if it is determined that one firm is not capable of best meeting the full spectrum of needs for this project. Bidders will specify whether their response is to one or both of these areas of work. Bidders must be able to work collaboratively with other firms as portions of work from either unit may require cross functional support.

Explanation of scope of work:

The following sections outline the scope of services that the vendor(s) will provide, including both services specific to front-end web design and usability, as well as back-end functional development and integration with Evergreen. Responses to this RFP should clearly state in their introduction which of these two areas (or both) are being responded to.

This section outlines the scope of services the vendor will provide specific to front-end web design and usability:

- The solution should be efficient, consistent and allow the site to be expandable/ scalable.
- All web pages must be W3C Compliant
- The new OPAC should be coded to allow for easy indexing by major search engines.
- The vendor must thoroughly assess current OPAC strengths and deficiencies, based on data already accumulated.
- The new design must allow for users to increase their font size easily and provide a printer friendly layout.
- The vendor must design an efficient and easy-to-understand navigational structure based on input from KCLS staff and Patrons.

- The webpage design must be fast, responsive, and easily translatable into other languages. An example of fast and responsive for KCLS is any given webpage painting within 20 seconds at our second slowest location.
- The contractor must provide a robust and scalable "my account" portion of the OPAC. This feature will allow patrons to manage their holds, renewals, fines, and more.
- The webpage must present results that include OPAC enrichment aspects such as reader reviews, cover art, and more. These aspects are generally from third party vendors
- The contractor must develop at least 3 new catalog homepage options with one sub page for each design.
- The contractor must use current BrandMark, color palette, and style sheets provided by KCLS.
- The design must be compliant with Section 508, which refers to the portion of the United States Federal Rehabilitation Act discussing equal access to information technology for people with disabilities.
- The screen must fit within an 800 by 600 screen resolution without requiring the user to scroll left to right. Vertical scrolling must be minimal.
- The design must support all current versions and one-version-back of Internet Explorer and Mozilla browsers available in Windows, Macintosh, Unix, and Linux environments.
- This new application must interface with Circulation and other components of the Evergreen ILS System. Contractor will be expected to work with KCLS staff and the development company Equinox to ensure that the new OPAC integrates smoothly with ongoing Evergreen development.
- Contractor must be willing to conduct at least two usability sessions at two different times with patrons and staff. The first session pre-development, the second with functional mockups.
- Access to the library webpage (www.kcls.org) and licensed databases must be prominent and easily accessible for our patrons.
- Patrons should not be required to download a plug-in to view most of the content.
- It is preferred that the proposed solution uses ASP. However, rationale for other solutions may be presented.
- Solution must render well on mobile platforms or provide an alternative option.
- The contractor must be able to meet a launch date deadline of September, 2010.

This section outlines the scope of services the vendor will provide specific to back-end functional development and integration with Evergreen based upon the software requirements specifications for the Online Public Access Catalog (see Appendix 1). While the primary scope of work will be section 1) Online Public Access Catalog, a successful response should provide a plan that addresses the cross-functional areas beyond the OPAC (sections 2 through 7) included here for reference:

- 1) Online Public Access Catalog--including:
 - a) Searching, Retrieval, and Display
 - b) Patron Account Management
 - c) Integration of online services, subscription databases, and KCLS website information and services
 - d) Integration of any mutually agreed third-party public access patron empowerment tools
 - e) The new OPAC should be coded to allow for easy indexing by major search engines.
- 2) Circulation—including:

- a) Holds
- b) Self Check-out
- c) Self Check-in
- d) Traveling library and offline circulation systems
- e) Shipping and material handling
- f) Home Delivery
- 3) Acquisitions and Serials Control—including:
 - a) Selection, Purchasing, Funding, Receiving, Claiming, Invoicing
 - b) Shipping and material handling
 - c) Management of Serials, Periodicals, and Magazines
- 4) Cataloging
- 5) Reports and Statistics
- 6) System Utilities
 - a) Database management
 - b) Performance monitoring
 - c) Application management
- 7) Interfaces to ancillary products including
 - a) PC Reservations
 - b) Print Management
 - c) Material Handling and Sorting
 - d) Self Check-in
 - e) Patron Telephone Notification
 - f) E-books and Digital Content
 - g) Collection Agency
 - h) Patron Address Verification
 - i) This Just In (Notification to Patrons of new items in the collection)
 - j) Self Checkout
 - k) Dial-in Telephone Renewal
 - l) Patron Notices (email, telephone, postal mail)
 - m) Event scheduling and room booking sub-systems
 - n) Text Messaging
 - o) Ecommerce
 - p) Mailing of Holds

Note: It is important to understand that KCLS is NOT seeking development referencing the current KCLS Integrated Library System. We are not trying to duplicate what we have. At no time will this contract involve comparisons between Evergreen and the current ILS, and at no time will the contractor have access to software, documentation, nor any other item or information considered intellectual property of the vendor of the current KCLS ILS.

SECTION THREE – PROPOSAL REQUIREMENTS

Vendors interested in submitting proposals are requested to submit the following information. Responses to each item should appear in the same order as in this RFP and should designate by heading and paragraph the item to which the response applies. Please limit the length of your proposal, including appendices, to 50 pages, and please limit your proposal to one bound volume, plus the separate portfolio requested below. Do not include any material outside of this volume.

Strategic Assumptions:

- 1) Proposals should be based upon all requirements listed in this RFP, and should not be limited only to the Galecia specifications for the OPAC.
- 2) Proposals for back-end development should utilize Rapid Application Development (RAD) principles and techniques, or comparable software development strategies that emphasize prototyping, and agile and collaborative work with KCLS Subject Matter Experts (SMEs).

Part One – Executive Summary

Each proposal should be accompanied by an executive summary not exceeding two pages which summarizes key points of the proposal and which is signed by an officer of the firm who is responsible for committing the firm's resources. The executive summary should clearly state whether their proposal is for front-end development, back-end development or both.

Part Two – Responses to requirements as defined in the Scope of Work

Proposals should address the following areas:

- 1) Collaborative detailed system planning and design

Describe how you will:

- a) Evaluate the delta between existing Evergreen OPAC functionality and KCLS business process and functional specifications.
- b) Work with KCLS to create remaining functional specifications.
- c) Use prototypes to demonstrate feasibility of use cases, and work flows provided by KCLS and Galecia.
- d) Produce any additional documentation related to system design.
- e) Ensure that KCLS functional specifications are effectively designed into the system for optimum use and satisfaction.
- f) Propose workflow improvements that KCLS may have missed.
- g) Reconcile functional specifications that cannot be designed into the system.
- h) Communicate and collaborate with the Project Manager and with KCLS SMEs.
- i) Describe how you will plan, conduct and report on the results of Usability with patrons and staff.
- j) Communicate staffing, role, and responsibility recommendations that you have for KCLS.
- k) Communicate with the Evergreen open source community.

- 2) Development, Coding, and Performance Testing

Describe how you will:

- a) Establish effective testing and development environments.
- b) Establish and test backup and recovery of these environments.
- c) Work with KCLS and Equinox to establish system performance goals and perform system capacity testing. Equinox is the developer currently contracted to develop enhancements to the Open-Source ILS Evergreen based on the software specifications produced by the Galecia Group. Equinox is expected to provide the majority of development services for most functional areas besides the OPAC.

- d) Manage system support and maintenance during the development phase.
- e) Manage and incorporate change requests, functional requests, and coding suggestions from KCLS and other interested parties during development as well as after implementation.
- f) Manage the release process and source code control.
- g) Produce system and application documentation.
- h) Manage version control and integrate KCLS development with the greater Evergreen Community (Do you foresee one common Evergreen product? One common Evergreen Large Public Library product? One KCLS specific product?)
- i) Communicate staffing, role, and responsibility recommendations that you have for KCLS.

3) Functional Testing and Software Acceptance

Describe how you will:

- a) Work with KCLS SMEs to test developed functionality.
- b) Test the effectiveness of the OPAC system and sub-systems with the public.
- c) Manage change-orders and resolve disputes.
- d) Communicate staffing, role, and responsibility recommendations that you have for KCLS.

4) Training

Describe how you will:

- a) Guide and support the timely and effective training of KCLS line staff.
- b) Prepare KCLS Web Services staff to be ready to support the Evergreen OPAC at cutover.
- c) Communicate staffing, role, and responsibility recommendations that you have for KCLS.
- d) Produce Administrator and User Guides.

5) Deployment into Production

Describe how you will:

- a) Work with KCLS to test the proposed implementation plan before launch.
- b) Manage the system cutover from the old ILS to Evergreen, with a minimum impact on KCLS operations and minimum of downtime (including a rollback option).
- c) Sequence the cutover of all systems, subsystems, and interfaces specified in the scope of work.
- d) Manage emergencies and off-hours coverage during the deployment process.
- e) Provide support for hardware, operating system, software, and professional services through the deployment process.
- f) Communicate staffing, role, and responsibility recommendations that you have for KCLS.

6) Ongoing Maintenance and Support

Describe how you will:

- a) Provide timely and effective support of Evergreen for KCLS at the Hardware, Operating System, Database, and Application levels, acting as a single point of contact for all incorporated open source or commercially bought modules and interfaces.
- b) Define and provide emergency and after-hours system support.
- c) Provide an effective program of preventative regular maintenance for KCLS to keep Evergreen well-tuned and in peak performance on an ongoing basis.
- d) Define and provide the necessary tools for KCLS to effectively monitor Evergreen at the Hardware, Operating System, Database, and Application levels.
- e) Keep Evergreen flexible and dynamically able to accommodate growth, change, and the evolution of new services in the software and library industries.
- f) Define the process of trouble reporting and change requests, functional requests, enhancement requests, and coding suggestions from KCLS and other interested parties on an ongoing basis.
- g) Manage the release process and source code control in coordination with the assigned KCLS coordinators.
- h) Produce and maintain system and application documentation on an ongoing basis, including Administrator and User Guides.
- i) Manage version control and integrate KCLS development with the greater Evergreen Community.
- j) Communicate staffing, role, and responsibility recommendations that you have for KCLS—including a specific gap analysis between current KCLS staffing levels, and ongoing staffing recommendations for effective technical support and enhancement of Evergreen by KCLS.

7) Timeframe

Provide estimated timeframe for all services and deliverables.

8) Customer Expectations

Provide a clear definition of services to be performed by the contractor vs. services, personnel, time, and any other commitment of resources required of KCLS. Many of the key staff from KCLS who will be involved with reviewing and approving development are engaged in multiple projects, have time committed at library branches or will otherwise have limited availability. Describe your anticipated turnaround time for review and approval of work by KCLS staff. Describe how you will work flexibility into your plan to address the varied availability of KCLS staff needed for review and approval of project deliverables.

Part Three – Cost of Services

Proposals should specify total costs for all known services, and deliverables, as well as estimated travel and expenses.

KCLS expects the successful bidder to provide firm costs for all requirements of this RFP with the exception of application software with undefined functional specifications. Firm costs should include:

- 1) Collaborative functional analysis--detailed system planning and design
- 2) Development of Online Public Access Catalog (specifications attached)
- 3) Usability Testing
- 4) Performance Testing
- 5) Functional Testing and Software Acceptance
- 6) Training
- 7) Deployment into Production
- 8) Ongoing Maintenance and Support

For budgeting purposes, KCLS requests a non-binding estimate for non-specified development based upon the best estimates of the bidder. Please use the attached software specifications along with the general scope of work to provide this non-binding estimate. This development cost estimate should include costs for:

- 1) Web Design and Usability (not defined by the attached software specifications)
- 2) System Utilities
- 3) Interfaces to Ancillary Products

Costs should be provided in an easy-to-read format.

Part Four – Firm Qualifications

Provide the names of customers for which you have provided similar services in the past five years. Include rationale as to how your experience with a given customer is relevant to this KCLS project.

Provide contact information for at least 3 references.

Provide a brief history of your firm including size and any specialty areas. Provide background company information including relevant financials. Provide a statement describing the firm's stability, capability and resources.

If your proposal addresses the front-end development portion of this RFP please include the following as a supplement of your firm's qualifications:

Print Portfolio

- A print portfolio that will demonstrate the vendor's Web publishing abilities; this portfolio will be a separate bound submission that includes links to existing live websites in order to evaluate animation and navigation.

Online Portfolio

In addition to the print portfolio, an online portfolio should also be accessible from the vendor's website

Part Five – Staff Qualifications

Who would be the primary management contact from your firm for this project?

Who would be the day-to-day contact from your firm for this project?

What other staff from your firm would be assigned to this project? What would be their roles in the project?

Provide summary resumes for the personnel listed above and a description of the specific roles they played in the previous projects listed in Section Three, Part Four.

SECTION FOUR – SUBMISSION REQUIREMENTS

One executed original proposal, clearly marked on the cover, and three (3) copies of the proposal shall be submitted. The proposal shall be clearly marked on the outside of the transmittal package with the following information:

Organization's Name
Evergreen OPAC Development and Implementation Proposal

The proposal must be received no later than 5:00 P.M. on [August 10, 2009](#) at:

King County Library System
Attn: Purchasing
960 Newport Way NW
Issaquah, WA 98027

Proposals received by KCLS after 5pm (Pacific Time), [August 10, 2009](#), will not be considered. Late proposals will be destroyed. Proposals received before the due date will be held in a secured area until the time of opening.

Proposals must be signed by a corporate official, owner or a person who has been authorized to make such a commitment.

KCLS does not conduct a public opening of proposals, nor are evaluation "progress reports" available. Notification of award will be sent to all bidders.

The Proposal should clearly state the total length of time during which the services, and any related prices presented in the proposal are valid and reliable. It is required that this time period be no less than one hundred twenty (120) days from the date the proposals are due.

Organizations shall respond to each and every requirement contained in the "Proposal Requirements" section of this RFP. Responses must be in the same order in which the points appear in the RFP. The proposal must be clear, unambiguous, and capable of being understood without reference to other documentation. Failure to address a particular requirement shall be presumed to mean that the function or requirement is unavailable.

Vendors are advised that the submission of multiple proposals, or alternative approaches to specific sections of the requirements will be considered non-compliant and those proposals will be disqualified. We are relying on the vendor as the expert to identify in its proposal the approach which is believed to be the most effective to produce the required systems and services.

No substitutions will be accepted on any of the components unless the vendor can provide proof that the substituted equipment meets or exceeds the specifications, reliability, warranty and pricing of the equipment specified by the King County Library System.

Failure to comply with the requirements of this RFP may result in disqualification.

The organization must clearly state that the proposal submitted presents a true offer of services and/or materials. It must be clearly stated that the proposal is not a result of any direct or indirect coordination or collusion with other firms submitting a proposal in response to this RFP.

An organization may withdraw or modify its proposal in writing by delivery service, certified U.S. Mail, or by hand delivery at any time prior to the RFP deadline for submission.

SECTION FIVE – REQUESTS FOR CLARIFICATION

Questions and requests for clarification concerning this RFP shall be submitted **IN WRITING** no later than **5:00 P.M. PST July 6, 2009** to:

King County Library System
Attn: Purchasing
960 Newport Way NW
Issaquah, WA 98027

The words “**Evergreen OPAC Development and Implementation Proposal**” shall appear on the envelope. Inquiries shall state the page and the applicable RFP section or paragraph to which the question(s) pertain. Faxed requests for clarification will not be accepted. Confirming receipt of questions is the responsibility of the submitting organization.

The organization shall be responsible for requesting clarification concerning the RFP to allow the organization to respond specifically, thoroughly, and clearly to every specification, requirement, or question presented in the RFP. KCLS shall in no way be responsible for any errors or ambiguities in the RFP. A failure of KCLS to respond to any request for clarification shall not be considered by any organization that KCLS agrees or disagrees with any statement, which may be contained in the request for clarification.

All clarifications to the RFP will be distributed in writing to all organizations who have received a copy of the RFP. The source of an inquiry occasioning a clarification shall not be given.

Any information provided after distribution of the RFP is for clarification only and not binding on KCLS.

SECTION SIX – EVALUATION

KCLS intends to select the proposal that is most advantageous to itself. The responses to this RFP will be evaluated by a Selection Committee to be established for such purpose. The evaluation will include a review of all proposals based on the following criteria:

- 1) Understanding the needs of KCLS. Responsiveness to the scope of services outlined in this RFP, and soundness of approach.
- 2) Qualifications of the vendor, including previous experience with similar work.
- 3) Cost.
- 4) Quality of References.

KCLS reserves the right to reject any and all proposals for any reason.

KCLS may invite one or more representatives from any organization to meet or talk with KCLS representatives for the purpose of clarification of the vendor’s proposal.

KCLS reserves the right to accept other than the lowest priced proposal and to negotiate with any organization when the best interests of the Library are served by so doing.

KCLS may at its sole discretion waive any irregularity or informality in a proposal submitted by any organization.

SECTION SEVEN – SCHEDULE

KCLS has set the following tentative schedule for the selection process:

6/15/09	RFP Issued
7/06/09	Deadline for receipt of written requests for clarification
7/20/09	Responses to written requests for clarification
8/10/09	Deadline for receipt of proposals
8/10/09	Opening of proposals
8/10/09	Evaluation of proposals begins

SECTION EIGHT – SPECIAL CONDITIONS

Organization Responsibility

- 1. Any organization submitting a response agrees to all the rules and conditions required in this RFP. All materials submitted in response to the RFP shall become the property of KCLS. The organization’s proposal and the RFP shall become part of any contract that is negotiated with the successful organization unless modified in writing by the contract.
- 2. The successful organization shall be required to assume responsibility for delivery of goods and/or services as defined in the contract.

3. The organization shall be required to demonstrate that there is in effect all licenses, permits and authorizations to provide all products and services it proposes.
4. It is the organization's responsibility to ensure that the RFP is not defective and does not inadvertently restrict competition. Protests to the RFP must be in writing and be made prior to the due date to permit time for revisions to be issued.
5. The cost for developing proposals in response to this RFP is entirely the obligation of the organization and shall not be charged to KCLS in any manner.

Alternate Organization Selection. If KCLS fails to negotiate a contract with the organization of first choice, KCLS shall reserve the right to enter into new contract negotiations with an alternate organization(s).

Payment Schedule. KCLS payments, subject to negotiations, shall be made to the organization not more than forty-five (45) days after KCLS receives the organization's invoice for goods/services received as specified in the contract between KCLS and the organization selected.

Wages. The organization shall be required to pay any wages or salary required by the laws or regulations of any government entity having jurisdiction.

News Release. Mention of KCLS, staff, or programs in advertising, customer lists, photographs, or articles in the professional literature pertaining to an award resulting from proposals made in response to this RFP shall not be made by any organization without prior written approval from the KCLS administration.

Written Contract. KCLS and the selected organization shall negotiate a contract and nothing shall be binding on either party until the contract is in writing and signed by both parties, except organization is obligated to keep its proposal in effect for period specified in this RFP.

SECTION NINE – PROTESTS TO AWARD

Protests concerning the award of this RFP shall be submitted in writing to:

King County Library System
Attn: Business and Finance Manager
960 Newport Way NW
Issaquah, WA 98027

Protest to Evergreen OPAC Development and Implementation Proposal

Organizations should clearly state the grounds for their protest and the requested action. Faxed protest letters will be accepted if received by the deadline below. Confirming receipt of fax is the responsibility of the protesting organization.

Deadline. Letters of protest must be received by KCLS no more than one week after RFP award has been announced.

Response to Protest. Written response to protest letters will be composed jointly by the Selection Committee and the Business and Finance Manager. Responses will be available within approximately two weeks of receipt of protest. Written responses are mailed via certified mail to the protesting organization.