Request for Proposals

Technology Assessment and Technology Improvement Plan

Issued by: Kentucky Legal Aid (KLA)

RFP issue date: November 17, 2026

Questions due: December 7, 2026
Submit questions to: Sarah Hayes, Kentucky Legal Aid, Grants | Pro Bono Director, shayes@klaid.org

Proposals due: December 14, 2026, 5:00 pm CST
Submit proposals to: Sarah Hayes, Kentucky Legal Aid, Grants | Pro Bono Director, shayes@klaid.org

1. About KLA and the Project

Kentucky Legal Aid is a regional nonprofit public-interest law firm that provides civil legal services to low-income and other vulnerable people in 35 counties in southcentral and western Kentucky. KLA is the area's Legal Services Corporation-funded legal services provider, and more than 80% of its service area is rural. KLA is headquartered in Bowling Green, with regional offices in Paducah, Owensboro, and Madisonville and satellite offices in Glasgow, Scottsville, and Hopkinsville.

KLA completed an independent technology assessment and multi-year improvement plan in 2020. That work guided important upgrades to its case management, document management, phone and call center, and remote-access systems. While the 2020 assessment provided an effective foundation for those improvements, it no longer fully reflects KLA's current technology environment, operational needs, strategic priorities, or the rapidly evolving technology landscape.

KLA now seeks an updated technology assessment focused on how its existing technology systems and support practices can better advance client-centered legal services and efficient program administration. Since the 2020 assessment, KLA has made significant investments in a custom case management system, a SharePoint-based document-management environment, a cloud-based telephony and call-center platform, Microsoft 365 tools, remote-access tools, and cloud-based device management.

2. Purpose and Scope

KLA seeks a qualified, independent consultant or consulting firm to:

- Assess how KLA's existing core technology platforms support staff use, client service delivery, reporting, collaboration, communications, and program administration.
- Focus on practical opportunities to improve the usability, integration, configuration, staff adoption, training, documentation, governance, support, reporting, and consistent use of KLA's current technology investments.
- Gather input from leadership, staff, and KLA's technology support contractors through interviews, surveys, review of documentation, and other appropriate methods regarding technology use, recurring technology-related pain points, training needs, and opportunities to make better use of available tools.
- Review how KLA's custom case management system, SharePoint-based document-management environment, cloud-based telephony and call-center tools, Microsoft 365 tools, remote-access tools, and related collaboration and reporting tools are currently used and how they interact with one another.
- Identify technology-related barriers to effective use, including usability concerns, inconsistent system use, avoidable manual work caused by system configuration or integration limitations, documentation gaps, reporting limitations, user-support needs, and staff-adoption challenges.
- Identify feasible opportunities to improve system configuration, integration, reporting, technology-use guidance, training, user support, governance, and appropriate automation within KLA's existing platforms.
- Prepare a written technology assessment findings report with clear, prioritized, actionable recommendations that help KLA realize greater value from its existing technology investments.
- Develop a Technology Improvement Plan that phases recommendations into quick wins, short-term priorities, and longer-term initiatives; identifies sequencing, dependencies, and high-level resource needs; and is structured to integrate findings from KLA's separate IT security assessment.

KLA recently implemented a custom case management system, a SharePoint-based document-management environment, and a cloud-based telephony platform. The purpose of this engagement is not to reconsider, reevaluate, or recommend replacement of these foundational technology decisions. The consultant is not expected to conduct a new software-selection process or to recommend wholesale replacement of these platforms.

Rather, the consultant should assess how these systems are currently used, how they interact with one another, and what improvements, enhancements, integrations, training, documentation, governance measures, reporting practices, or automation opportunities would increase their effectiveness and promote consistent staff use.

This assessment is not a comprehensive business-process, organizational-design, staffing, intake-policy, case-handling, or service-delivery redesign engagement. The consultant may examine selected examples of technology-enabled work practices, user pain points, and system handoffs only to the extent necessary to explain technology-related findings and

recommend improvements in system configuration, integration, reporting, user training, documentation, support, governance, and consistent use.

The assessment is not intended to evaluate KLA's infrastructure, cybersecurity program, network architecture, servers, backup systems, disaster-recovery practices, or endpoint-management practices, which are being addressed through a separately procured IT security assessment and related initiatives. The consultant may note operational issues or serious risks affecting technology use, client service delivery, or effective use of KLA's systems, but need not conduct a formal review of those technical or security environments.

This RFP does not include penetration testing, vulnerability scanning, a formal IT security audit, or a formal review of KLA's infrastructure, network architecture, servers, backup systems, disaster-recovery practices, endpoint-management practices, or cybersecurity controls. Those matters are being addressed through a separately procured IT security assessment and related initiatives. The consultant must promptly alert KLA to any material security, privacy, business-continuity, or operational risk observed during the assessment, but this reporting requirement does not expand the consultant's scope into a formal technical or security review.

3. Required Deliverables

The selected consultant will provide the following in editable electronic format and PDF:

1. A project work plan, including methods, schedule, information requests, stakeholder-engagement approach, and regular check-in schedule.
2. A draft technology assessment findings report describing how KLA's existing core technology platforms support staff use and client service delivery; key strengths and challenges; technology-related barriers to effective use; opportunities for improved system integration, reporting, and configuration; staff-adoption and training needs; documentation, support, and governance gaps; and preliminary recommendations.
3. A final technology assessment findings report that identifies and prioritizes practical recommendations by urgency, impact, complexity, dependencies, implementation horizon, and anticipated benefit to client service, staff effectiveness, technology adoption, consistent technology use, or program operations. The report should distinguish between improvements achievable through better use of existing systems and recommendations that may require future investment, additional analysis, or separate implementation support.
4. A facilitated findings review with KLA leadership and project stakeholders.
5. A draft Technology Improvement Plan that translates assessment findings into a phased implementation path emphasizing practical improvements to the use, integration, configuration, reporting, training, documentation, governance, user support, and appropriate automation of KLA's existing technology platforms. The Plan must be structured for integration with the separate security-assessment findings.
6. A technology adoption and utilization recommendations package identifying priority user groups, technology-related training topics, suggested delivery methods, job aids or reference materials, reinforcement strategies, and practical measures KLA can use to monitor adoption and consistent use of core technology platforms.

7. A final Technology Improvement Plan incorporating KLA feedback and, if timing permits, relevant findings from the separately procured IT security audit.
8. An executive briefing or presentation summarizing the principal findings, priority recommendations, quick wins, longer-term initiatives, and next steps.

The findings report and Technology Improvement Plan should address KLA's existing core systems; the use, configuration, integration, reporting, and support of those systems; documentation; staff training and adoption; user support; governance; and practical opportunities to improve service delivery and operations through more effective use of technology.

The consultant may use concise technology-use illustrations, user journeys, or system-interaction diagrams for mutually agreed priority activities if needed to explain technology findings or recommendations. The engagement does not include comprehensive workflow mapping, business-process redesign, organizational-design analysis, staffing analysis, or review of KLA's substantive intake, case-handling, or service-delivery policies.

The findings report and Technology Improvement Plan should not include a formal review of infrastructure, network architecture, servers, backup systems, disaster-recovery practices, endpoint-management practices, or cybersecurity controls, except to note material operational risks observed during the engagement.

The Technology Improvement Plan should identify high-level resource needs, including staffing, training, configuration or integration support, vendors, change-management needs, documentation, and budget considerations. It should recommend measures KLA can use to monitor progress, including measures related to staff adoption, consistent technology use, system utilization, and service-delivery impact.

4. Schedule

KLA expects the project to be completed during the October 1, 2026–September 30, 2027 grant period. The anticipated schedule is:

Activity	Anticipated timing
RFP process, consultant selection, and contracting	October–December 2026
Project kickoff, discovery, stakeholder engagement, and assessment	December 2026–February 2027
Draft assessment findings and KLA review	March 2027
Final findings and presentation	April 2027
Technology Improvement Plan development and security-audit coordination	April–August 2027
Final plan, executive briefing, and closeout	September 2027

Proposers should submit a task-based work plan and schedule, including key milestones, review points, assumptions, and the proposed approach to coordination with the separately selected security-audit provider.

5. Qualifications and Proposal Content

KLA seeks a consultant or firm with demonstrated experience in technology assessments, technology strategic planning, staff adoption and change management, training strategy, system integration, reporting, and technology governance for nonprofit, legal-services, public-interest, multi-office, rural, or similarly mission-driven organizations. Experience with civil legal aid technology; including case management, document management, intake, client confidentiality, remote work, Microsoft 365, SharePoint, and phone or call-center tools is strongly preferred.

KLA is particularly interested in consultants who can make practical recommendations that help staff use existing systems more effectively, consistently, and confidently, rather than assuming that identified challenges require replacement of core platforms.

Proposals should include:

1. A cover letter and contact information for the primary point of contact.
2. A brief firm or consultant profile and description of relevant qualifications.
3. Descriptions of at least three comparable projects completed within the past five years, including client type, scope, deliverables, and outcomes.
4. A proposed approach, methodology, work plan, and project schedule addressing this RFP's scope and coordination with the separate security audit.
5. Proposed project team members, roles, availability, and résumés or short biographies.
6. Representative redacted work samples, report outlines, or examples of comparable technology assessment reports or strategic roadmaps, if available.
7. A detailed fixed-fee or not-to-exceed cost proposal, including labor, travel, other direct costs, optional services, and any anticipated cost for coordinating or integrating security-audit findings.
8. At least three client references.
9. Disclosure of actual or potential conflicts of interest, including vendor relationships, commissions, referral arrangements, or other interests that may affect objectivity.
10. Any material contractual assumptions, exclusions, insurance requirements, or proposed terms.
11. A clear explanation of how the proposer will distinguish recommendations to optimize existing core platforms from recommendations that would require future platform replacement, major new procurement, separate technical implementation work, or a separate organizational or business-process assessment.

6. Evaluation and Submission

KLA will evaluate proposals based on responsiveness to this RFP; relevant experience and qualifications; demonstrated ability to optimize existing technology platforms without unnecessarily recommending replacement or broad business-process redesign; understanding of KLA's mission and operating environment; quality and practicality of the proposed approach, work plan, and deliverables; ability to engage stakeholders and communicate clearly; capacity to meet the schedule; references and past work; and overall value and cost.

KLA may request interviews, clarifications, additional information, or best-and-final offers and may negotiate scope, deliverables, schedule, and pricing with the selected proposer.

Submit proposals electronically in PDF format by **December 14h, 2026** at **5:00 pm CST** to:

Sarah Hayes
Kentucky Legal Aid
Grants | Pro Bono Director
Email: shayes@klaid.org
Subject line: Technology Assessment Proposal

Questions must be submitted in writing to the contact above by **December 7th, 2026**. If a proposal includes large files, the proposer may provide a secure file-sharing link with clear access instructions.

7. General Terms

KLA will not pay costs associated with preparing or submitting a proposal. KLA reserves the right to accept or reject any or all proposals; waive minor irregularities; request clarification or additional information; negotiate with any proposer; modify, suspend, or discontinue this RFP process; or make no award if doing so is in KLA's best interest.

Selection does not create a binding obligation until KLA and the selected consultant execute a written agreement. The selected consultant will be expected to protect the confidentiality of project information and comply with applicable contractual confidentiality, data-handling, and conflict-of-interest requirements.

KLA seeks a consultant that understands the mission and operating realities of nonprofit civil legal services and will provide rigorous, practical, and usable recommendations that help KLA strengthen access to justice through secure, efficient, client-centered technology.