

RFP Technology Improvement Consultant

Open: November 13, 2018 – December 10, 2018

INTRODUCTION

The Inland Counties Legal Services Corporation (ICLS) is seeking proposals from qualified consultants to conduct an Operational Assessment of ICLS's use of technology and need for a strategic roadmap forward regarding its technology management. ICLS is looking for a consultant or consulting firm that can offer the most advantageous balance of price, quality, and performance to ICLS for the consulting services requested. The consultant will be expected to conduct interviews and surveys of nearly the entire staff of ICLS in order to analyze how the organization ought to best use technology to deliver client services more efficiently and effectively to its target population. Further the consultant will be expected to review recent audit findings and identify gaps/deficiencies in internal controls that could cause noncompliance with regulatory requirements, grant requirements, or adherence to generally accepted best practices from an information technology internal control perspective. The successful candidate will also be expected to collate the deliverables into a comprehensive Evaluation and Road Map that will both address ICLS's internal 2017 ITGC audit findings and inform the Technology Element of ICLS's Strategic Plan. The successful candidate will not, however, be expected to draft the Technology Element Strategic Plan.

ABOUT INLAND COUNTIES LEGAL SERVICES CORPORATION

Inland Counties Legal Services, Inc. is a nonprofit organization providing legal services to low-income persons and the elderly residing in Riverside and San Bernardino Counties. ICLS targets services to the poor and to seniors in the greatest social or economic need. Legal services are provided by attorneys, or paralegals under the direct supervision of an attorney. Services include advice and counsel, limited action (includes negotiations and preparation of legal documents), as well as direct representation before administrative judges and civil courts. Legal assistance is provided in areas including housing; family; consumer; tax and bankruptcy; public benefits, Social Security and healthcare access; immigration, education rights and systemic impact.

ICLS is funded in part by the Legal Services Corporation (LSC). LSC is a federally funded grant making organization that supports civil legal aid providers across the country. Its mission is to expand access to justice by funding high-quality, free attorneys for low-income Americans in basic civil matters like divorce, child custody, and eviction. It does not provide direct legal services itself.

RFP OVERVIEW

ICLS sought and obtained a grant from LSC's Technology Initiative Grant (TIG) Program. The particular grant awarded is a first of its kind Technology Improvement Project grant. It is designed specifically to allow ICLS to hire a consultant to review, analyze and prepare a roadmap for ICLS to utilize technology in the most efficient and effective manner to maximize legal services to its target population. This consultant will 1) demonstrate how ICLS should use technology to measure the quality of the legal product it renders to clients, 2) provide ICLS with

an assessment of the dependability and reliability of suggested technological innovations, 3) suggest policies and procedures to address the ITGC audit findings as well as, more generally, review of the appropriateness and completeness of ICLS's policies and procedures surrounding information technology, and 4) ultimately produce a report that includes both a technology assessment and a technology planning process to guide competent decision making for IT projects for the program.

DUTIES, TASKS, MILESTONES, AND DELIVERABLES

Using the following assumptions, the successful consultant will be expected to perform the following duties and tasks and complete the following milestones and deliverables during the project term:

Duties and Tasks

The successful candidate will be expected to work closely with ICLS's stakeholders. Stakeholders include the Executive Director, Chief Financial Officer, Technology Manager, Procurement Officer, Grants Manager, Auditor, and the manager of this TIG grant. The consultant will work with the stakeholders to survey and evaluate ICLS's technology use and needs by performing the following tasks:

1. Kick-Off Meeting

The consultant will meet with ICLS stakeholders to discuss the parties' roles and responsibilities in the technology review process. ICLS stakeholders will provide the consultant with relevant information from prior audits of technology use.

2. Create and Conduct Anonymous Surveys

The consultant will work with ICLS stakeholders to create and conduct several different types of surveys that can elicit comparable responses from a variety of sources, including ICLS's Executive staff, management, advocates and support staff. The goal of these surveys is to assess whether ICLS's current use of technology, needs for technological innovation and how to implement efficiencies with new and existing technologies.

3. Review 2017 ITCG Audit Findings

The consultant will review with the ICLS Technology Director and ICLS's auditor the findings in the 2017 ITCG audit. The consultant will pay significant attention to ensuring that recommendations address the deficiencies noted in that audit report and suggest appropriate best practices for internal controls.

4. Review Existing Technologies

The consultant will inspect and review the existing IT systems that ICLS uses, including, but not limited to the client database, the telephone system, document production, file management system, the website, social media use, etc.

5. Review New and Innovative Technologies

The consultant will review and identify new and innovative technologies that would improve ICLS's overall management and client services delivery, including, but not limited to training and implementation of new technologies in the organization.

6. Attend Periodic Meetings

ICLS expects that the consultant will be available for periodic meetings, including the Kick-Off Meeting, and conference calls throughout the review process. If needed, the selected consultant should also be available to attend ICLS's Board Meetings.

7. Weekly Status Updates

The strategic planning consultant will provide weekly status updates via email to a designated ICLS member throughout the planning process, as well as be available by phone, as needed.

8. Final Compilation and Report

At the conclusion of the review and evaluation period, the consultant will compile and analyze the information obtained during the strategic planning process. The consultant will provide a written report that will 1) demonstrate how ICLS should use technology to measure the quality of the legal product it renders to clients, 2) provide ICLS with an assessment of the dependability and reliability of suggested technological innovations, and 3) the end product will be a report that includes both a technology assessment and a technology planning process to guide competent decision making for IT projects for the program.

Milestones

The strategic planning consultant will perform the work described in *Duties and Tasks* as follows:

Due Date	Deliverable
1/4/2019	Initial Kick-Off Meeting completed.
1/11/2019	Investigation and Review of 2017 ITGC audit findings.
1/18/2019	Investigation and Review of Existing Technology.
1/25/2019	Present draft surveys, and interview questions to ICLS for review.
1/28/2019	Distribute surveys to ICLS all staff.
1/28/ 2019 to 2/22/ 2019	Collect Surveys, Conduct interviews of staff, and if necessary, auditor.
3/1/2019 to 3/22/2019	Compile and analyze results of surveys, and interviews.
3/25/2019	Review preliminary findings with ICLS stakeholders receive feedback.
3/29/2019	Interim Report and Recommendations to ICLS due.
4/15/2019	Final Report and Recommendations to ICLS due.

Project Management

1. Dedicated Team

The successful candidate will have dedicated staff assigned to the project, including a primary point of contact for the duration of the engagement.

2. Location of Performance

Candidates will be available at times to meet with ICLS's stakeholders and may also be expected to travel to ICLS's Board Meetings during the period of the review. The consultant is not required to perform the tasks described above onsite at ICLS.

Estimated Contract Term and Schedule

LSC's grant terms require that the entire process will be completed by April 30th. The consultant will perform the majority of the tasks described in the RFP over the course of four months between January and April, 2019, but should remain available to consult with ICLS throughout the review process.

CONSULTANT QUALIFICATIONS

The successful candidate will have demonstrated experience creating and conducting surveys, interviews, and other steps necessary for technological operational assessments of for-profit, high volume law firms as well as nonprofit legal services firms. Further, the candidate should be knowledgeable about regulatory requirements and industry best practices as it relates to internal controls surrounding information systems and the information contained within such systems. The candidate should be adept at tailoring surveys and interview questions to a variety of audiences, while simultaneously creating a cohesive plan to ensure that all work elicits information capable of comparison. Knowledge of the legal services community is not a requirement, but is highly desirable. ICLS expects this engagement to be a team process and seeks candidates that are willing to work collaboratively to achieve ICLS's goals. Candidate should provide at least three (3) references in their bids.

RFP SCHEDULE

DATE	EVENT
11/13/2018	RFP issued
11/30/2018	Deadline for respondents to submit RFP questions
12/4/2018	ICLS responds to RFP questions
12/10/2018	Deadline for respondents to submit proposals
12/10/2018- 12/17/2018	Evaluation of proposals
12/30/2018	Notify successful consultant of preliminary selection and contract negotiation
1/4/2019	Contract approval
1/7/2019	Performance begins

PROPOSAL SUBMISSION REQUIREMENTS

All proposals must be 15 pages or less (exclusive of cover letter, table of contents, biographies, sample work product), well-organized, and demonstrate how the consultant's proposed services, approach and methodology, qualifications, experience, and terms meet or exceed ICLS's requirements. Candidates should include the following information in their proposals:

Consultant Information

1. Full name, address, telephone number, contact person, email, and website.
2. Consultant overview, including a brief history, number of employees, and number of years in operation.
3. RFP point-person. Please include title, phone number, and email address.
4. Your experience with operational assessments of for-profit and/or non-profit law firm like ICLS.
5. Your experience with and knowledge of information technology internal control regulatory requirements and industry generally accepted best practices.
6. Whether you or your firm holds any relevant certifications to project management and information security, such as PMP and CISSP.
7. Your opinion on five critical factors that contribute to successful operational assessments.
8. Your experience conducting the type of operational assessments sought here including describing the process from the ground-up.
9. Your unique capabilities/experiences that your firm would bring to the process.
10. Samples of surveys, questionnaires, webinars or power points that you've developed in the past.
11. Your experience facilitating webinars.
12. Your experience working with the legal services community.
13. A breakdown of the types of organizations that you have worked with in the past (e.g., non-profits, funders, government, commercial) and the type of work provided.
14. Examples of your experience coordinating operational assessments with auditor findings.
15. Three (3) references.

Pricing and Pricing Methodology

Pricing must be itemized and include a written explanation of all fees and cost, including travel costs to Riverside, California for the Kick-Off Meeting and Board Meetings. ICLS is a 501(c)(3) tax exempt organization.

Product Staffing

Provide resumes and/or biographies for staff members who will be assisting ICLS purchase, install, use, and maintain any IT product (i.e. the sales, customer service, maintenance and repair, and technical assistance staff).

Other Information

You may provide other information or material that you believe is relevant to our evaluation or that provides additional features or value to ICLS.

RFP RELATED QUESTIONS

Please submit questions relating to this RFP by email to Amanda Toerge at atoerge@icls.org, with cc: to Diane Woodcroft at dwoodcroft@icls.org and Greg Armstrong at garmstrong@icls.org, **no later than 5:00 pm PST, on 11/30/2018**. Answers to questions will be shared with all RFP respondents and posted on the ICLS website: www.inlandlegal.org

PROPOSAL DEADLINES AND MODE OF DELIVERY

Proposals must be in electronic form (PDF or Microsoft Word), and received **on or before 5:00 p.m., PST, 12/10/2018**. Please email your proposal to:

Amanda Toerge
Inland Counties Legal Secretary
1040 Iowa Ave., Suite 109
Riverside, CA 92507-2106
atoerge@icls.org

with cc: to Diane Woodcroft at dwoodcroft@icls.org and Greg Armstrong at garmstrong@icls.org

You are solely responsible for ensuring that your proposal is delivered on time. Late proposals may be accepted in ICLS's sole discretion. You must bear all costs incurred in preparing your proposal contract awards will not cover proposal costs.

PROPOSAL EVALUATION CRITERIA

The contract will be awarded to the consultant who provides the **best value** – the most advantageous balance of price, quality, and performance – to ICLS. Proposals will be evaluated based on the following criteria:

Quality

- Qualifications and experience of consultant and proposed staff
- Technical expertise
- Delivery schedule
- Project plan and approach

Performance

- Timeliness of deliverables
- Capacity
- Understanding of and ability to meet ICLS's needs
- Responsiveness to ICLS
- Professionalism of representatives

Price

- The reasonableness of the price for the service being provided.
- Whether the price is realistic (especially if it is an estimate), reflects a clear understanding of ICLS's need, and is consistent with other parts of the proposal.
- Cost by labor category (if a times and materials contract).

- The cost of incidental expenses, including taxes and service fees, administrative costs, travel and transportation costs.

Demonstrated reputation for excellence in price, performance, and quality
Willingness to accept ICLS's terms

ICLS's RIGHTS

ICLS reserves the right to:

- Accept or reject any or all proposals, or any part thereof;
- Waive any informalities or technicalities contained in any proposal received;
- Conduct discussions with respondents and accept revisions of proposals after the closing date;
- Make an award based upon various selection criteria;
- Request clarification from any respondents on any or all aspects of its proposals;
- Cancel or re-issue this RFP at any time;
- Retain all proposals submitted in response to this RFP;
- Invite some, all, or none of the respondents for interviews, demonstrations, presentations and further discussion;

CONFIDENTIALITY

During the RFP process, you may be given access to ICLS's confidential or proprietary information. You agree not to use this information for your or any third-party's benefit, and will not disclose this information to any person who does not have a need to know.

FREEDOM OF INFORMATION ACT

The Freedom of Information Act (FOIA) and associated ICLS regulations may require ICLS to disclose certain documents to the public, including portions of your proposal. Generally, ICLS will not release any documents that would cause your consultant competitive harm. You are encouraged, however, to label any confidential information contained in your proposal to facilitate ICLS's ability to withhold it from disclosure.

FAQs

Q1: Item number 4- interview: How many interviews are expected? In other words, what percentage of this stakeholder group is the consultant expected to interview?

A1: We expect about 30 interviews to take place (exec, auditor, management, support staff).

Q2: Item number 5- What is goal for a response rate of the survey? An estimate would help provide scale.

A2: We would send the survey to all advocates and support staff with an offer to interview 30. All contacted staff members would either reply directly to the survey or agree to an interview.

Q3: Are there budget parameters for this project, or a range?

A3: Our maximum is \$50K.