



603 Legal Aid

Request for Proposals

Intake System Business Process Analysis

Issue Date	August 21, 2026
Proposals Due	September 4, 2026, by 5:00 PM ET
Projected Award	September 18, 2026
Project Start	October 9, 2026
Completion	June 1, 2027
Maximum Budget	\$30,000

Submit To	Emma Bates, Director of Operations
Email	ebates@603legalaid.org
Subject Line	603LA Intake BPA RFP Response

All communications regarding this RFP must be directed in writing to the contact above. Oral communications will be considered unofficial and nonbinding. Only written statements issued by the Director of Operations may be relied upon.

1. Invitation

603 Legal Aid (603LA) invites proposals from qualified consultants to conduct a comprehensive Business Process Analysis (BPA) of our client intake system. The selected consultant will assess all channels through which prospective clients first contact 603LA, identify gaps in access, efficiency, and equity, and deliver actionable recommendations and an implementation roadmap.

Ideal applicants will have demonstrated experience conducting intake and workflow analysis for nonprofit legal aid organizations, familiarity with LSC-funded programs and applicable compliance requirements, and a commitment to equity-centered practice.

2. About 603 Legal Aid

603LA is dedicated to making access to justice a reality for all New Hampshire residents who experience economic hardships that threaten their basic human needs.

603LA serves as the primary statewide access point for civil legal assistance, connecting thousands of individuals each year to advice and counsel, providing representation through pro bono services, and operating legal clinics to address the full range of civil legal issues affecting low-income individuals and families. 603LA also directly connects individuals with New Hampshire Legal Assistance (NHLA), the state's other general practice civil legal assistance provider. Referral from 603LA is the primary intake pathway for NHLA.

603LA's in-house legal staff focus primarily on housing, family, and consumer law, with specialized projects that support victims of domestic violence (DOVE) and veterans (Hope for Heroes). As the state's only centralized intake hub, 603LA assisted over 15,000 people across New Hampshire in 2025.

Our work is funded by the Legal Services Corporation (LSC), the New Hampshire Bar Foundation IOLTA program, and other public and private sources. More information is available at www.603legalaids.org.

3. Project Background and Goals

In 2026, 603LA conducted an internal review of its intake process data. The findings revealed significant barriers to client access across all intake channels that we believe require a structured, independent BPA before we can effectively address them.

603LA identified three areas of concern regarding our intake process and our data collection practices:

1. The time it takes for applicants to move through intake,
2. The excessive and redundant amount of data collected, and
3. The number of staff needed to keep up with demand.

These problems are driven, in part, by the enormous need for civil legal aid in New Hampshire. According to the 2025 New Hampshire Legal Needs Study, between 2022 and 2024, there were 33,603 requests for civil legal aid services made in New Hampshire. Nearly 63% of the requests came in through 603LA (see pg. 23, 2025 NH Legal Needs Study). When you consider the fact that there were more than 97,200 civil case filings in NH in 2025, and that more than 125,237 NH residents live below 125% of the Federal Poverty Level (FLP), it is easy to see the disparity between need and available resources.

Project Goals

Through this engagement, 603LA seeks to:

- Obtain an independent, objective assessment of all client intake channels (including phone, online, and walk-in) and processes from first contact until the case is accepted or rejected.
- Identify specific workflow bottlenecks, staffing gaps, and technology limitations that reduce access and efficiency.
- Understand the client experience across all channels, with particular attention to underserved populations including seniors, unhoused, disabled, and non-English-speaking callers.
- Receive a prioritized, actionable set of recommendations and an implementation roadmap that is realistic given our organizational capacity and budget.
- Ensure all recommendations comply with LSC regulations, applicable state bar rules, and relevant accessibility and language access standards.

4. Scope of Work

The selected consultant will conduct a comprehensive assessment of 603LA's client intake system across all channels and points of entry. The scope encompasses the following areas:

4.1 Phone Intake Assessment

- Review current call center configuration, including phone system setup, queue routing logic, call flows, and hours of operation.
- Analyze call volume data, answer rates, abandon rates, wait times, handle times, and callback patterns by queue and time period.
- Assess staffing levels, roles, and scheduling relative to call demand.
- Evaluate language access provisions for non-English-speaking callers.
- Identify technology limitations and opportunities for improvement, including call queue management, after-hours options, and potential use of AI-assisted tools.

4.2 Online Intake Assessment

- Review the existing online intake process, including the online application and any related web-based intake pathways.
- Assess the client experience from initial contact through intake completion.
- Identify barriers to completion, including accessibility, reading level, language access, and mobile usability.
- Evaluate integration between online intake and case management workflows.

4.3 Walk-In and Other Intake Channels

- Document and assess any in-person, walk-in, or referral-based intake processes currently in use.
- Evaluate consistency and efficiency of these processes relative to phone and online channels.

4.4 Intake Process Assessment

- Document and assess 603LA's intake processes post-initial contact through; 1) E-transfer to NHLA (and related reverse transfers); 2) routing for document processing; 3) landing with Legal Department staff.

- Evaluate consistency and efficiency of these processes.
- Identify barriers and evaluate client experience.

4.5 Staff and Stakeholder Engagement

- Conduct structured interviews and/or surveys with intake staff, advocates, supervisors, and administrative personnel at both 603LA and NHLA.
- Gather client perspective on the intake experience where feasible, with sensitivity to client confidentiality and the vulnerability of callers in crisis.
- Consult with relevant community partners or referral organizations as appropriate.

4.6 Compliance and Equity Review

- Assess the intake system for compliance with LSC regulations, including language access obligations under Title VI.
- Identify equity gaps in client access across demographic groups, geographic areas, and practice areas.
- Evaluate alignment with LSNTAP and LSC best practices for legal aid intake.

5. Deliverables

The selected consultant will be expected to provide the following deliverables:

5.1 Project Kickoff and Work Plan

- A written work plan and timeline for all phases of the engagement, submitted within two weeks of contract execution.
- Identification of key staff contacts and data needed from 603LA/NHLA.

5.2 Current State Assessment Report

- A comprehensive, written assessment documenting the current state of all intake channels through case acceptance or rejection.
- Process maps and workflow diagrams illustrating current intake flows across all channels.
- Quantitative analysis of call center and intake performance data.
- Summary of staff and stakeholder interview findings.
- Identification of gaps, bottlenecks, compliance risks, and equity concerns.

5.3 Recommendations Report and Implementation Roadmap

- A prioritized set of recommendations for improving 603LA's complete intake system from contact to legal advice (or referral to NHLA as applicable).
- Recommended staffing levels and scheduling configurations.
- Technology recommendations, including call system configuration, online intake tools, language access solutions, and any relevant AI-assisted options.
- A phased implementation roadmap with estimated timelines and resource requirements.
- Recommendations must be tailored to 603LA's organizational capacity and budget, and must comply with all applicable LSC, ABA, and NH regulations.

5.4 Presentation of Findings

- An oral presentation of findings and recommendations to 603LA leadership and staff.
- A slide deck or summary document suitable for sharing with 603LA's Board of Directors.

All written deliverables must be submitted in editable formats (Word and/or PDF) and comply with applicable accessibility standards.

6. Consultant Qualifications

Ideal candidates will demonstrate the following:

- **Legal Aid Experience:** Demonstrated experience conducting intake and/or business process analysis for nonprofit legal aid organizations, with knowledge of LSC-funded program requirements and applicable compliance standards.
- **Process Analysis Expertise:** Proven ability to map and evaluate organizational workflows, identify inefficiencies, and develop actionable improvement plans.
- **Call Center and Technology Knowledge:** Familiarity with call center platforms, call flow design, queue management, and relevant technology solutions including language access tools and online intake systems.
- **Equity and Inclusion Commitment:** A demonstrated commitment to equity-centered analysis, with experience identifying and addressing barriers to access for underserved populations, including non-English-speaking communities.
- **Change Management:** Experience supporting organizations through process change and implementation planning.
- **Qualitative and Quantitative Methods:** Ability to analyze both quantitative performance data and qualitative stakeholder input and synthesize findings into clear recommendations.

Bilingual Spanish/English capability is desirable but not required. References from legal services organizations are strongly preferred.

7. Proposal Requirements

Proposals must include the following components:

7.1 Organizational Description

- Full legal name, mailing address, and website.
- Name, telephone number, and email address of the designated contact person.
- Description of the firm or consultant's expertise and core services.
- Names and resumes of all principal staff who will work directly on this project, including a description of each person's role.
- Authorized signature of a person legally able to bind the applicant to the proposal.

7.2 Understanding of the Project

- A brief statement of your understanding of the services to be performed.
- Your proposed methodology and approach for each component of the scope of work.
- A description of your organization's experience with similar engagements, with specific reference to working with legal services organizations. Please explain your familiarity with LSC regulations and legal aid intake models.

7.3 Work Samples and References

- Sample deliverables from comparable prior engagements (e.g., process maps, assessment reports, recommendations reports). Samples may be redacted to protect confidentiality.

- A client list highlighting relevant intake process analysis or business process improvement work.
- Three professional references from prior clients, including name, title, organization, contact information, a description of services provided, and the length of the engagement. References from nonprofit or legal aid organizations are strongly preferred.

7.4 Project Timeline

- A proposed project timeline showing major milestones and completion dates. All work must be completed by March 31, 2027.

7.5 Budget Proposal

- A line-item budget for the full project, itemized by phase or activity. The maximum budget for this engagement is \$30,000. Variable costs such as travel should be identified separately. Note: 603LA is located in New Hampshire; remote engagement is acceptable and may reduce costs.

8. Proposal Evaluation Criteria

603LA will evaluate all proposals and reserve the right, in its sole discretion, to accept the proposal it determines to be most advantageous or to reject any or all proposals without notice or stated reason. The lowest-cost proposal will not necessarily be selected.

Proposals will be evaluated on the following criteria (not necessarily in order of importance):

- Demonstrated understanding of the project objectives, scope, and the specific challenges facing 603LA's intake system.
- Relevant experience and qualifications, particularly with LSC-funded legal aid programs and similar intake assessment projects.
- Proposed methodology and approach.
- Quality, clarity, and completeness of the proposal.
- Cost relative to proposed scope and deliverables.
- Quality of references.

Finalists may be invited to participate in a brief interview or clarification discussion prior to award. Selected finalists may be asked to revise their proposal based on those discussions.

9. Key Dates

RFP Issued	August 21, 2026
Deadline for Questions	August 28, 2026 by 5:00 PM ET
603LA Responses to Questions	September 1, 2026
Proposals Due	September 4, 2026 by 5:00 PM ET
Award Date	September 18, 2026
Contract Execution	October 9, 2026
Project Completion	June 1, 2027

10. Submission Instructions

Please submit your proposal and direct all questions regarding this RFP via email to:

Emma Bates - ebates@603legalaid.org

Use the subject line: 603LA Intake BPA RFP Response

603LA will accept submissions as email attachments only. Proposals must be received by 5:00 PM ET on September 4, 2026. Late proposals will not be considered.

Note on Costs

The consultant shall bear all costs associated with preparing and submitting a proposal, including any meetings or interviews during the selection process. 603LA shall not be responsible for any proposal preparation or submission costs, regardless of the outcome of the solicitation.

603LA is committed to equal opportunity in the selection of contractors and encourages proposals from firms and individuals of all backgrounds.