



ERIE COUNTY
REQUEST FOR PROPOSAL (RFP)
FOR HUMAN RESOURCES DIGITAL
ARCHITECTURE AND PROCESS DISCOVERY
SERVICES

RFP # 2026-021VF

February 11, 2026

**DEPARTMENT OF PERSONNEL
EDWARD A. RATH COUNTY OFFICE BUILDING
95 FRANKLIN STREET
BUFFALO, NEW YORK 14202**

I. INTRODUCTION

A. Overview

Proposals are requested by the Erie County Department of Personnel for professional consulting services to perform a comprehensive Human Resources (HR) Digital Architecture and Process Discovery engagement. The County is undertaking a significant modernization of its enterprise systems, including the migration of its legacy enterprise resource planning (ERP) environment to SAP S/4HANA Cloud Private Edition and the implementation of SAP SuccessFactors as its strategic Human Capital Management (HCM) platform. In addition, the County maintains an enterprise content management and workflow automation platform, OnBase, which is widely used across County departments. The selected consultant is expected to function as an independent advisor to the County and not as an implementation vendor.

The County operates within a complex public-sector environment governed by County Charter provisions, New York State Civil Service Law, local civil service rules, collective bargaining agreements, and statutory payroll and retirement reporting requirements. Many HR and civil service business processes require formal approvals, authorizations, certifications, and documentation that must be retained as official County records. In parallel, the Department of Personnel performs a wide range of internal operational workflows, including but not limited to tracking new employee paperwork, appointment and status change packets, benefits and retirement forms, personnel action documentation, job applications, and employee personnel files.

Historically, these approval, authorization, and internal operational workflows have been supported through a combination of custom ERP functionality, manual paper-based processes, spreadsheets, shared drives, and standalone electronic workflows. As the County modernizes its technology environment, it seeks to establish a clear and sustainable digital architecture that distinguishes between:

- Systems that serve as the authoritative systems of record for employee, position, payroll, and benefits data; and
- Systems that support legally required approval and authorization workflows and the Department of Personnel's internal operational case management and document-tracking processes.

The purpose of this RFP is to procure an independent, vendor-neutral consultant to assess current-state HR and civil service business processes, document existing approval, authorization, and internal Personnel workflows, and design a future-state digital architecture that defines how HR transactions, approvals, data, and documents should be supported across SAP S/4HANA, SuccessFactors, OnBase, and related County systems. The engagement will result in a County-owned set of architectural artifacts, process maps, integration concepts, and an implementation roadmap, as well as an RFP-ready functional and technical scope to support subsequent procurement of implementation and integration services.

This RFP is for planning, analysis, and design services only and does not include software configuration, development, or implementation. The County intends to use the results of this engagement to inform future competitive procurements.

The County seeks to select the proposer that demonstrates strong public-sector HR modernization experience, deep business analysis and enterprise architecture capabilities, and a practical understanding of civil service–driven approval environments and internal HR operational workflows.

B. Organizational Background

The Erie County Department of Personnel serves as the County's central civil service agency and human resources department. The Department is responsible for administering New York State Civil Service Law and local civil service rules; maintaining classification and position control systems; conducting recruitment and examinations; establishing and maintaining eligible lists; certifying payrolls; and overseeing appointments, promotions, transfers, demotions, leaves, and separations. The Department also administers core Human Resources functions including onboarding, employee status changes, compensation administration, benefits and retirement processing, records management, and coordination with labor relations on disciplinary and contractual matters.

For the County's executive branch departments, the Department of Personnel functions as the de facto appointing authority, processing and certifying most personnel actions on behalf of those departments. In this capacity, the Department acts as a centralized hub through which a high volume of legally required approvals, certifications, and documentation must flow.

In parallel, certain County entities operate as independent, in-house appointing authorities with their own internal HR staff and decentralized intake processes, including the Offices of elected officials and the Erie County Library System. While these entities perform portions of their HR and civil service processing internally, their actions remain subject to the same statutory, regulatory, and reporting requirements and must integrate with Countywide systems and records maintained by the Department of Personnel.

In addition, the Department of Personnel exercises an approval and oversight role with respect to certain independent, outside appointing authorities (e.g., local agencies and jurisdictions subject to County civil service administration). These entities maintain their own internal HR and payroll systems and are not required to integrate with County enterprise systems; however, specified personnel actions and reports must be reviewed, approved, or received by the Department of Personnel in accordance with law and rule.

As a result, Erie County's HR environment is inherently hybrid—combining centralized processing, decentralized initiation, and legally mandated oversight by the Department of Personnel. Any future-state digital architecture must be capable of supporting this hybrid operating model, enabling consistent compliance, standardized approvals, and transparent tracking while accommodating varying operational structures across departments and appointing authorities.

C. Concurrent Enterprise ERP Modernization

Erie County is simultaneously conducting a separate procurement to migrate its existing SAP ECC environment to SAP S/4HANA Cloud Private Edition, including the implementation of SAP SuccessFactors as the County's strategic Human Capital Management platform. That initiative will address system conversion, data migration, and modernization of core ERP and HCM functionality.

This Human Resources Digital Architecture and Process Discovery engagement is intended to run concurrently with, and inform, that ERP modernization effort. Proposers should assume that SAP S/4HANA and SAP SuccessFactors will serve as the County's core systems of record and should design future-state architecture, workflow placement, and integration concepts that are compatible with that concurrent modernization effort.

II. PROPOSAL PROCEDURES

A. Anticipated Schedule of Proposal

The following schedule is for informational purpose only. The County reserves the right to amend this schedule at any time.

Issue RFP:	February 11, 2026
Deadline to Submit Written Questions:	February 20, 2026 at 4:00 p.m.
Deadline to Request WebEx Access:	February 23, 2026 at 4:00 p.m.
Bidder's Conference:	February 24, 2026 (via WebEx)
Responses to Questions Posted:	On or before February 27, 2026
Proposals Due:	March 13, 2026 at 3:30 p.m.
Selection Made:	60 days following due date
Contract Signed:	Following all necessary County approvals

B. General Requirements

1. Each proposal shall be prepared simply and economically avoiding the use of elaborate promotional materials beyond what is sufficient to provide a complete, accurate and reliable presentation.
2. One (1) original and five (5) copies shall be submitted by all proposers.
3. Proposals MUST be signed using the attached Exhibit A: Proposer Certification. Unsigned proposals will be rejected.
4. Submit the proposals to:

Commissioner Brian C. Bray
Erie County Department of Personnel
95 Franklin St. Room 604
Buffalo, NY 14202

All proposals must be delivered to the above office on or before March 13, 2026, before 3:30 p.m. Proposals received after the above date and time will not be considered. The County is under no obligation to return proposals.

5. Requests for clarification of this RFP must be written and submitted to Commissioner Brian C. Bray at 95 Franklin Street, Room 604, Buffalo, New York 14202 or via email to Brian.Bray@erie.gov no later than 4:00 PM on February 20, 2026. Formal written responses will be posted by the County via the County Website on or before February 27, 2026. NO COMMUNICATIONS OF ANY KIND WILL BE BINDING AGAINST THE COUNTY, EXCEPT FOR THE FORMAL WRITTEN RESPONSES TO ANY REQUEST FOR CLARIFICATION.
6. Proposers may be required to give an oral presentation to the County to clarify or elaborate on the written proposal. Those proposers will be notified to arrange specific times.
7. No proposal will be accepted from nor any agreement awarded to any proposer that is in arrears upon any debt or in default of any obligation owed to the County. Additionally, no agreement will be awarded to any proposer that has failed to satisfactorily perform pursuant to any prior agreement with the County.

8. Certified Minority Business Enterprise/Women's Business Enterprise (MBE/WBE) proposers shall include the Erie County MBE/WBE Certification letter with their proposal.
9. All potential contract-holders with Erie County shall agree to comply with Executive Order 13 (2014), and the Contractor shall make such records available, upon request, to the County's Division of Equal Employment Opportunity for review. (A copy of Executive Order 13 is available here: [Executive Order 13](#)). All contract holders will be required to sign the attached Exhibit B - Erie County Equal Pay Certification. The County shall have the right, upon reasonable notice and at reasonable times, to inspect the books and records of the Contractor, its offices and facilities, for the purpose of verifying information supplied in the Contractor's compliance with Erie County Executive Order No. 13 (2014). Violation of the provisions of Executive Order 13 (2014), which is attached hereto and made a part hereto and made a part hereof, can constitute grounds for the immediate termination of a contract, and may constitute grounds for determining that a bidder is not qualified to participate in future county contracts.
10. If the proposer is a Veteran Owned Business, proposer should include letter indicating company is 51% or more Veteran-owned.

C. Bidder's Conference and Requests for Clarification

1. Bidders Conference Registration

A non-mandatory bidder's conference will be held on February 24, 2026, via WebEx. Proposers wishing to attend must email Commissioner Brian C. Bray at Brian.Bray@erie.gov to request the WebEx access information. Requests for access should be submitted no later than 4:00 PM on February 23, 2026. The County will provide WebEx connection details only to those proposers who request them.

2. Submission of Questions in Advance.

Proposers are encouraged to submit questions in advance of the bidder's conference to facilitate an efficient discussion. All questions must be submitted in writing to Commissioner Brian C. Bray at Brian.Bray@erie.gov no later than 4:00 PM on February 20, 2026. Questions submitted after this deadline may not be addressed.

3. Responses to Questions.

Responses to all timely submitted written questions, including those raised during the bidder's conference, will be issued in writing by the County and posted on the County's website on or before February 27, 2026. Only written responses issued by the County shall be considered official and binding.

4. No Oral Modifications.

Statements made during the bidder's conference or through any other oral communication shall not modify the RFP. Proposers shall not rely on any oral statements, interpretations, or clarifications that are not confirmed in writing by the County.

5. Responsibility of Proposers.

It is the sole responsibility of each proposer to review all written addenda, responses, and clarifications issued by the County and to incorporate them into their proposal.

III. SCOPE OF SERVICES REQUIRED

A. Scope

The selected Contractor shall provide professional consulting services to perform a comprehensive Human Resources (HR) Digital Architecture and Process Discovery engagement for the Erie County Department of Personnel. The Contractor shall assess current-state HR and civil service business processes, approval and authorization workflows, internal Personnel Department operational workflows, and supporting systems, and shall design a future-state digital architecture, including a high-level phased transition approach.

The engagement shall focus on defining how HR transactions, approvals, data, and documents should be supported across SAP S/4HANA, SAP SuccessFactors, OnBase, and related County systems.

This engagement is limited to planning, analysis, and design services only. Software configuration, customization, development, data conversion, system implementation, or system integration services are expressly excluded from this RFP.

The objective of this engagement is to produce County-owned architectural artifacts, process documentation, and a requirements package that will inform subsequent competitive procurements for implementation and integration services.

B. Current State Assessment

The Contractor shall conduct a comprehensive assessment of the County's existing Human Resources and civil service business processes, approval and authorization workflows, and internal Department of Personnel operational workflows. The purpose of this assessment is to develop a clear and documented understanding of how work is currently performed, how systems are used, where manual and customized processes exist, and where compliance, operational, or technical risks are present.

At a minimum, the Contractor shall evaluate and document the following:

1. HR and Civil Service Business Processes

- Hiring, appointments, promotions, transfers, reclassifications, demotions, and separations
- Position creation, modification, and abolition
- Probationary appointments and probation tracking
- Disciplinary and investigatory actions
- Leave administration, including FMLA, ADA accommodations, and other protected leaves
- Payroll-related personnel actions and adjustments
- Benefits enrollment and changes
- Retiree and post-employment benefit processing

2. Approval and Authorization Workflows

- Charter-, statute-, rule-, and contract-driven approval requirements
- Routing of requests, certifications, and authorizations
- Points of review by the Department of Personnel, departments, payroll, benefits, and other stakeholders
- Documentation required at each stage

- Audit and compliance controls

3. Customizations, Manual Processes, and Workarounds

- Custom-built functionality
- Manual handoffs between systems
- Duplicate data entry
- Shadow systems

4. Compliance and Risk Considerations

- Alignment with County Charter, New York State Civil Service Law, local civil service rules, and collective bargaining agreements
- Data integrity risks
- Audit and reporting risks
- Operational bottlenecks

5. Required Stakeholder Interviews and Workshops

- Commissioner, Department of Personnel
- Deputy Commissioner, Department of Personnel
- Chief of Classification and Compensation, Department of Personnel
- Director Of Payroll Services, Department of Personnel
- Human Resources Information Systems Specialist, Department of Personnel
- Coordinator Of Appointment Control, Department of Personnel
- Functional Leads for Active Health Insurance Benefits, Retiree Health Insurance Benefits, and Pension System Benefits
- Commissioner, Department of Labor Relations
- Workshop with Personnel Clerks
- Risk Manager, Department of Personnel
- Chief of Staff, County Executive
- Budget Director, Division of Budget & Management
- Personnel Supervisor, Department of Social Services
- Second Deputy Commissioner, Department of Social Services
- Assistant Deputy Commissioner -Sewerage Management, Department of Environment & Planning
- Chief Operating Officer, Buffalo & Erie County Public Library
- Chief of Administration, Office of the Sheriff
- Director of Equal Employment Opportunity, Department of Public Advocacy
- Director of the Office for People with Disabilities, Department of Personnel

6. Documentation and Deliverables

The Contractor shall produce:

- End-to-end process maps (swimlane format)
- Narrative descriptions of each process
- Identification of actors, systems touched, handoffs, approvals, and documentation
- Notation of legal/regulatory drivers (Charter, Civil Service Law, rules, CBAs)
- Identification of manual steps, duplicate entry, and shadow systems

C. Future-State Digital Architecture

The County has established that SAP S/4HANA, including SAP SuccessFactors, shall serve as the County's authoritative system of record for employee, position, payroll, benefits, and organizational data. All future-state architecture and design recommendations shall align with this foundational principle.

Based on the findings of the Current-State Assessment, the Contractor shall design a future-state digital architecture that establishes a clear, sustainable, and compliant framework for supporting Human Resources and civil service business processes, approval and authorization workflows, and internal Department of Personnel operational workflows.

The future-state digital architecture shall be practical, vendor-neutral, and appropriate for a public-sector, civil service–governed environment.

1. Systems of Record

The Contractor shall document how SAP S/4HANA and SAP SuccessFactors will function as the authoritative systems of record for:

- Employee master data
- Position master data
- Job and classification data
- Compensation and pay plan data
- Benefits and retiree benefit data
- Organizational structure data
- The Contractor shall identify any limited exceptions, if applicable, and justify them.

2. Approval and Authorization Workflow Architecture

The Contractor shall design a future-state approach for managing approval and authorization workflows that are required by County Charter provisions, New York State Civil Service Law, local civil service rules, and collective bargaining agreements.

This shall include:

- Identification of workflows that should occur outside the core ERP/HCM system
- Recommended use of OnBase or similar workflow-capable systems to manage approvals, routing, and documentation
- Integration points between workflow systems and SAP S/4HANA / SAP SuccessFactors
- Audit trail and compliance requirements

3. Internal Personnel Operational Workflow Architecture

The Contractor shall design a future-state approach for internal Department of Personnel operational workflows, including:

- Tracking of new hire and onboarding packets
- Tracking of appointment and personnel action packets

- Management of job applications and supporting documents
- Processing and tracking of benefits and retirement forms
- Electronic personnel files and document management

The architecture shall define how these workflows are supported electronically, how work is tracked, and how documentation is stored and retrieved.

4. Data and Integration Architecture

The Contractor shall define a high-level data and integration architecture, including:

- Key data objects and ownership
- Integration triggers and sequencing
- High-level interface patterns
- Error handling and reconciliation concepts

5. Security, Access, and Records Management

The Contractor shall define future-state considerations for:

- Role-based security and segregation of duties
- Access controls for sensitive personnel data
- Records retention and disposition
- Legal holds and audit support

6. Architecture Deliverables

The Contractor shall produce, at a minimum:

- Future-state architecture diagrams
- Narrative descriptions of architectural components
- System-of-record and process placement matrices
- High-level integration diagrams
- A written Implementation Roadmap document

D. Experience/ Qualifications

The proposer shall demonstrate that it possesses the organizational capability, professional expertise, and relevant experience necessary to successfully perform Human Resources digital architecture and process discovery services in a complex public-sector, civil service–governed environment. Proposers may utilize subcontractors or independent contractors to satisfy these requirements, provided that overall responsibility remains with the prime proposer.

At a minimum, proposers shall demonstrate the following:

1. Firm Experience

- Demonstrated experience providing business analysis, enterprise architecture, and future-state design services for public-sector Human Resources or civil service agencies.
- Experience supporting HR technology modernization initiatives involving enterprise ERP and HCM platforms, including environments utilizing SAP S/4HANA and/or SAP SuccessFactors.
- Experience designing approval and authorization workflow architectures utilizing enterprise content management and workflow platforms such as OnBase or comparable systems.
- Experience assessing and redesigning internal HR operational workflows, including onboarding, personnel action processing, benefits and retirement processing, and electronic personnel file management.
- Experience producing architecture and discovery deliverables that are subsequently used as the basis for competitive implementation procurements.
- Experience requirements under this section may be met through a combination of prime firm and proposed subcontractor experience.

2. Public-Sector and Civil Service Knowledge

- Demonstrated understanding of civil service or merit-based employment systems.
- Experience working within environments governed by civil service laws, charter provisions, and/or collective bargaining agreements.
- Experience supporting HR operations involving multiple bargaining units, pay plans, step progressions, and specialty differentials.
- Such experience may be demonstrated by the prime proposer and/or proposed subcontractors.

3. Independence and Objectivity

- Proposers shall disclose any reseller, implementation, or strategic partnership relationships with ERP, HCM, ECM, or workflow software vendors , including those held by any proposed subcontractors.
- Proposers shall describe how they will maintain objectivity and vendor neutrality during this engagement.
- Proposers shall acknowledge that the selected firm may be restricted from participating as a prime or subcontractor on subsequent implementation procurements resulting from this engagement.

4. Project Team Qualifications

- Identification of a designated Project Manager with at least five (5) years of experience in HR systems architecture and business analysis.
- Resumes for all proposed staff, including subcontractor personnel.

- A description of each proposed subcontractor's role, scope of work, and relevant qualifications.

5. On-Site and Remote Work Requirements

The County anticipates that the majority of work performed under this engagement may be completed remotely. However, proposers shall include in their approach provision for limited on-site presence in Erie County, New York, at key points in the engagement.

At a minimum, the Contractor shall plan for:

- An on-site project initiation and needs assessment phase, including stakeholder interviews and workshops; and
- An on-site closeout and knowledge transfer session to present findings, review deliverables, and conduct handoff to County staff.

Proposers shall describe their proposed on-site and remote work approach, including estimated number of on-site days and how travel costs, if any, are incorporated into the proposed price.

6. References

At least three (3) references for similar public-sector HR architecture or discovery engagements, including client name, contact person, phone number, and brief description of services.

E. Length of Contract

This project will begin upon issuance of a formal notice to proceed. Resources must be available at that time to begin work in accordance with the proposed project schedule. Staff is expected to make all reasonable efforts to be available as needed Monday to Friday, hours 8:00 AM to 4:00 PM, except for County Holidays and weekends. There may be instances when weekends or off-hours are required. Contractor shall specify a detailed timeline for the overall project.

F. Project Billing and Accounting

The County intends to award a fixed-price contract for the services described in this RFP.

Proposers shall submit a single, all-inclusive fixed price for completion of the Scope of Services. The fixed price shall include all labor, travel, lodging, meals, administrative costs, overhead, and any other expenses necessary to perform the work.

Payments shall be tied to the successful completion and County acceptance of defined deliverables or milestones, as proposed by the Contractor and approved by the County.

The County will not reimburse additional expenses beyond the fixed contract price.

IV. CONTENTS OF PROPOSAL

Proposers shall submit two (2) separate components:

- Technical Proposal
- Cost Proposal

The Technical Proposal and Cost Proposal shall be submitted as separate documents and clearly labeled.

Failure to submit proposals in the required format may result in rejection.

A. Technical Proposal

The Technical Proposal shall be organized using the following format and section order:

1. Cover Letter

A signed cover letter that includes:

- Name of firm
- Primary contact person, title, address, phone number, and email
- Statement of proposer's understanding of the services requested
- Statement that the proposal is valid for at least 180 days

2. Executive Summary

A concise summary of:

- Proposer's understanding of the County's objectives
- Summary of proposed approach
- Key differentiators

3. Firm Background and Qualifications

Description of the firm, including:

- Description of the firm, including years in business and areas of specialization
- Experience providing HR digital architecture and process discovery services
- Public-sector and civil service-related experience
- Disclosure of any reseller, implementation, or strategic partnerships with software vendors

4. Relevant Experience and References

- Description of at least three (3) similar engagements
- Client name, scope, timeframe, and outcomes
- References with contact information

5. Proposed Methodology and Work Plan

- Approach to current-state assessment

- Approach to future-state digital architecture
- Approach to documenting approval/authorization workflows and internal HR operational workflows
- Stakeholder engagement and needs assessment approach
- Proposed schedule
- Proposed on-site and remote work approach

6. Project Team

- Organizational chart
- Roles and responsibilities
- Resumes of key personnel

7. Deliverables

Proposers shall describe the deliverables they will produce as part of this engagement. Deliverables shall be vendor-neutral, suitable for County ownership, and usable to inform subsequent implementation planning and competitive procurements. At a minimum, proposers shall address the following categories of deliverables.

i. Current-State Process Documentation

High-level process maps and narrative descriptions of key HR and civil service business processes, approval and authorization workflows, and internal Department of Personnel operational workflows, including identification of major handoffs, approvals, systems used, and compliance considerations.

ii. Future-State Digital Architecture

Conceptual future-state architecture diagrams and supporting narrative describing the recommended placement of HR functions, workflows, data, and documentation across systems.

iii. Approval and Workflow Framework

A summary framework describing how legally required approvals, certifications, and internal workflow steps should be supported in the future state, including identification of workflows appropriate for automation versus review-based handling.

iv. Process and Governance Changes Required Beyond System Implementation

Identification of changes to business processes, approval structures, workflow routing, data ownership, roles, controls, and operational practices that would be required to operate effectively once SAP SuccessFactors is in place, excluding changes that are solely attributable to the technical implementation of the system itself.

v. High-Level Implementation Roadmap

A phased, high-level roadmap outlining recommended sequencing, dependencies, and considerations for transitioning from the current state to the future state, coordinated with the County's concurrent ERP/HCM modernization effort.

vi. Final Report and Knowledge Transfer

A consolidated final report summarizing findings and recommendations, and a presentation or working session with County staff to review results and next steps.

Proposers may include samples or representative examples of similar deliverables produced for comparable public-sector engagements.

8. Required Certifications and Forms

- Proposer Certification (Exhibit B)
- Erie County Equal Pay Certification (Exhibit C)
- If proposer is a certified Minority Business Enterprise (MBE) and/or Women-Owned Business Enterprise (WBE), a copy of the Erie County or New York State certification letter
- If proposer is a Veteran-Owned Business, documentation demonstrating that the firm is at least fifty-one percent (51%) veteran-owned
- Any additional certifications or forms required by this RFP

B. Cost Proposal

The Cost Proposal shall be submitted as a separate, clearly labeled document and shall include:

- A single fixed price for completion of the Scope of Services
- Proposed milestone-based payment schedule
- Confirmation that all costs (labor, travel, lodging, overhead, and expenses) are included in the fixed price

No cost information shall appear anywhere in the Technical Proposal.

V. STATEMENT OF RIGHTS

A. Understandings

Please take notice, by submission of a proposal in response to this request for proposals, the proposer agrees to and understands:

- that any proposal, attachments, additional information, etc. submitted pursuant to this Request for Proposals constitute merely a suggestion to negotiate with the County of Erie and is not a bid under Section 103 of the New York State General Municipal Law;
- submission of a proposal, attachments, and additional information shall not entitle the proposer to enter into an agreement with the County of Erie for the required services;
- by submitting a proposal, the proposer agrees and understands that the County of Erie is not obligated to respond to the proposal, nor is it legally bound in any manner whatsoever by submission of same;
- that any and all counter-proposals, negotiations or any communications received by a proposing entity, its officers, employees or agents from the County, its elected officials, officers, employees or agents, shall not be binding against the County of Erie, its elected officials, officers, employees or agents unless and until a formal written agreement for the services sought by this RFP is duly executed by both parties and approved by the Erie County Legislature, and the Office of the Erie County Attorney.

In addition to the foregoing, by submitting a proposal, the proposer also understands and agrees that the County of Erie reserves the right, and may at its sole discretion exercise, the following rights and options with respect to this Request for Proposals:

- To reject any or all proposals;
- To issue amendments to this RFP;
- To issue additional solicitations for proposals
- To waive any irregularities in proposals received after notification to proposers affected;
- To select any proposal as the basis for negotiations of a contract, and to negotiate with one or more of the proposers for amendments or other modifications to their proposals;
- To conduct investigations with respect to the qualifications of each proposer;
- To exercise its discretion and apply its judgment with respect to any aspect of this RFP, the evaluation of proposals, and the negotiations and award of any contract;
- To enter into an agreement for only portions (or not to enter into an agreement for any) of the services contemplated by the proposals with one or more of the proposers;
- To select the proposal that best satisfies the interests of the County and not necessarily on the basis of price or any other single factor;
- To interview the proposer(s);
- To request or obtain additional information the County deems necessary to determine the ability of the proposer;
- To modify dates;

- To select only certain areas of the proposal
- All proposals prepared in response to this RFP are at the sole expense of the proposer, and with the express understanding that there will be no claim, whatsoever, for reimbursement from the County for the expenses of preparation. The County assumes no responsibility or liability of any kind for costs incurred in the preparation or submission of any proposal;
- While this is a RFP and not a bid, the County reserves the right to apply the case law under General Municipal Law § 103 regarding bidder responsibility in determining
- whether a proposer is a responsible vendor for the purpose of this RFP process;
- The County is not responsible for any internal or external delivery delays which may cause any proposal to arrive beyond the stated deadline. To be considered, proposals MUST arrive at the place specified herein and be time stamped prior to the deadline

B. Evaluation

Proposals will be evaluated by an evaluation committee based on the criteria listed below. The County intends to award the contract to the proposer whose proposal is determined to be most advantageous to the County, considering both qualitative and quantitative factors.

1. Firm Experience and Qualifications – 40 Points

- Demonstrated experience providing HR digital architecture, business analysis, and discovery services in public-sector environments
- Experience with civil service or merit-based HR systems
- Experience with ERP/HCM and enterprise content management environments
- Quality and relevance of references

2. Proposed Methodology and Approach – 30 Points

- Clarity and completeness of proposed approach to current-state assessment
- Soundness of future-state architecture approach
- Approach to documenting approval/authorization workflows and internal HR operational workflows
- Quality and practicality of proposed deliverables

3. Project Team – 20 Points

- Qualifications and experience of proposed project manager / lead architect
- Qualifications and experience of proposed senior analysts and architects
- Demonstrated ability of team to perform similar engagements

4. MWBE Participation – 10 Points

- Points will be awarded based on the proposer's demonstrated MWBE participation, which may include prime proposer certification and/or documented utilization of certified MWBE subcontractors/suppliers, considering the realism and specificity of the plan and the proposed dollar value/percentage of participation.

The County may, at its sole discretion, require proposers determined to be reasonably susceptible of being selected for award to participate in oral presentations. Oral presentations may be used to clarify and supplement written proposals and may be considered in the final evaluation.

Following evaluation and any oral presentations, the County will select the proposer that best meets the County's needs and is determined to be most advantageous, based on the evaluation criteria.

No proposal will be accepted from nor any agreement awarded to any proposer that is in arrears upon any debt or in default of any obligation owed to the County. Additionally, no agreement will be awarded to any proposer that has failed to satisfactorily perform pursuant to any prior agreement with the County.

C. Contract

After selection of the successful proposer, a formal written contract will be prepared by the County of Erie and will not be binding until signed by both parties and, if necessary, approved by the Erie County Legislature and the Office of the County Attorney. NO RIGHTS SHALL ACCRUE TO ANY PROPOSER BY THE FACT THAT A PROPOSAL HAS BEEN SELECTED BY THE COUNTY FOR SUBMISSION TO THE ERIE COUNTY LEGISLATURE FOR APPROVAL. THE APPROVAL OF SAID LEGISLATURE MAY BE NECESSARY BEFORE A VALID AND BINDING CONTRACT MAY BE EXECUTED BY THE COUNTY.

D. Indemnification and Insurance

The proposer accepts and agrees that language in substantially the following form will be included in the contract between the proposer and the County:

“In addition to, and not in limitation of the insurance requirements contained herein the Contractor agrees:

- (a) that except for the amount, if any, of damage contributed to, caused by or resulting from the negligence of the County, the Contractor shall indemnify and hold harmless the County, its officers, employees and agents from and against any and all liability, damage, claims, demands, costs, judgments, fees, attorneys' fees or loss arising directly or indirectly out of the acts or omissions hereunder by the Contractor or third parties under the direction or control of the Contractor; and
- b) To provide defense for and defend, at its sole expense, any and all claims, demands or causes of action directly or indirectly arising out of this Agreement and to bear all other costs and expenses related thereto.

Upon execution of any contract between the proposer and the County, the proposer will be required to provide proof of the insurance coverage described in Exhibit C. Insurance coverage in amount and form shall not be deemed acceptable until approved by the County Attorney.

E. Intellectual Property Rights

The proposer accepts and agrees that language in substantially the following form will be included in the contract between the proposer and the County:

All deliverables created under this Agreement by the Contractor are to be considered "works made for hire". If any of the deliverables do not qualify as "works made for hire", the Contractor hereby assigns to the County all right, title and interest (including ownership of copyright) in such deliverables and such assignment allows the County to obtain in its name copyrights, registrations and similar protections which may be available. The Contractor agrees to assist the County, if required, in perfecting these rights. The Contractor shall provide the County with at least one copy of each deliverable.

The Contractor agrees to indemnify and hold harmless the County for all damages, liabilities, losses and expenses arising out of any claim that a deliverable infringes upon an intellectual property right of a third party. If such a claim is made, or appears likely to be made, the Contractor agrees to enable the County's continued use of the deliverable, or to modify or replace it. If the County determines that none of these alternatives is reasonably available, the deliverable will be returned.

All records compiled by the Contractor in completing the work described in this Agreement, including but not limited to written reports, source codes, studies, drawings, blueprints, negatives of photographs, computer printouts, graphs, charts, plans, specifications and all other similar recorded data, shall become and remain the property of the County. The Contractor may retain copies of such records for its own use.

F. Non-Collusion

The proposer, by signing the proposal, does hereby warrant and represent that any ensuing agreement has not been solicited, secured or prepared directly or indirectly, in a manner contrary to the laws of the State of New York and the County of Erie, and that said laws have not been violated and shall not be violated as they relate to the procurement or the performance of the agreement by any conduct, including the paying or the giving of any fee, commission, compensation, gift, gratuity or consideration of any kind, directly or indirectly, to any County employee, officer or official.

G. Conflict of Interest

All proposers must disclose with their proposals the name of any officer, director or agent who is also an employee of the County of Erie. Further, all proposers must disclose the name of any County employee who owns, directly or indirectly, an interest of ten percent or more in the firm or any of its subsidiaries or affiliates.

There shall be no conflicts in existence during the term of any contract with the County. The existence of a conflict shall be grounds for termination of a contract.

H. Compliance with Laws

By submitting a proposal, the proposer represents and warrants that it is familiar with all federal, state and local laws and regulations and will conform to said laws and regulations. The preparation of proposals, selection of proposers and the award of contracts are subject to provisions of all Federal, State and County laws, rules and regulations.

I. Contents of Proposal

The New York State Freedom of Information Law as set forth in Public Officers Law, Article 6, Sections 84 et seq., mandates public access to government records. However, proposals submitted in response to this RFP may contain technical, financial background or other data, public disclosure of which could cause substantial injury to the proposer's competitive position or constitute a trade secret. Proposers who have a good faith belief that information submitted in their proposals is protected from disclosure under the New York Freedom of Information Law shall:

- a) Insert the following notice in the front of its proposal:

"NOTICE"

**The data on pages ___ of this proposal identified by an asterisk (*)
contains technical or financial information constituting trade secrets
or information the disclosure of which would result in substantial
injury to the proposer's competitive position.**

**The proposer requests that such information be used only for the
evaluation of the proposal, but understands that any disclosure will
be limited to the extent that the County considers proper under the
law. If the County enters into an agreement with this proposer, the
County shall have the right to use or disclose such information as
provided in the agreement, unless otherwise obligated by law."**

And

- b) clearly identify the pages of the proposals containing such information by typing in bold face on the top of each page "*** THE PROPOSER BELIEVES THAT THIS INFORMATION IS
PROTECTED FROM DISCLOSURE UNDER THE STATE FREEDOM OF INFORMATION LAW.**"

The County assumes no liability for disclosure of information so identified, provided that the County has made a good faith legal determination that the information is not protected from disclosure under applicable law or where disclosure is required to comply with an order or judgment of a court of competent jurisdiction.

The contents of the proposal which is accepted by the County, except portions "Protected from Disclosure", may become part of any agreement resulting from this RFP.

J. Effective Period of Proposals

All proposals must state the period for which the proposal shall remain in effect (i.e. how much time does the County have to accept or reject the proposal under the terms proposed). Such period shall not be less than 180 days from the proposal date.

VI. EXHIBIT A – PROPOSER CERTIFICATION

The undersigned agrees and understands that this proposal and all attachments, additional information, etc. submitted herewith constitute merely an offer to negotiate with the County of Erie and is NOT A BID. Submission of this proposal, attachments, and additional information shall not obligate or entitle the proposing entity to enter into a service agreement with the County of Erie for the required services. The undersigned agrees and understands that the County of Erie is not obligated to respond to this proposal nor is it legally bound in any manner whatsoever by the submission of same. Further, the undersigned agrees and understands that any and all proposals and negotiations shall not be binding or valid against the County of Erie, its directors, officers, employees or agents unless an agreement is signed by a duly authorized officer of the County of Erie and, if necessary, approved by the Erie County Legislature and the Office of the County Attorney.

It is understood and agreed that the County of Erie reserves the right to reject consideration of any and all proposals including, but not limited to, proposals which are conditional or incomplete. It is further understood and agreed that the County of Erie reserves all rights specified in the Request for Proposals.

It is represented and warranted by those submitting this proposal that except as disclosed in the proposal, no officer or employee of the County of Erie is directly or indirectly a party to or in any other manner interested in this proposal or any subsequent service agreement that may be entered into.

Proposer Name
By: _____
Name and Title

VII. EXHIBIT B – ERIE COUNTY EQUAL PAY CERTIFICATION

In order to comply with Executive Order 13 dated November 6, 2014, we hereby certify that we are in compliance with federal law, including the Equal Pay Act of 1963, Title VII of the Civil Rights Act of 1964, Federal Executive Order 11246 of September 24, 1965 and New York State Labor Law Section 194 (together “Equal Pay Law”). The average compensation for female employees is not consistently below the average compensation for male employees, taking into account mitigating factors. We understand that this certification is a material component of this contract. Violation of the provisions of Executive Order 13, which is attached hereto and made a part hereof, can constitute grounds for the immediate termination of this contract and may constitute grounds for determining that a Proposer is not qualified to participate in future County contracts.

We have evaluated wages and benefits to ensure compliance with the Federal Equal Pay Law.

Signature

Verification

STATE OF _____)
COUNTY OF _____) SS:

A)

_____, being duly sworn, states he or she is the owner of (or a partner in) _____, and is making the foregoing Certification and that the statements and representations made in the Certification are true to his or her own knowledge.

B)

_____, being duly sworn, states that he or she is the _____, of _____, the enterprise making the foregoing Certification, that he or she has read the Certification and knows its contents, that the statements and representations made in the Certification are true to his or her own knowledge, and that the Certification is made at the direction of the Board of Directors of the Corporation.

Sworn to before me this _____

day of _____, 2026.

VIII. EXHIBIT C - STANDARD INSURANCE PROVISIONS

County of Erie Standard Insurance Certificate																																																																																																					
<p>THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERs NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.</p> <p>IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).</p>																																																																																																					
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<p>THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.</p>																																																																																																					
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X. FOR COUNTY USE ONLY: Name of County Dept. Requesting Certificate _____

Purchase Order or Contact Number _____

Vendor Insurance Classification _____

(Rev 3/11)

INSTRUCTIONS FOR COUNTY OF ERIE STANDARD INSURANCE CERTIFICATE

I. Insurance shall be procured and certificates delivered before commencement of work or delivery of merchandise or equipment.

II. CERTIFICATES OF INSURANCE

- A. Shall be made to the "County of Erie, 95 Franklin St, Buffalo NY, 14202"
- B. Coverage must comply with all specifications of the contract.
- C. Must be executed by an insurance company, agency or broker, which is licensed by the Insurance Department of the State of New York. If executed by a broker, notarized copy of authorization to bind or certify coverage must be attached.

III. Forward the completed certificate to: County of Erie, (Department or Division) responsible for entering into the agreement for construction, purchase, lease or service.

IV. Minimum coverage with limits are as follows:

Vendor Classification	A Construction and Maintenance	B Purchase or Lease of Merchandise or Equipment	C Professional Services	D Property Leased To Others Or Use Of Facilities Or Grounds	E Concessionaires Services	F Livery Services	G All Purposes Public Entity Contracts
Commercial Gen. Liab.	\$1,000,000 per occ.	\$1,000,000 CSL	\$1,000,000 CSL	\$1,000,000	\$1,000,000 CSL	\$1,000,000	\$1,000,000 CSL
General Aggregate	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000
Products Completed Operations Liability	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000
Blanket Broad Form Contractual Liability	INCLUDE						
Contractual Liability		INCLUDE	INCLUDE	INCLUDE	INCLUDE	INCLUDE	INCLUDE
Broad Form P.D.	INCLUDE						
X.C.U. (explosion, collapse, Underground)	INCLUDE						
Liquor Law				INCLUDE	INCLUDE		
Auto Liab.	\$1,000,000 CSL		\$1,000,000 CSL	\$1,000,000 CSL	\$1,000,000 CSL	\$1,000,000 CSL	\$1,000,000 CSL
Owned	INCLUDE		INCLUDE	INCLUDE	INCLUDE	INCLUDE	INCLUDE
Hired	INCLUDE		INCLUDE	INCLUDE	INCLUDE	INCLUDE	INCLUDE
Non-Owned	INCLUDE		INCLUDE	INCLUDE	INCLUDE	INCLUDE	INCLUDE
Excess/Umbrella Liab.	\$5,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,000,000	\$1,000,000
Worker's Compensation & Employer's Liability	STATUTORY	STATUTORY	STATUTORY	STATUTORY	STATUTORY	STATUTORY	STATUTORY
Disability Benefits	STATUTORY	STATUTORY	STATUTORY	STATUTORY	STATUTORY	STATUTORY	STATUTORY
Professional Liability				\$5,000,000			
Erie County, To Be Named Add'l Insd.	Gen. Liab., Auto Liab., & Excess	Broad Form Vendors May Be Required	Gen. Liab., Auto Liab., & Excess	Gen. Liab., Auto Liab., & Excess	Gen. Liab., Auto Liab., & Excess	Gen. Liab., Auto Liab., & Excess	Gen. Liab., Auto Liab., & Excess

V. Construction contracts require excess Umbrella Liability limits of \$5,000,000.

VI. Coverage must be provided on a primary-non contributory bases.

VII. Designated Construction Project General Aggregate Limit Per Project Endorsement CG 25 03 is required.

In the event the concessionaire is required to have a N.Y.S. license to dispense alcoholic beverages an endorsement for liquor liability is VIII. required.

IX. Waiver of Subrogation: Required on all lines unless noted

X. Transportation of people in buses, vans or station wagons requires \$5,000,000 excess liability.

XI. Workers Compensation: State Workers' Compensation / Disability Benefits Law

Use Applicable Certificates Below:

Workers Compensation Forms

CE-200	Exemption
C105.2	Commercial Insurer
SI-12	Self Insurer
GSI-105.2	Group Self Insured
U-26.3	New York State Insurance Fund

DBL (Disability Benefits Law) Forms

CE-200	Exemption
DB-120.1	Insurers
DB-155	Self Insured

XII. The "ACORD" form certificate may be used in place of the County of Erie Standard Insurance Certificate, provided that all of the above referenced requirements are incorporated into the "ACORD" form certificate.

IX. EXHIBIT D – BASELINE HR ENVIRONMENT & PROCESS INVENTORY

A. Purpose

The purpose of this Exhibit is to provide Proposers with a foundational understanding of the Erie County Department of Personnel's current operational landscape. The materials included herein are intended to serve as a "jump-start" for the Discovery Phase (Section 2.1), allowing the selected Consultant to transition quickly from data collection to high-level analysis and architectural design.

By providing these baseline materials, the County expects the Consultant to focus their effort—and the project budget—on high-value architectural strategy, gap analysis, and the design of the "To-Be" digital environment, rather than primary data gathering of basic organizational facts.

B. Key Regulatory and Legal References

The future-state digital architecture and all proposed workflows must comply with the following regulatory and legal frameworks. The selected Consultant is expected to review these materials as part of the Current State Assessment and ensure that all "To-Be" designs maintain full compliance.

1. New York State Civil Service Law

- **Relevance:** Governs the classification, examination, appointment, and promotion of employees in the civil service of the state and its civil divisions.
- **Digital Impact:** All automated workflows for appointments, probationary periods, and certifications must mirror the statutory requirements of NYS Civil Service Law.
- **Key Sections:**
 - Section 26 (1): Each municipal civil service commission shall submit a report to the state civil service commission annually on or before the first day of March of the manner in which this chapter and the rules established thereunder have been and are administered, and the results of such administration under the jurisdiction of such municipal commission and shall from time to time submit to the state civil service commission such other reports as to such other matters as the commission may require. A copy of the roster of the classified civil service of such municipality shall be transmitted to the state civil service commission whenever it shall request the same, and shall be filed in the office of the state civil service commission as a public record.
 - Section 61 (4) (a): An appointing authority who extends an offer of appointment or promotion to a position in the classified service to any person shall provide such person with an appointment letter within fourteen days of the effective date of such appointment. Such appointment letter shall include:
 - i. the appointment type being offered, whether permanent, provisional, temporary, temporary pending commission approval, or any other appointment type authorized by law, rule, or regulation;
 - ii. the position type and, if the position is not a permanent position, the expected duration of the appointment, and, if the position is not a full-time position, the expected percentage of time at work per week;
 - iii. the jurisdictional class of the position;

- iv. if a probationary period is required upon appointment, the minimum and maximum duration of such period and information regarding an appointee's tenure rights, if any, upon completion of the probationary period;
- v. the starting salary or wages that the person would earn upon appointment, provided that such salary or wages shall be specific to the individual being offered appointment, and the full salary range of the title;
- vi. if the individual to whom appointment is offered has prior graded service at a higher salary grade than the position to which an offer of appointment has been made, an explanation of how such individual's salary shall be reduced upon appointment, if any;
- vii. the bargaining unit representing the title to which such person is being appointed and, if applicable, the contact information or website of the employee organization that represents the bargaining unit of such position pursuant to article 14 (Public Employees' Fair Employment Act);
- viii. if the offer of appointment is to a trainee title: (1) the length of the traineeship; (2) the title and salary grade of the performance level to which such traineeship advances; (3) all requirements that a trainee must meet to be advanced; (4) the schedule of performance reviews for such traineeship; and (5) information regarding performance advances during such traineeship;
- ix. if the person offered appointment would have a hold item on another position from which they were placed on leave at the time of appointment, information regarding the date at which such hold would expire and circumstances under which the appointee would be eligible to return to the hold; and
- x. information regarding employee benefits and links to applicable websites, including, but not limited to: (1) health insurance, dental and other health related benefits provided by the employer; (2) retirement system membership and benefits; (3) the New York state deferred compensation plan; and (4) any other information required by law, rule, or regulation, and any information that the appointing authority deems reasonable to include.
- Section 80: Where, because of economy, consolidation or abolition of functions, curtailment of activities or otherwise, positions in the competitive, noncompetitive or labor class are abolished or reduced in rank or salary grade, suspension or demotion, as the case may be, among incumbents holding the same or similar positions in the same jurisdictional class shall be made in the inverse order of original appointment on a permanent basis in the classified service in the service of the governmental jurisdiction in which such abolition or reduction of positions occurs, subject to the provisions of subdivision seven of § 85 (Additional credit allowed veterans in competitive examinations); provided, however, that the date of original appointment of any such incumbent who was transferred to such governmental jurisdiction from another governmental jurisdiction upon the transfer of functions shall be the date of original appointment on a permanent basis in the classified service in the service of the governmental jurisdiction from which such transfer was made.
- **Access:** https://newyork.public.law/laws/n.y._civil_service_law

2. Erie County Charter & Administrative Code

- **Relevance:** Establishes the legal authority for County operations, including the specific powers and duties of the Commissioner of Personnel and the procedures for personnel actions.
- **Digital Impact:** Approval hierarchies in the new architecture (e.g., who has final signature authority on a personnel change) must align with the Charter's mandates.
- **Key Sections**
 - Section 3.09(5) (Code): Except in the legislative or judicial branch, no appointive county office or position which hereafter becomes vacant shall be filled until the county executive has certified in writing to the county legislature the necessity of filing the same.
 - Section 9.04 (Code): It shall be the duty of the head of each administrative unit of the county to furnish the commissioner of personnel with such information and aid as such commissioner may deem necessary in the performance of her or his duties.
 - Section 9.05 (Code): The commissioner of personnel shall establish and maintain a roster of all county officers and employees. Such roster shall show for each county officer and employee the date of appointment, the title of the position, the rate of pay and rate changes, promotions, demotions, transfers, the time and cause of separations from county employment, and any other information the commissioner of personnel considers necessary for a proper personnel record.
 - Section 9.06 (Code): No payroll, estimate or account providing for the payment of wages or salaries shall be approved by the county comptroller unless it bears the certificate of the commissioner of personnel that the persons named therein have been, during the period specified, employed in their respective positions in accordance with law and rules made pursuant to law.
- **Access:** <https://www3.erie.gov/law/county-charter-and-code>

3. Collective Bargaining Agreements (CBAs)

- **Relevance:** The County manages a diverse workforce represented by multiple unions (e.g., CSEA, AFSCME, NYSNA). These contracts dictate pay scales, step increases, shift differentials, and disciplinary procedures.
- **Digital Impact:** The future-state HRIS architecture is not expected to "hard-code" every contract clause into automated logic. Instead, it must (1) provide the data structures, configuration options, and rule parameters needed to operationalize contract provisions where feasible; (2) support standardized workflows for review/approval and exception handling where automation is not feasible; and (3) maintain an auditable linkage between key HR/pay/time/leave transactions and the applicable bargaining unit, title, work schedule, and effective dates so County staff can administer CBAs consistently. The selected Consultant shall review applicable CBAs and ensure that process maps, data definitions, role/security design, and workflow routing account for contract-driven requirements, including at a minimum the topic areas listed below.
 - Pay and Compensation Administration
 - Salary schedules (annual/hourly), grades, steps, and step advancement rules
 - Longevity, increments, performance/merit provisions (where applicable)
 - Special pays and differentials (shift, assignment, certification, hazard, specialty, geographic)

- Acting pay, out-of-title pay, temporary upgrades, and pay when assuming higher duties
- Retroactive wage adjustments and retro calculation requirements
- Premium pay rules (holiday premium, overtime premium, call-in/call-back premium, standby/on-call)
- Allowances and reimbursements handled through payroll (uniform/clothing, tool, boot, firearm/cleaning, etc., where applicable)
- Timekeeping, Hours of Work, and Overtime
 - Workweek definitions; schedules; tours/shift patterns; meal period rules
 - Overtime eligibility rules and contractual overtime triggers (daily/weekly/shift-based)
 - Compensatory time provisions (eligibility, accrual caps, usage/cash-out rules)
 - Call-in/call-back, standby/on-call, minimum reporting pay, and shift change rules
 - Time entry, approval, and certification requirements (including supervisor attestations)
- Leave and Absence Management
 - Vacation accrual and scheduling/bidding rules; carryover and cash-out provisions
 - Sick leave accrual/use rules; medical documentation triggers; sick leave banks (if applicable)
 - Holidays (observance rules, floating holidays, alternate day off rules, holiday pay treatment)
 - Personal leave, bereavement, jury duty, military leave, and other contractual leaves
 - Leave interactions with statutory leaves (FMLA, disability, workers' compensation coordination)
 - Attendance control programs or progressive attendance discipline provisions (where applicable)
- Seniority, Staffing, and Workforce Movement
 - Seniority definitions (County, department, title, unit) and how seniority is applied
 - Shift bids, vacation picks, overtime rotation lists, and posting/bidding processes
 - Transfers, reassignments, postings, promotions, demotions, and trial periods (where applicable)
 - Layoff/recall and bumping-related provisions that interact with civil service processes
 - Minimum staffing, relief factor rules, and scheduling constraints (where applicable)
- Benefits Administration
 - Eligibility rules for health insurance by status (full-time/part-time, seasonal, temp, probationary)
 - Employer/employee premium shares and effective dates for enrollments/changes

- Retiree health insurance eligibility conditions and employer contribution provisions (where applicable)
- Dental/vision/ancillary benefits references that impact enrollment, payroll deductions, or auditing
- Flexible spending, HSA/HRA, optional benefits, and contractual deduction rules (where applicable)
- Labor Relations, Discipline, and Case Management
 - Discipline standards, notice requirements, timelines, and due process steps
 - Grievance procedures, step workflows, time limits, and arbitration processes
 - Investigatory meeting rights and documentation requirements (where applicable)
 - Records retention expectations for disciplinary and grievance files and related documents
- **Access:** <https://www3.erie.gov/laborrelations/>

4. Local Civil Service Rules

- **Relevance:** Specific rules adopted by the Erie County Commissioner of Personnel that govern the administration of civil service for Erie County.
- **Digital Impact:** The proposed system must be capable of enforcing the specific procedural mandates found in these Rules.
- **Key Provisions**
 - Rule XVIII (1): A leave of absence without pay...may be granted to an employee by an appointing officer.
 - Rule XX: For the purpose of certification of payrolls and to enable the Personnel Officer to keep an official roster of the classified services as required by law, each appointing officer...shall report...
 - Every appointment or employment whether probationary, temporary or otherwise, in the classified services, with the date of commencement of service and the title and compensation of the position.
 - Every failure to accept an appointment under him/her by a person eligible therefore, with copies of the offer or notice of appointment and the reply thereto, if any.
 - Every discharge during or at the end of probationary term with the date thereof.
 - Every vacancy in a position, for whatever reason, with the date thereof.
 - Every position abolished, with the date of such abolition.
 - Every change of compensation in a position, with the date thereof.
 - Every promotion, giving positions from which and to which made, with the salaries and date thereof.
 - Every transfer, giving the positions from which and to which made, with the date and the salaries thereof.
 - Every reinstatement in a position, with the date and the salary thereof.
 - Every leave of absence, with the date and duration thereof.
 - Every new position, giving a complete description of the duties thereof.
 - Rule XX-a: Periodic, systematic service record reports regarding the performance and conduct of employees in the competitive, non-competitive and labor classes shall be

filed with the Personnel Officer in such form and at such periods as may be prescribed by the Personnel Officer, and such performance ratings may be used as a factor in promotion examinations.

- Rule XXII (3): The Appointing Officer shall file a prescribed form with the Personnel Officer when a classified position in the County which has been or is about to become vacant is to be filled. Such form shall contain a detailed description of the duties and responsibilities of the position to be filled and a statement of suggested minimum entrance qualifications for the position. After an analysis of the position description, the Personnel Officer shall allocate the position to an appropriate class, or, if no appropriate class exists, shall create a new class and prepare a class specification for such position.
- Access: <https://www3.erie.gov/employment/local-agencies>

C. High-Level Process Domains

The County has organized its HR and civil service operations into the following high-level domains.

1. Talent Acquisition & Appointment

- Recruitment and job posting
- Civil service examinations and eligible lists
- Certifications and canvassing
- Appointment processing

2. Position & Classification Management

- Position creation and modification
- Classification and reclassification
- Title changes

3. Employee Lifecycle Management

- Onboarding
- Status changes (promotion, transfer, demotion)
- Separation and retirement

4. Time, Leave, and Attendance

- Paid time off
- FMLA and contractual unpaid leaves
- Time entry and approvals

5. Compensation & Payroll

- Contractual raises
- Step and longevity processing
- Retroactive adjustments
- Differentials and premium pay

6. Benefits Administration

- Enrollment and changes
- Qualifying life events

- Retiree benefits

7. Labor Relations & Discipline

- Investigations
- Disciplinary actions
- Contract administration

8. Records Management

- Personnel files
- Document retention
- Audit support

D. Baseline Known Enterprise HR Systems

1. Systems

- SAP functions as the County's primary Human Resources Information System (HRIS) and is a core component of the County's enterprise resource planning (ERP) environment. SAP serves as the authoritative system of record for employee master data, organizational structure, position attributes, payroll processing, time and attendance, compensation, and benefits administration. Most personnel actions ultimately result in a transaction within SAP, regardless of where the action is initiated.
- NeoGov is used for civil service recruitment, applicant intake, examinations, and eligible list maintenance. NeoGov functions as the authoritative system of record for applicant data and civil service lists. Data originating in NeoGov directly informs certifications, canvassing, and appointments that are subsequently processed within SAP.
- OnBase is the County's enterprise content management and workflow platform and is used to maintain electronic personnel files. Supporting documentation related to personnel actions—such as appointment letters, disciplinary records, evaluations, and other employment documents—may be scanned into OnBase.
- Formatta is used to facilitate the intake and processing of personnel change transactions initiated by external entities. These transactions may include appointments, status changes, and other personnel actions that require review and approval by this Department, functioning in its role as Civil Service Agency for towns, villages, and special districts within Erie County.

2. Relationships Among Platforms

At a high level, SAP operates as the central hub of the HR digital environment. NeoGov supplies applicant and eligible list data that drives hiring and appointment activity. Formatta provides a mechanism for personnel changes originating outside the Department of Personnel. OnBase serves as the system of record for personnel documentation associated with actions occurring in the other platforms.

Together, these systems form a loosely coupled environment in which data and documents flow across platforms through a combination of automated interfaces and manual processes.

3. Anticipated Platform Direction

The County does not anticipate a change to its use of NeoGov for civil service recruitment, applicant intake, examinations, and eligible list maintenance. NeoGov is expected to remain the County's primary system for these functions for the foreseeable future.

The County anticipates expanded and more strategic use of OnBase as an enterprise content management and workflow platform. Future-state design should assume increased reliance on OnBase for electronic form intake, routing, approvals, and document management associated with HR and civil service processes, including deeper integration with core HR systems.

As part of the County's ERP modernization initiative, the County expects to primarily utilize SAP SuccessFactors as the central Human Capital Management (HCM) platform for most HR functional areas, including talent management, employee lifecycle transactions, and manager and employee self-service. Future-state architecture should assume SuccessFactors as the dominant user-facing HR system, with SAP S/4HANA serving as the underlying ERP and financial/payroll backbone.

The County would be interested in the potential consolidation of Formatta's intake and workflow functions into OnBase over time. However, this consolidation is considered low priority and should not be assumed as an initial implementation dependency.

The selected Consultant shall incorporate these directional assumptions into future-state design and sequencing recommendations.