

PROJECT REQUEST FOR QUALIFICATIONS (“RFQ”)
CONSULTANT INSTRUCTIONS

RFQ: RFQ-HR-47
RFQ Title: HR Operational Assessment and Optimization
RFP Title: 2023 Human Resources Consulting, Scope 1 - Human Capital Management
Issue Date: October 23, 2026 3PM
Questions: October 30, 2026 3PM
Due Date: November 20, 2026 3PM

Eligible Prime Proposers:

EK Ward & Associates
Ernst & Young LLP
ACS Consulting Services Inc.
PricewaterhouseCoopers LLP
Solve Consulting LLC

Your firm is invited to submit a proposal to the Long Island Power Authority (“LIPA”) RFQ HR Operational Assessment and Optimization in accordance with the requirements outlined below.

Submission:

Long Island Power Authority (LIPA) has implemented a new e-Procurement platform called Bonfire. All RFQ submissions must be uploaded electronically to <https://lipower.bonfirehub.com>. Late proposals will not be accepted, nor will additional time be granted to any individual firm.

For a quick tutorial on how to upload a submittal, visit: [Vendor Registration and Submission](#)

Addenda:

If, at any time, LIPA changes, revises, deletes, clarifies, increases, or otherwise modifies this RFQ, LIPA will issue a written Addendum to the RFQ, which will be uploaded to the Bonfire portal.

Questions shall be submitted in writing using the Bonfire platform no later than the questions deadline referenced above. Questions submitted after the deadline may not be answered. Proposers should rely only on written statements issued through the Bonfire platform.

LIPA will not accept proposals received after the due date. LIPA reserves the right to reject proposals that are incomplete.

All communications regarding this RFQ shall be directed to the LIPA Procurement representative Joseph LaMotta, Director Procurement Strategy.

Proposers shall not contact other LIPA employees, officers, Trustees or consultants regarding this procurement except as expressly authorized by LIPA Procurement.

No work is authorized to commence without an executed contract, purchase order, and written authorization from the responsible LIPA Department Head. The Department Head responsible for the Project RFQ is Gary Martens, Director of Human Resources and Administration.

PROJECT REQUEST FOR QUALIFICATIONS - SCOPE OF WORK

1. Introduction

The Long Island Power Authority ("LIPA" or the "Authority") seeks proposals from qualified Human Resources consulting firms to conduct an independent, end-to-end review of LIPA's Human Resources function.

The objective of the engagement is to assess whether LIPA's current Human Resources operating model, processes, technology, vendor relationships and allocation of responsibilities effectively support the organization and its employees, and to identify opportunities to simplify operations, reduce unnecessary administrative work, improve the employee and manager experience, strengthen controls, better utilize existing technology and position the Human Resources function to meet LIPA's future needs.

LIPA is seeking a practical assessment tailored to the scale and needs of the organization. Recommendations should prioritize simplification, effective use of existing resources, automation, elimination of unnecessary or duplicative activities, and optimization of existing technology before recommending additional systems or subscriptions.

The engagement is intended to result in an actionable roadmap, not solely a diagnostic report.

2. Objectives

- Assess the effectiveness, efficiency and maturity of LIPA's current Human Resources operating model.
- Review Human Resources processes across the employee lifecycle and identify duplication, unnecessary administrative activity, manual processes, control gaps and opportunities for simplification and improvement.
- Evaluate LIPA's existing Human Resources technology, systems, applications and subscriptions to determine whether they are appropriately configured, integrated and utilized.
- Identify opportunities to consolidate or eliminate duplicative technology, subscriptions, vendors and processes. Potentially utilizing LIPA's ERP systems' Human Resources modules and functionality currently not in use.
- Evaluate roles, responsibilities, decision rights, handoffs and service delivery within Human Resources and between Human Resources and other LIPA functions.
- Benchmark LIPA's Human Resources practices against appropriate peer organizations and leading practices, considering LIPA's size, public authority status and operating environment.
- Identify opportunities to enhance strategic Human Resources capabilities while preserving an appropriate level of high-touch support for employees and managers.
- Develop a prioritized implementation roadmap identifying immediate improvements, medium-term initiatives and longer-term opportunities.

3. Scope of Services

The selected consultant/vendor shall provide professional services, including, but not limited to, the following:

A. HR Operating Model and Organization

Assess:

- Current Human Resources organizational structure and allocation of responsibilities.
- Roles, responsibilities and decision rights.
- Appropriate balance among strategic, advisory and administrative responsibilities.
- Workload, capacity and skills alignment.
- Opportunities to clarify accountability and reduce unnecessary handoffs.
- Interfaces among Human Resources, Finance, Legal, Information Technology, executive management and other functions.
- Opportunities for appropriate manager and employee self-service.
- Appropriate use of internal resources, consultants and outsourced services.
- Human Resources governance, annual planning and prioritization.

The consultant should identify opportunities to improve effectiveness without assuming that additional headcount is required.

B. End-to-End HR Processes

Review major Human Resources processes across the employee lifecycle, including as applicable:

- Workforce planning.
- Position creation and approval.
- Recruiting and candidate management.
- Pre-employment processes.
- Hiring and onboarding.
- Employee records and personnel actions.
- Time, attendance and leave administration.
- Payroll processes and handoffs.
- Benefits administration, including benefits provided through New York State (i.e. NYSLRS)
- Compensation administration.
- Performance management.
- Goal setting and annual review processes.
- Employee relations.
- Policy administration.
- Compliance-related processes.
- Learning and professional development.
- Leadership and management development.
- Talent and succession planning.
- Employee engagement.
- Employee communications originating from Human Resources.
- Offboarding and separation.
- Records retention and document management.
- Human Resources reporting and analytics.

For material processes, the consultant should identify the current workflow, major handoffs, pain points, controls and opportunities for simplification or automation.

C. HR Technology and Systems Review

Conduct an inventory and assessment of technology used to support Human Resources activities, including:

- Core HRIS.
- Payroll interfaces.
- Time and attendance.
- Applicant tracking and recruiting.
- Onboarding.
- Performance management.
- Learning management.
- Benefits administration.
- Employee records and document management.
- Survey and engagement tools.
- Compliance and training platforms.
- Reporting and analytics.
- Microsoft 365 or other enterprise tools used to supplement formal HR systems.
- Other Human Resources-related applications, databases, spreadsheets and subscriptions.

The assessment should address:

- Business purpose.
- Functionality.
- Utilization.
- Configuration.
- User experience.
- Integration.
- Manual workarounds.
- Data duplication.
- Reporting.
- Security and access considerations in coordination with LIPA Information Technology.
- Subscription and licensing utilization.
- Overlapping functionality among systems.
- Opportunities to use functionality that LIPA already owns but is not currently utilizing.

The consultant should identify opportunities to simplify the technology environment and reduce unnecessary systems or subscriptions.

Replacement of an existing platform should not be recommended unless the consultant demonstrates that optimization of existing technology would not reasonably address the identified need.

D. Vendor and Subscription Review

Review Human Resources-related vendors, consultants, subscriptions and service arrangements to assess:

- Purpose and continuing business need.
- Cost relative to utilization and value.
- Duplication or overlapping services.
- Contract and renewal considerations.
- Opportunities for consolidation.
- Services that could appropriately be performed internally.
- Activities that may be more efficiently outsourced.

- Opportunities to renegotiate, discontinue or replace services.

E. Policies, Controls and Compliance Processes

Assess the administrative framework used to maintain Human Resources policies and compliance obligations, including:

- Policy ownership and review cycles.
- Required employee acknowledgments.
- Mandatory training.
- Documentation and recordkeeping.
- Approval authorities.
- Internal controls.
- Compliance calendars.
- Escalation protocols.
- Coordination with LIPA Legal.

The engagement is not intended to replace legal advice provided by LIPA counsel.

F. Data, Reporting and Metrics

Evaluate:

- Availability and quality of Human Resources data.
- Recurring reports.
- Manual reporting activities.
- Management dashboards.
- Key performance indicators.
- Workforce analytics.
- Opportunities for automation.
- Information regularly requested by management that is not readily available.

Recommend a practical set of Human Resources metrics appropriate for ongoing management of the function.

G. Employee and Manager Experience

Through interviews and other appropriate methods, assess how managers and employees interact with the Human Resources function.

Identify opportunities to:

- Make routine Human Resources processes easier to navigate.
- Clarify where employees and managers should go for assistance.
- Improve response times and consistency.
- Reduce unnecessary approvals or administrative steps.
- Improve access to policies, forms and information.
- Preserve personalized support where it provides meaningful value.

4. Stakeholder Engagement

The consultant should anticipate interviews or working sessions with a representative group that may include:

- Executive management.
- Human Resources staff.
- Finance.
- Legal.

- Information Technology.
- Managers.
- Employees.
- Other personnel identified by LIPA.

The consultant should independently validate findings through documentation, system review, process observation and stakeholder interviews rather than relying exclusively on interviews or self-assessments.

5. Benchmarking

The consultant should benchmark LIPA, where meaningful comparable information is available, against organizations of similar complexity and scale, with preference for:

- Public authorities and governmental entities.
- Public power or utility organizations.
- Other regulated organizations.
- Comparable professional organizations with relatively lean administrative structures.

Benchmarking should be used as a decision-support tool and should not result in recommendations that are disproportionate to LIPA's size or needs.

6. Required Deliverables

At a minimum, the engagement should produce the following deliverables.

Deliverable 1 - Current-State Assessment

A concise assessment of the current Human Resources operating model, including:

- Organizational structure.
- Roles and responsibilities.
- Major processes.
- Technology.
- Vendors and subscriptions.
- Data and reporting.
- Key strengths.
- Principal pain points, risks and inefficiencies.

Deliverable 2 - Process and Responsibility Assessment

Documentation of significant Human Resources processes and handoffs, including identification of:

- Duplicative activity.
- Unnecessary approvals.
- Manual processes.
- Process bottlenecks.
- Unclear accountability.
- Control gaps.
- Automation opportunities.

The consultant should develop RACI or comparable responsibility documentation for significant processes where it would improve clarity.

Deliverable 3 - HR Technology and Vendor Inventory

A consolidated inventory of Human Resources systems, applications, subscriptions and material vendors identifying:

- Purpose.
- Owner.
- Major functionality.
- Approximate utilization.
- Overlapping functionality.
- Integration considerations.
- Opportunities for optimization, consolidation or elimination.

Deliverable 4 - Findings and Recommendations

Recommendations should be prioritized and categorized as:

Immediate / Quick Wins: Actions that can reasonably be undertaken using existing staff, systems and resources.

Near-Term: Improvements appropriate for implementation within approximately 3 to 12 months.

Strategic / Longer-Term: Changes requiring significant planning, investment, technology changes or organizational redesign.

For each material recommendation, the consultant should identify:

- Problem being addressed.
- Recommended action.
- Expected benefit.
- Estimated level of effort.
- Approximate cost implications.
- Technology implications.
- Organizational implications.
- Dependencies.
- Risks.
- Suggested owner.
- Suggested timing.

Deliverable 5 - Target HR Operating Model

Recommend an appropriate future-state Human Resources operating model addressing:

- Structure.
- Roles and responsibilities.
- Service delivery.
- Decision rights.
- Manager and employee self-service.
- Technology enablement.
- Use of external service providers.
- Strategic versus transactional responsibilities.

Recommendations should be tailored to LIPA rather than based upon a generic large-enterprise HR model.

Deliverable 6 - Implementation Roadmap

Provide a sequenced implementation roadmap covering approximately 12 to 24 months.

The roadmap should distinguish between:

1. Activities LIPA should stop doing.
2. Activities that should be simplified.

3. Activities that should be automated.
4. Existing technology that should be better utilized.
5. Systems or subscriptions that may be eliminated or consolidated.
6. New capabilities that may be required.
7. Organizational or staffing changes, if demonstrated to be necessary.

Deliverable 7 - Executive Presentation

Present final findings and recommendations to LIPA executive management and, if requested by LIPA, other appropriate stakeholders.

7. Vendor Independence

Because this engagement includes evaluation of technology, vendors and subscriptions, the consultant must disclose all material business relationships, alliances, referral arrangements, reseller arrangements, implementation partnerships or other financial interests involving providers of:

- HRIS.
- Payroll systems.
- Time and attendance systems.
- Applicant tracking systems.
- Benefits administration systems.
- Learning platforms.
- Performance management systems.
- Engagement platforms.
- Other Human Resources technology or services that may reasonably be evaluated during the engagement.

Recommendations must be based upon LIPA's interests and requirements.

Any recommendation involving a product or provider with which the consultant has a material business relationship must clearly disclose that relationship.

8. Proposed Schedule

LIPA anticipates an engagement lasting approximately **8 to 10 weeks**, although proposers may recommend an alternative schedule with an explanation.

Proposals should identify major project phases, milestones and required LIPA participation.

LIPA desires a process that is thorough but does not impose unnecessary administrative burdens upon LIPA personnel.

9. Proposal Requirements

Proposals should be concise and include the following.

A. Understanding and Approach

Describe the firm's understanding of the assignment and proposed methodology.

B. Relevant Experience

Provide examples of at least three engagements involving an end-to-end Human Resources assessment, preferably including:

- HR operating-model assessment.
- HR process optimization.
- HR technology assessment.

- Vendor or subscription rationalization.
- Public-sector, utility or similarly regulated organizations.

C. Proposed Team

Identify:

- Engagement leader.
- Day-to-day project manager.
- Key subject matter experts.
- HR technology specialists.
- Other personnel expected to perform material work.

Include the anticipated role and approximate level of effort of each individual.

LIPA will consider the qualifications of the individuals actually assigned to the engagement, not solely the firm's overall capabilities.

D. HR Technology Expertise

Describe the firm's experience evaluating and optimizing major Human Resources technology platforms and its methodology for identifying underutilized functionality, redundant systems and opportunities for automation.

E. Independence and Vendor Relationships

Provide the disclosures required by Section 7.

F. Work Plan and Schedule

Provide:

- Proposed project phases.
- Interviews and workshops anticipated.
- Data requirements.
- Deliverables.
- Key milestones.
- Proposed completion date.

G. References

Provide three client references for comparable engagements.

10. Optional Implementation Support

LIPA may elect to request implementation assistance following completion of the assessment.

Any implementation support would be separately authorized by LIPA.

Selection for this assessment does not guarantee that the selected consultant will be retained to implement its recommendations, and LIPA reserves the right to use internal resources or another consultant for implementation.

11. RFQ Submission Requirements

The following is a list of the information to be provided in the response. A response that does not include all the information required below may be deemed non-responsive and subject to rejection. **Consultants must respond to all the items listed below, in the order listed.**

1. Cover Letter
2. Company Overview and Qualifications
3. Relevant Experience and Project Examples

4. Proposed Approach and Methodology
5. HR Technology Assessment and Optimization Expertise
6. Proposed Project Team
7. Proposed Workplan, Deliverables, and Project Schedule
8. Client References
9. Pricing Proposal