



Madison Metropolitan Sewerage District

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REQUEST FOR PROPOSAL

Organizational Design Consulting Services

Issue Date: February 6, 2025

Responses Due: February 28, 2025, at 4:30 p.m., CST.

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Introduction

Established in 1930 to protect the lakes and streams of the upper Yahara watershed, the District is a wastewater collection and treatment utility serving about 429,000 people in 24 Madison-area customer communities covering about 187 square miles. Organized as a municipal corporation, the District is governed by a nine-member Commission appointed by the communities we serve.

The District owns and operates 145 miles of pipe and 18 regional pumping stations that convey approximately 37 million gallons of wastewater to the Nine Springs Wastewater Treatment Plant daily. Through the treatment process, we recover valuable resources from the wastewater we receive before returning clean water to the environment.

Our mission is to protect public health and the environment. The District is dedicated to service, reliability, and sustainability, and our tradition of innovation has positioned us as a leader among clean water utilities.

Learn more at www.madsewer.org.

Background

The District is seeking professional consulting services to develop comprehensive organizational design alternatives. Recommended alternatives should align with our responsibilities as a wastewater utility under Wisconsin law. They should also reflect the District's Commission's policies and executive leadership's strategic planning. (The District is working with customer communities and the Commission to improve alignment in March 2025. That work may result in minor changes to Commission policy and strategic planning, which should be reflected in this organizational design work.)

This engagement is focused on generating strategic design alternatives and recommendations, not implementation support. The District will use these recommendations to inform future organizational design decisions made by the Executive Director and Commission.

The District has 130 employees and is led by an Executive Director, who is appointed by and reports to the District's Commission. The District has seven departments of varying sizes. Up until recently, each department had a Director who reported to the Executive Director.

In January 2024, an Executive Office was created with two new positions: a Deputy Executive Director overseeing administrative departments (Enterprise Services, Human Resources, Communication and Business Services, and Budget and Planning) and a Principal Engineer overseeing operational departments (Ecosystem Services, Engineering, and Operations and Maintenance).

Two existing Directors were promoted into these roles while maintaining responsibility and oversight of their respective departments. The Executive Office included the Executive Director,

Deputy Executive Director, and Principal Engineer to expedite decision making and support project prioritization and workload management. The organizational restructuring was also intended to support coordination and alignment by grouping staff with similar functions and reducing the number of direct reports to the Executive Director.

In April 2024, the District's Executive Director retired, and the Commission engaged in a national search and competitive hiring process for their next Executive Director. In December, the District's Principal Engineer Eric Dundee was selected by the Commission and appointed/promoted to Executive Director effective January 6, 2025.

With new leadership, there is an opportunity to reassess the District's current leadership and work group structures and improve alignment of processes, practices, and systems with the District's strategy. The Commission has also included a review of organizational structure in the Executive Director's first-year goals.

Qualifications

The District is interested in contracting with a consultant with expertise and experience in public sector organizational design. To ensure this, firms must meet the following minimum qualifications.

1. Firm must have successfully conducted organizational design projects and reorganizations involving factors common in the public sector and for organizations of a similar size and type as the District (approximately 130 employees, wastewater utility or comparable structure).
2. Firm must provide background and experience of the staff assigned. Staff experience must include organizational design and change management. Staff background and experience must be limited to no more than one (1) page per person.
3. Firm must provide a minimum of three (3) recent (since 2021) references or case studies from organizational design projects, including at least one for a public sector organization or utility.

Project Objectives, Scope of Work and Deliverables

Proposals must include a detailed plan and schedule for meeting the project objectives and the deliverables below.

Project Objectives

1. Assess current organizational capabilities, structure, decision-making and collaborative processes, metrics/rewards, and people practices. The assessment must be sufficient to support recommendations on organizational design.
2. Summarize the District's obligations as a Wisconsin wastewater utility as they relate to organizational design. Include legal, regulatory, technical, community, and other obligations. The summary must be sufficient to support recommendations on organizational design.

3. Gather and organize information from representative individuals or groups of District leadership and staff as well as other stakeholders as needed to make recommendations.
4. Maintain regular and clear communications with the project manager. Provide information for use in updating leadership, staff, and stakeholders on project progress. Include relevant change management steps.
5. Develop multiple (at least 3) organizational design alternatives.
6. Provide detailed analysis of potential implementation approaches. In particular, analyze dimensions relevant for decision making by the Executive Director, including effort and cost of implementation, value delivery, and other factors as appropriate.
7. Deliver recommendations that are suitable for action by the Executive Director either immediately or with further planning. Recommendations should include budgetary impacts including position counts and estimated costs.
8. Address multi-dimensional considerations of the Jay Galbraith Star Model and Kesler-Kates Organizational Design Toolkit (or comparable) including structure, processes, metrics/rewards, and people practices to support District effectiveness.
9. Address organizational design factors that affect equity and inclusion.
10. Recommend success metrics and monitoring for evaluating whether implemented organizational design interventions are achieving intended results over time.
11. Recommendations must be finalized by June 30, 2025.

Scope of Work and Deliverables

This project has a deadline of June 30, set by the Executive Director to meet Commission goals and the budgetary timeline. Respondents should carefully consider scope management to meet this timeline.

Phase	Feb.	March	Apr.	May	June
RFP	Application & selection				
Discovery		Tentative Period			
Diagnostics			Tentative Period		
Alternatives				Tentative Period	
Recommendations					Final June 30

Discovery

Deliverable: Project Plan

- Initial kick-off meeting with project sponsors.
- Comprehensive document review including District’s obligations as a utility, Commission policy, strategic plan, relevant policy documents, and current organizational structure.
- Alignment on key research questions, design criteria, and project scope, approach, and timeline.

Diagnostic assessment

- Deliverable: Comprehensive Diagnostic Assessment Report
- Comprehensive stakeholder engagement (including interviews and/or focus groups).
- Current-state organizational diagnostic assessment including:
 - Organizational structure mapping;
 - Decision-making process evaluation;
 - Cross-functional workflow analysis; and
 - Management spans and layers assessment.
- Capability gap and root cause analysis.
- Identification of critical organizational challenges and opportunities.

Design alternative development

Deliverable: Detailed Design Alternatives Report

- Develop a minimum of three distinct organizational design alternatives that include:
 - Alignment with obligations as a utility, Commission policy, and executive-level strategic objectives;
 - Detailed organizational structure blueprint;
 - Proposed reporting relationships and configuration of spans and layers;
 - Critical points of collaboration and integration across functions; and
 - Decision-making and governance frameworks and forums.
- Preliminary implementation strategies for each alternative including:
 - Risk assessment for each proposed organizational model;
 - Race and gender equity impacts and implications;
 - Change management implications and recommendations;
 - Resource and capability requirements;
 - Financial and operational impact analysis; and
 - Potential phasing and transition approaches.
- Comparative analysis of design alternatives.
- Recommended success metrics and monitoring approach for evaluating whether implemented organizational design interventions are achieving intended results over time.

Summarize and Present Recommendations — by June 30

- Deliverables: Executive summary report, presentations to executive leaders, District staff, and the Commission:
 - Synthesize diagnostic and design findings;
 - Presentation and comparative analysis of design alternatives;
 - Potential implementation roadmaps; and
 - Executive-level summary report and presentation materials.

Evaluation of Proposals, Consultant Selection, and Contracting

All proposals will be reviewed for responsiveness and only proposals meeting the mandatory requirements will be included in the proposal evaluation process. Firms must answer “yes” to

each criterion outlined in this table and provide supporting information as part of their proposal. Answering “no” will classify your proposal as Non-Responsive. Answering yes but failing to provide the supporting materials as part of your proposal will also classify your proposal as Non-Responsive.

Non-Responsiveness: Proposals that do not comply with all mandatory requirements must be considered non-responsive and therefore ineligible for award. A final proposal evaluation process will not be performed on non-responsive proposals. The Project Manager of the Evaluation Committee is the final authority on the responsiveness of any proposal.

To assist the scoring committee, please limit your total response to ten pages and your answers to mandatory criteria to the page limits below. The scoring committee reserves the right to reject proposals that exceed 25 pages in total.

Criteria	Mandatory Requirements	Yes	No
1	Firm must have successfully conducted organizational design projects and reorganizations involving factors common in the public sector and for organizations of a similar size and type as the District (approximately 130 employees, wastewater utility or comparable structure).		
2	Firm must provide background and experience of the staff assigned. Staff experience must include organizational design and change management. Staff background and experience must be limited to no more than one (1) page per person.		
3	Firm must provide a minimum of three (3) recent (since 2021) references or case studies from organizational design projects, including at least one for a public sector organization or utility.		

A scoring committee will evaluate proposals that meet the mandatory requirements. Proposals will be scored based on criteria from this request for proposals, with scoring organized by:

- Ability to meet the objectives of the project. (50%)
- Qualifications of the staff who will work on the project and of the firm overall. (10%)
- Quality and relevance of references. (10%)
- Detail and validity of project schedule. (15%)
- Acceptability of budget and value for dollar. (15%)

Following the review of proposals, a minimum of two firms may be asked to interview. If interviews are conducted, they will be conducted remotely. The scoring committee’s recommendation will be for the consultant deemed to be in the best interest of the project

based on both the proposal and interview, if interviews are conducted. The District reserves the right to contract for all or part of the project. The contract and associated scope of work will be a “not-to-exceed” contract. The selection process is expected to be completed and the selected consultant informed in March 2025. Work is expected to start by April 1, 2025, but may begin earlier depending on resource availability. The District desires to have all tasks completed by June 30, 2025.

Award shall be made to the consultant determined to be the best qualified by the review committee, based on the evaluation criteria set forth in the Request for Proposals and upon negotiation of compensation determined to be fair and reasonable. If compensation cannot be agreed upon with the best-qualified consultant, negotiations may be conducted with such other consultant or consultants in the order of their respective ranking, and the contract may be awarded to the consultant then ranked as best qualified.

Additional Documentation

The following supporting documents are available online:

- [Ch. 200, Wis. Statutes](#), establishing basic legal framework for wastewater utilities (only subch. I applies to the District)
- [Wisconsin Dept. of Natural Resources overview of wastewater regulation](#) (provided for general context only; respondents are not expected to delve into this material)
- Commission Policy Book (current version at the bottom of the [Commission Page](#))
- District Organization Chart (see last page in the [2025 Adopted Budget](#))
- [District Strategic Plan](#)
- [2023 District Community Values Survey Report](#)
- [2024 District Focus Group Facilitation Findings Report](#)
- [District Professional Services Agreement \(PSA\)](#)

The proposing firm **must provide**:

- Certificate of Insurance (COI), if awarded the contract.
- Fee schedule for all employees to be included in the project, including travel and other expenses.
- Fee schedule for all subcontractors to be included in the project, including travel and other expenses.

Proposal Submittal

Written proposals are to be submitted by email before 4:30 p.m. CST on February 28, 2025. Proposals shall not exceed 8 pages, with the exceptions noted above for staff backgrounds and references or case studies. Send proposals to rfp@madsewer.org. The email should clearly state “Organizational Design Consulting” in the subject line.

Additional Provisions

Equal Employment Opportunity Requirements

In connection with the performance of work for this project and under the related contract, the Proposer agrees not to discriminate against any employee or applicant for employment because of age, race, religion, color, disability, sex, national origin, sexual orientation, gender identity, or other status protected by law. This provision shall include, but not be limited to, the following: employment, upgrading, demotion or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship.

Use, Disclosure, and Confidentiality of Information

The information supplied by a Proposer as part of an RFP response will become the property of the District. Proposals will be available to interested parties and other requestors in accordance with the Wisconsin Public Records Law. None of the proposal responses will be made available to the public until after negotiation and award of a contract or cancellation of the procurement.

To the extent allowed by law, the District will treat trade secrets as confidential (if designated as confidential and submitted separately in a sealed envelope). If a Proposer wishes for a proposal to remain confidential, the Proposer must, before submitting a proposal, establish to the District's satisfaction that the proposal be given confidential status. The District reserves the right to make any final disclosure determinations in accordance with the law. (Note: Pricing information will not be considered confidential.)

Use of the District's Name

Upon entering an agreement, the successful Contractor agrees not to use the name of the Madison Metropolitan Sewerage District in relation to the agreement in commercial advertising, trade literature, or press releases to the public without the prior written approval of the District. The District has the right to enjoin the Contractor from any such use in violation of this provision, and the Contractor shall be responsible for damages and reimbursement of actual reasonable legal fees incurred with regard to legal evaluation and/or legal action taken by the District because of the Contractor's violation of this provision, including fees incurred to obtain an injunction.

Confidentiality

Subject to Wisconsin's Public Records law, any data or other information regarding the District's customers, operations, or methods obtained by the Contractor during the course of the project shall remain confidential and shall not be released to third parties without the express written consent of the District.