

Organizational Design Consulting Services

March 27, 2025

Madison Metropolitan Sewerage District





Agenda

1. Context
2. Organizational Design & Example Issues
3. Value of Consulting
4. Procurement Process & Firm
5. Project Plan
6. Approval of Resolution



Commission Goal for Executive Director

Evaluate the staffing and organizational structure

over the course of the year and identify adjustments or improvements

by working collaboratively with the directors and Commission.

Provide a report to the Commission on your findings at the annual evaluation process.

Notes on The Goal

- Interpret “staffing and organizational structure” to match organizational design practice:
 - Staff roles
 - Work processes
 - Reporting relationships
- Get broader staff input via consultant
- Report in July — ready for 2026 budget



Alignment Projects

| Jan | Feb | Mar | Apr | May | Jun | Jul |
|-------------------------------|---|----------------------|--------|-----|-----|--------|
| Roles & Expectations Workshop | | | Report | | | |
| | Policy Book Review (no edits needed) | | | | | |
| Organizational Design | | | | | | |
| RFP Writing | Responses | Scoring/ Approval | Work | ... | ... | Report |

*Report
Informs Budget*

Context *discussion?*



***on to* Organizational Design...**

Basics of Organizational Design

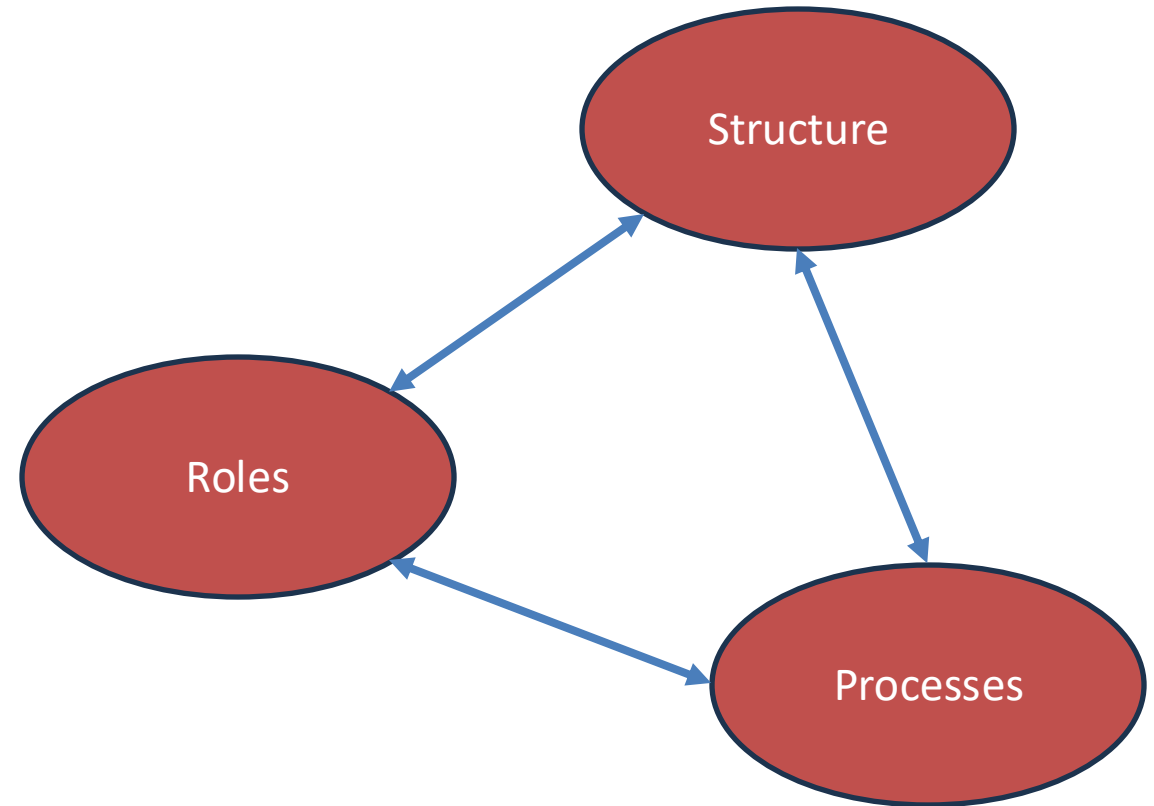
- What **roles** does the organization need?
 - Job types
 - Skill sets
 - Position counts
- What **work processes** are needed?
 - Coordination
 - Communication
 - Decision-making
- What **reporting structures** are needed?
 - Span
 - Depth



Key Points

*Organizational design
is more than reporting
structure*

*The parts depend on
one another*



Benefits of Organizational Design?

Deliver clean water utility benefits better

- Reduced conflict and confusion over roles and priorities
- Streamlined communications
- Clearer decision-making & accountability
- Align resources with key functions
- ...and more



Examples

- Financial functions:
 - Gradual organizational change
 - Did we stumble onto the best design?
- Policies:
 - Guidance for consistency and control
 - Lack path for fixing problems
- Others:
 - Too many direct reports in places
 - Communications coordination
 - Roles in quarterly service charges
 - Employee voice





Organizational Design *discussion?*

on to Value of Consulting...

Value of an Organizational Design Firm



- Expertise:
 - Experience with org. design
 - Knowledge of other utilities
 - Tools for gathering information
- Time & resources:
 - Information gathering
 - Analysis and benchmarking
 - Options development
 - Reporting
- Perspective
 - No personal stake
 - Outside of internal politics
 - Have seen this before



Value of Consulting *discussion*?

A blue-tinted photograph of two construction workers on a site. The worker on the left is holding a surveying instrument on a tripod. The worker on the right is looking at a tablet. In the background, there is a yellow excavator and some construction materials.

***on to* Procurement Process...**

Request for Proposal: Feb. 6-28

- Tasks
 - Assess current organization
 - Summarize obligations as a utility
 - Gather input
 - 3+ alternatives
 - Actionable recommendations
- Minimum requirements
 - Public sector experience similar to us
 - Experienced team
 - 3 recent, comparable references



11 Respondents Total — Top Five by Price & Score

By Price

| | | |
|--------------------|-----------------|-----------|
| People Factor | \$29,450 | 39 |
| Baker Tilly | \$75,000 | 84 |
| Moss Adams | \$77,440 | 57 |
| Matrix CG | \$81,000 | 80 |
| Raftelis | \$89,950 | 61 |

By Score

| | | |
|--------------------|-----------------|-----------|
| Baker Tilly | \$75,000 | 84 |
| Matrix CG | \$81,000 | 80 |
| M Powered | \$115,766 | 79 |
| Berry Dunn | \$149,765 | 64 |
| Raftelis | \$89,950 | 61 |

Highest price: \$200,000 with Travel Costs
Median of all Respondents: \$90,000



Selected Firm: Baker Tilly

- Alignment with District Needs
 - Experienced team
 - Local government leadership experience
 - Financial experience
 - Experienced project manager
- Large, public sector firm
- Best value — quality, price, speed



Procurement Process *discussion?*

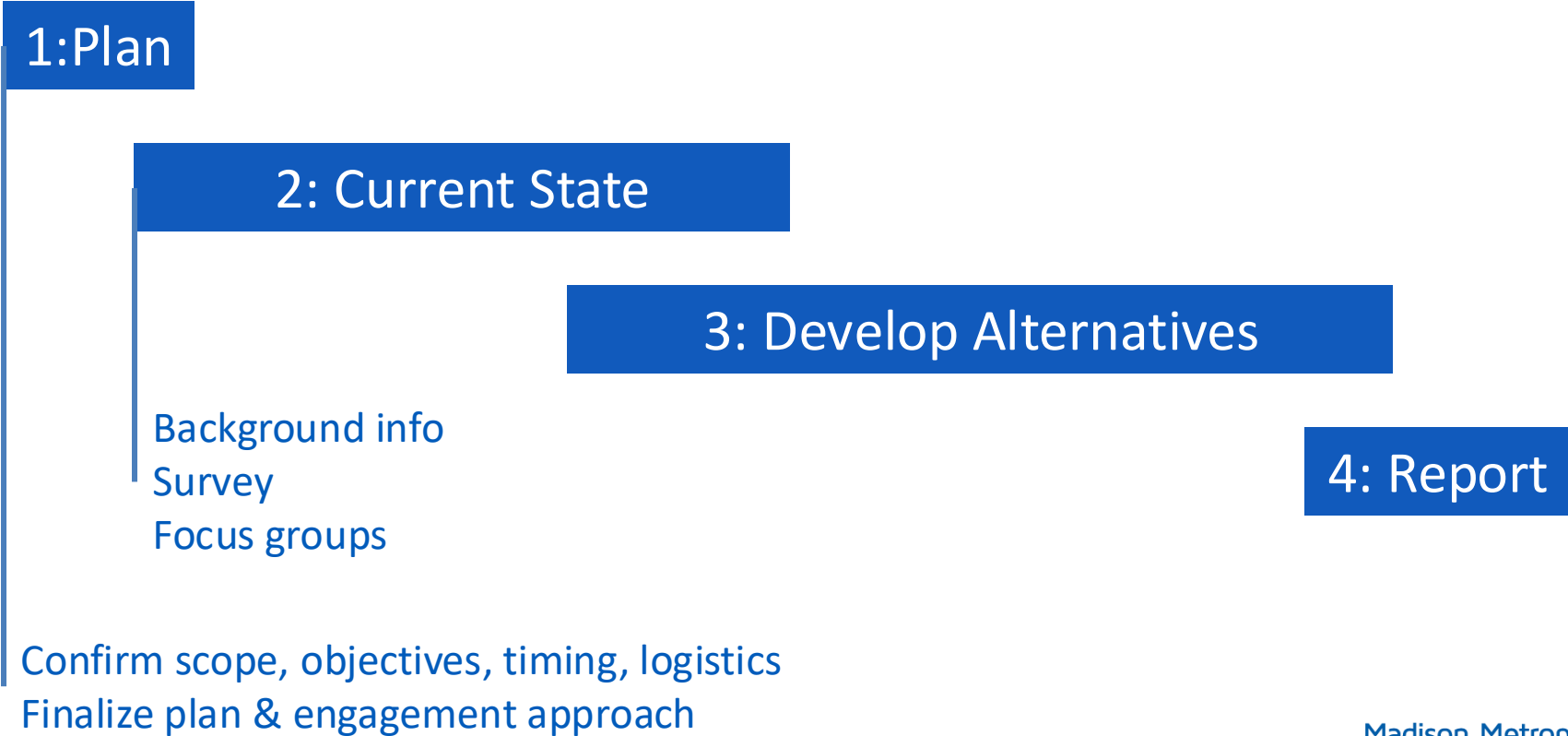
on to Project Plan...

Plan Highlights

- Understand District purpose:
 - Statutes, regulations
 - Commission policy/
community expectations
 - Other relevant policies
- Understand current structure:
 - Org chart & position info
 - Key policies & procedures
 - Survey & focus groups
- Alternatives report, including:
 - Costs
 - Implementation



Timeline



District Implementation

Too early for specifics

- Executive Director review & decisions
- Commission engagement
- Possible phased implementation
- Budget items, if any





Project Plan *discussion?*

on to Approval of Resolution...

Resolution 2025-03-27-R9

awarding a contract for organizational design consulting services to Baker Tilly for \$75,000

