



Facilities Management Division

- Operations & Maintenance
- Architecture, Engineering & Environmental Services
- Facilities Planning
- Sustainability
- Security

Request for Proposal

Organizational Design Facilitation

Milwaukee County

Facilities Management Division

Operations & Maintenance

Issue Date: January 26th, 2026

Virtual Pre Proposal Meeting: February 4th 2026 - 12pm

Questions Due: February 11th by Noon

Answers to Questions Posted: February 13th by 4pm.

Proposals Due: February 18th, 2026 – 4pm

Anticipated Selection: March 4th, 2026

Anticipated Notice to Proceed: April 15, 2026

Estimated Budget Range: Approximately \$25,000–\$50,000 (final scope/fee negotiated; see Section 7)

County Contact:

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1. Purpose

Milwaukee County's Facilities Management Division (FMD) is requesting proposals from experienced organizational consulting firms to support a facilitated, team-driven assessment and co-design of a future-state organizational structure for the County's Operations & Maintenance (O&M) team.

This effort is intended to produce a future-state structure that is co-created with staff, reflects operational realities, and results in clear ownership and buy-in.

2. Background

The O&M team is on the cusp of a new era. We are actively evaluating our smaller facilities for long-term fit within our portfolio, and a few are already planned to transition out of our management in the coming year. At the same time, we are entering a significant period of investment and change: one major new building was delivered in 2025, another will be delivered in 2026, and a third is planned to begin construction in 2027.

Together, these shifts create an opportunity to ask a fundamental question: is our organization set up for success over the next 10 years?

FMD recently established a vision and a 10-year target of becoming a nationally recognized leader and resource in public-sector facilities management; the kind of organization others call to learn what "great" looks like. Now is the right time to take a fresh look at how we are structured, how we deliver service, and what capabilities we need to meet that standard.

This project is intended to launch that work by engaging our team in a facilitated, forward-looking process to shape a future-state organization that is positioned to achieve our long-term goals.

FMD O&M operates and maintains approximately 15 County buildings with approximately 80 FTE, including:

- ~30 skilled trades (HVAC, electrical, plumbing, carpenter, locksmith, etc.)
- ~30 operations/general maintenance/grounds
- ~5 Countywide mail service staff
- ~5 Administration staff
- Specialized roles including:



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- 1 Project Manager
- 1 Asset Manager (preventive maintenance and CMMS support)

The portfolio under management includes over 2-million square feet of building space including complex public safety and justice facilities (courthouse/jail/juvenile), a newly replaced Health and Human Services facility (2025), a new Medical Examiner and Emergency Management facility in delivery in 2026, and multiple smaller senior center/recreation facilities. Over the next 10 years, the County anticipates reducing the number of buildings it manages while delivering major facility projects, including replacement of the 400,000 square foot Safety Building (construction planned to begin in 2027).

Current opportunities and challenges include planning for the operation of a changing facility portfolio, shifting from reactive maintenance toward planned maintenance and reliability, managing overtime/call-ins (particularly at the jail), improving customer service/communication with tenant departments, addressing long-standing culture/trust concerns, and evaluating missing capabilities such as BAS/controls expertise.

3. Project Goals

The consultant will support the County in achieving the following outcomes:

1. Team-owned future-state organization direction
 - Develop practical future-state organizational options with high staff involvement.
2. Customer service improvement
 - Strengthen communication and shared expectations with tenant departments
3. Improved ownership and team dynamics
 - Use the process to strengthen trust, accountability, and collaboration across all O&M teams.
4. Benchmarking and best practices
 - Compare current organizational design, roles, and staffing approach to industry best practices and peer organizations.
5. Implementation roadmap
 - Provide a practical, phased plan to move from current to future state.



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4. Engagement Model Requirements

Proposers must describe a facilitation approach that includes the following minimum elements:

A. O&M Steering Team (Required)

The consultant will facilitate an O&M Steering Team (recommended 8–12 members) representing key functions and perspectives (trades, operations/grounds, supervisors/leads, admin, PM/asset manager, and off-shift representation).

Planning assumption: O&M Steering Team should expect approximately 2 hours per week during the core design period, plus 2 half-day workshops (or an equivalent approach).

B. Broader Staff Engagement (Required)

The consultant must include engagement beyond the Steering Team and include off-shift voice (e.g., listening sessions, small-group meetings, shift-based engagement, or other practical methods).

C. Voice of the Customer (Required)

To ensure the future-state organization aligns with customer needs, the consultant shall incorporate a “Voice of the Customer” component into the engagement approach. At a minimum, this shall include structured input from key customers and stakeholders such as tenant departments, building users, and internal partners.

The consultant shall propose a practical approach appropriate to the project budget (e.g., interviews, focus groups, short surveys, or facilitated stakeholder sessions) and describe how customer themes will be summarized and used to inform future-state options and service expectations.

D. Back-and-Forth Recommendations Process (Required)

This effort is expected to be iterative:

- Steering Team develops options and recommendations
- Leadership reviews, adds constraints, and provides feedback
- Steering Team refines recommendations with consultant facilitation

Proposers should include implementing a simple method for documenting decisions and trade-offs (e.g., a decision log).



Facilities Management Division

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5. Scope of Services (Base Scope)

Proposers should propose a practical workplan that covers:

1. Kickoff and workplan refinement
 - Confirm objectives, constraints, and key themes heard from staff and customers/stakeholders.
 - Establish Steering Team cadence and engagement plan
 - Identify required data/documents
2. Current-state understanding
 - Facilitate Steering Team sessions to understand:
 - Work intake, prioritization, and execution (including informal escalation patterns)
 - Reactive vs planned work balance and PM maturity
 - Overtime/call-in drivers (jail focus)
 - Role clarity, spans of control, and friction points
 - Engage broader staff and key stakeholders (tenant departments; HR/Finance and others as appropriate)
3. Benchmarking / best practices
 - Provide relevant best practices and peer perspective aligned to the County environment and facility complexity
4. Future-state co-design
 - Develop approximately 3 future-state org options with Steering Team input, including an option that assumes no increase in staffing budget / headcount.
 - Identify key role/capability considerations (e.g., new roles needs considerations such as BAS/controls & CMMS support, career ladder opportunities, facility “building story” capability, mail services alignment)
 - Consider high-level insource/outsource opportunities where relevant.
5. Implementation roadmap
 - Practical steps (30/60/90 days, 6 - 18 months, and longer term), change management approach, key risks/mitigations, and directional cost/resource considerations.



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6. Project Deliverables

At a minimum, the consultant shall provide:

1. Current-State Summary
 - Strengths, challenges, constraints, and key themes heard
2. Future-State Package (primary deliverable)
 - 2–3 future-state org models (org chart + narrative, pros/cons, assumptions)
 - A recommended model or recommended hybrid direction refined through Steering Team + leadership iteration
3. Implementation Roadmap
 - 30/60/90-day actions, 6–18 month actions, longer term actions
 - Change management/communications approach
 - Key risks/mitigations and directional cost/resource considerations (not a full financial model)
4. Executive Summary / “O&M Future State Playbook”
 - A polished internal communication document summarizing the plan and the “why”

7. Budget, Options, and Negotiation of Final Scope

To support scoping decisions, proposers shall provide three general options:

- Option A (~\$25k): Lean facilitation/co-design approach
- Option B (~\$50k): More robust engagement and refinement
- Option C (best-in-class/no constraint): Recommended approach with estimated cost if budget were not a constraint

Important: The County intends to select the most qualified proposer. The County anticipates negotiating the final scope, schedule, and not-to-exceed fee with the selected firm based on the County’s priorities, desired engagement level, and available budget.

Optional Add-Alternates (Optional Pricing)

Proposers may include optional pricing for any relevant extras including the following (as applicable):

- Add-Alt 1: High-level role charters / RACI for key functions
- Add-Alt 2: Deeper staffing analysis / coverage modeling (24/7, call-in drivers)
- Add-Alt 3: CMMS / PM maturity deep dive
- Add-Alt 4: Other...



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8. Schedule

Proposers shall include a schedule with key milestones. The County anticipates completing the base effort within approximately 4–6 months of Notice to Proceed, depending on engagement intensity and data availability.

9. Proposal Submission Requirements

The County requests concise submissions (recommended 10 page maximum, excluding resumes and optional appendices) that include:

1. Firm and Team Overview (identify lead facilitator)
2. Relevant Experience (2–4 similar projects with outcomes)
3. Approach and Workplan (how team-driven facilitation will work; how off-shift or hard to reach voices will be included; decision documentation method)
4. One Sample Workshop Agenda (1 page)
5. Options A/B/C and any optional add-alternates (brief scope, schedule, and fee bands)
6. Two References

10. Evaluation and Selection

Price will not be scored. Selection will be based on qualifications and fit as outlined in the evaluation criteria below.

Evaluation criteria:

- Facilitation approach and staff engagement plan – 35%
- Relevant experience (O&M / trades / complex facilities) – 30%
- Team qualifications/capacity – 20%
- Workplan clarity and schedule realism – 15%

Interviews: The County may, at its discretion, conduct interviews with one or more firms prior to selection.



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11. Pre-Proposal Meeting & Questions

- There is an optional virtual pre-proposal meeting scheduled for February 4th 2026 at 12pm for 1 hour.
 - Information for accessing the meeting:
 - **Microsoft Teams** [Need help?](#)
 - **[Join the meeting now](#)**
 - Meeting ID: 214 036 053 757 3
 - Passcode: t3vn2fx7
 - Or:
 - **Dial in by phone**
 - [+1 414-436-3530,,46539497#](#) United States, Milwaukee
 - [Find a local number](#)
 - Phone conference ID: 465 394 97#
- Submit all questions in writing via email to sean.hayes@milwaukeecountywi.gov by February 11th at Noon.
- Answers to applicable questions will be posted to the RFP website under this RFP by February 13th by 4pm.
 - RFP website: <https://county.milwaukee.gov/EN/Admin-Services/Bids-and-RFPs>

12. Submission Instructions

- Submit electronically as a single PDF to: sean.hayes@milwaukeecountywi.gov
- Subject line: RFP –Organizational Design Facilitation– [Firm Name]
- Proposals due: February 18th, 2026 - 4pm