

# Office of Accountability and Efficiency

## **ANNUAL WORK PLAN**

### **Fiscal Year 2021**

Issued June 25, 2020

Milwaukee Board of School Directors and Milwaukee Community:

In 2010, the Milwaukee Board of School Directors established the Office of Accountability and Efficiency (OAE) to enhance transparency, oversight, and accountability to the District's financial operations; to evaluate fiscal performance; and to recommend solutions in furtherance of fiscal stewardship of Milwaukee Public Schools.

Between 2010 and 2020, the Office of Accountability and Efficiency made great strides on the District's financial strategy for "a path of sustainability" including, but not limited to, the following accomplishments:

- assisted in benefit design changes that cut OPEB long-term liability by \$2.6 billion;
- implemented grants monitoring system reducing incidence of unspent grant funds;
- created textbook inventory management protocol to track nearly \$50 million in education materials to reduce loss and ensure adequate materials at start of school; and
- improved policy and procedure with Administration to remove both significant deficiency and material weakness findings in District contracting process from our external audit by Baker Tilly, which can impact bond ratings and financing costs.

Approaching ten years since inception, the Office of Accountability and Efficiency launched a broad strategic planning process in July 2019. The goals of the strategic planning process were:

- to evaluate the work conducted by OAE since inception, evaluate the office capacity used for recurring work and required for non-recurring work, and review relevant policies and procedures;
- to reaffirm or revise the mission, vision, and responsibilities of the office, reaffirm or revise relevant policies and procedures, and establish future priorities; and
- to introduce an annual plan of work, including metrics for plan evaluation.

The year-long strategic planning process was conducted in five phases: structuring and staffing; strategic alignment; work plan development; budget development; and metrics development.

Considering the work identified in this planning process, and today's challenging financial landscape, the mission of the OAE to provide leadership on accountability and efficiency is as relevant now, if not more, than when the office was created in 2010. While the OAE does not set priorities for the district, it does work to ensure the priorities set by the Board and the Administration are executed in the most fiscally responsible way. This work remains critical to district stability and sustainability.

The ensuing work plan is a culmination of this strategic planning process and represents both the evolution of the OAE over the past ten years and the vision looking forward. The entire OAE team stands ready to begin implementation of this plan with a renewed commitment to accountability, efficiency, transparency, and process improvement.

Thank you for your continued trust in the Office of Accountability and Efficiency and I look forward to our continued partnership in service of all MPS students and families.

Sincerely,



Matthew Chason  
Senior Director, Office of Accountability and Efficiency

## Vision Statement

The Office of Accountability and Efficiency (OAE) will be a resource to all stakeholders and strive to enhance operational efficiencies by building a collaborative and coordinated accountability and compliance program that accommodates the distinctiveness and complexities of all district activities.

## Mission Statement

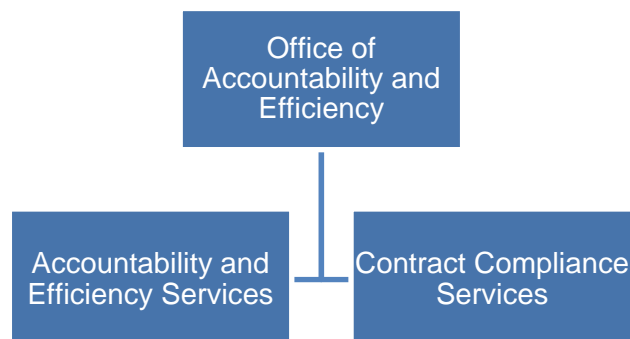
The Office of Accountability and Efficiency (OAE) will provide leadership on accountability and efficiency, and support an accountability environment within the district. The OAE will also strive to bring public transparency to the district's financial operations.

## OFFICE STRUCTURE

As an independent office, the Office of Accountability and Efficiency reports directly to the Milwaukee Board of School Directors. This independence allows the OAE to review, analyze, and visually present data to increase the knowledge of all district stakeholders, ultimately leading to informed action aligned to district goals.



In June 2019, the Milwaukee Board of School Directors approved a reorganization of the Office of Accountability and Efficiency. The new structure included the appointment of a Senior Director to lead the office and eight FTEs to carry out the work. The reorganization maintained the two-area structure that was originally developed when the Office was created in 2010. As such, the Office of Accountability and Efficiency comprises two service areas: Accountability and Efficiency Services and Contract Compliance Services. It is important to note that the Accountability and Efficiency Services area implements both accountability and transparency services and process improvement and efficiency services efforts as outlined in Administrative Policy 2.03, Administrative Organization Plan.



## Accountability and Efficiency Services

The OAE's Accountability and Efficiency Services manages accountability, transparency, process improvement, and efficiency projects to enhance district operations and public transparency. This includes, but is not limited to, producing the five-year financial forecast, processing district RFP/BID appeals, fulfilling Independent Hearing Officers (IHO) requests, implementing the district's whistleblower policy, and carrying out other projects as requested by the Milwaukee Board of School Directors, district departments, or members of the public.

## Contract Compliance Services

The OAE's Contract Compliance Services manages efforts to fulfill the District's diversity and economic responsibility as a primary employer and purchaser of goods. This includes, but is not limited to, implementation of the Communities in Need Program (COIN), Historically Underutilized Businesses Program (HUB), and Student Engagement Program.

## FISCAL YEAR 2019 – 2020 (FY20) ACCOMPLISHMENTS

During FY20, the Office of Accountability and Efficiency focused largely on increasing capacity within the office through recruitment, retention, and professional development of high-performing staff; standardization of office processes and procedures; and increased efficacy in monitoring, controlling, and reporting, all while continuing to fulfill all regularly assigned responsibilities. This period of capacity-building laid the foundation for implementation of the ensuing work plan. Additionally, this work well-positioned the team to be nimble as it adjusted to the unexpected challenge of the COVID-19 pandemic during the fourth quarter of FY20. Accomplishments achieved by the Office of Accountability and Efficiency during FY20 include, but are not limited to, the following:

### Office of Accountability and Efficiency

- Reorganization of office in alignment with June 2019 Board action
- Baseline update of OAE website to increase transparency to public and ease of use
- Completion of year-long office strategic planning process
- Development of FY21 work plan and measurement tool

### Accountability and Efficiency Services

- Completion of 129 projects (through May 2020)
- Development of service area dashboard to monitor and control project work
- Implementation of new office procedures to enhance whistleblower confidentiality
- Implementation of staff professional development in the areas of business analysis, data analysis, and project management

### Contract Compliance Services

- Completion of local contracting program opportunity review, including presentation of recommendations to Milwaukee Board of School Directors
- Development of Mission Aligned Partners framework including a comprehensive workforce development roadmap concerning training and employment opportunities within career and technical education
- Obtaining the highest recorded performance to date for HUB and Student Employment hours

## FISCAL YEAR 2020 – 2021 (FY21) OVERVIEW

The FY21 work plan is inclusive of the following:

- directives outlined in current Board and Administrative policy and procedure;
- items carried forward by the Board at its annual organizational meeting (e.g. performance-based contracting, defined contribution);
- requests by the Board, district departments, or the public; and
- activities directed by the Senior Director of the Office of Accountability and Efficiency.

Utilizing a largely project management approach, the Office of Accountability and Efficiency executes activities in the following three focus areas:

- Accountability and efficiency – includes those activities that support an accountability environment, bring public transparency to the district's operations, enhance operational efficiencies, and improve district processes. These projects are managed and implemented by Accountability and Efficiency Services.
- Contract compliance – includes those activities that fulfill the district's responsibility as a primary employer and purchaser of goods. These projects are managed and implemented by Contract Compliance Services.
- General operations – includes day-to-day and recurring activities assigned to the Office of Accountability and Efficiency and those activities necessary to achieve operational efficiency with the OAE. These projects are managed and implemented by both service areas within the Office of Accountability and Efficiency.

It is important to note that this plan is being issued at a time of significant uncertainty due to the ongoing COVID-19 pandemic. While the Office of Accountability and Efficiency always prioritizes work activities based on urgency, impact, and alignment to the mission of the district, this prioritization will be increasingly important as the team continues to work through the unknown impacts of the COVID-19 pandemic. The OAE will continue to prioritize essential work and essential safety as long as the situation warrants.

Additionally, while this work plan is intended to provide a comprehensive overview of intended work to be performed by the OAE during FY21, changes to may be necessary based on district need. As such, activities may be added to this work plan throughout FY21 as directed by the Milwaukee Board of School Directors.

## FY21 PLANNED ACTIVITIES

### ACCOUNTABILITY AND EFFICIENCY SERVICES

Includes both accountability and transparency services and process improvement and efficiency services efforts.

#### *Annual Review of Audit/Budget/Comprehensive Annual Financial Report (CAFR)*

Board Governance Policy 3.08 charges the OAE with bringing oversight and accountability to the financial operations, evaluating fiscal performance and transparency, and making recommendations in the furtherance of fiscal stewardship for MPS. The OAE satisfies this responsibility by conducting an independent review of the district's most significant annual financial documents

*Activities:* Receipt and review of financial documents, reasonableness testing and independent calculations, trending, forecasting, sensitivity

analysis, examination of alignment to Board policy and priorities, consultation with external auditors

*Outputs:* Memoranda summarizing analysis to Board and Administration, possible process improvement projects, updated tracking of fund balances, updated tracking of long-term obligations, updated tracking of most significant cost drivers

*Anticipated Outcome:* Improved balance sheet position, reduced actuarial liabilities, stronger cash reserves, stronger cash flows

### ***Constituent Support***

The Office of Accountability and Efficiency provides constituents with efficient service in response to inquiries, requests, and concerns received in person, via phone, or via e-mail.

*Activities:* Request review, request processing, request follow-up, constituent inquiry trend analysis

*Outputs:* # of constituent inquiries, processing time in business days, # of inquiries resolved/closed

*Anticipated Outcome:* 100% of constituents will receive an acknowledgement of request within 48 hours

### ***Five-Year Financial Forecast***

In accordance with the Board's June 2013 action, the Office of Accountability and Efficiency works with the Office of Finance to project the District's revenues and expenditures over the next five years. Assumptions are calculated based on actuals, trends, economic indicators, and regional and local economics. Each year the current five-year forecast is presented to the Milwaukee Board of School Directors to assist with the upcoming budget process.

*Activities:* Budget and actuarial data acquisition, assumptions update proforma update, sustainability analysis, cash flow analysis, debt analysis

*Outputs:* Five-year enrollment forecast, five-year revenue forecast, five-year expense forecast

*Anticipated Outcome:* The five-year forecast will be completed and presented to the Board annually as part of the budget development cycle

### ***Independent Hearing Officer (IHO) Assignments***

In accordance with Administrative Policy 6.16, Complaints and Grievances: Staff; the MPS Employee Handbook Part V; and District procedures for employee grievances, the Office of Accountability and Efficiency maintains a list of qualified Independent Hearing Officers (IHO) and randomly selects IHOs when requested by the Employment Relations Department.

*Activities:* IHO request review, IHO request processing, IHO assignment, annual verification of IHO list, assignment trend analysis

*Outputs:* # of IHO requests, # of IHO assignments, average response time in business days

*Anticipated Outcome:* 100% of IHO requests will be fulfilled within two business days of receipt of request

### ***Principal's Landing Page***

The Office of Accountability and Efficiency maintains the Principal's Landing Page dashboard, which merges data analytics and data visualization to improve the efficiency and effectiveness of the data-driven decision making of school and regional leaders.

*Activities:* Development, maintenance, and user support of the dashboard

*Outputs:* Functional enhancements, bug fixes, rollouts to new users

*Anticipated Outcome:* Improved school leader efficiency and decision making

***Requests for Data Analysis/ Visualization***

The Office of Accountability and Efficiency routinely receives requests for data analysis and data visualization. Examples include Third Friday enrollment analysis and mapping board districts.

*Activities:* Activities will vary dependent upon the request

*Outputs:* # of requests received, # of requests fulfilled, request-specific data presentation

*Anticipated Outcome:* Outcomes will vary dependent upon the request

***Requests for Information/Research***

The Office of Accountability and Efficiency routinely receives requests for information, including research requests. Examples include sending and receiving reports, employee demographics reports, and vendor cost/spending information.

*Activities:* Activities will vary dependent upon the request

*Outputs:* # of requests received, # of requests fulfilled, request-specific information presentation

*Anticipated Outcome:* Outcomes will vary dependent upon the request

***RFP/BID Appeals***

In accordance with Administrative Policy 3.09, Purchasing and Bidding Requirements, the BID/RFP Appeals process allows for vendors or prospective vendors to formulate a protest regarding alleged irregularities or improprieties during the MPS procurement process. The OAE independently reviews all appeals and formulates a recommendation within 10 days of receiving the appeal.

*Activities:* Appeal receipt, determination of standing, appeal processing, review of findings of fact, determination of corrective action, external consultation, final report issuance

*Outputs:* # of appeals received, # of appeals reviewed, # of recommendations made, response time in business days, final report

*Anticipated Outcome:* 100% of RFP/BID Appeals will be reviewed and recommendations made within ten business days of receipt

***Special Projects***

The Office of Accountability and Efficiency routinely receives special accountability, efficiency, transparency, or process improvement related requests. Recent examples include special contract reviews and automating the creation of the district's public budget presentation.

*Activities:* Activities will vary dependent upon the project

*Outputs:* # of requests received, # of project hours, # of projects completed, project-specific outputs

*Anticipated Outcome:* Outcomes will vary dependent upon the project

***Whistleblower Protection***

In accordance with Administrative Policy 6.35, Whistleblower Protections, the District's whistleblower process urges all members of the Milwaukee Board of School Directors, employees, independent contractors, and volunteers to report any known or suspected violation of legal, criminal, policy, or ethical nature. All violations or suspected violations may be reported to Senior Director of the Office of Accountability and Efficiency, among others. The procedure guarantees that no action will be taken against any Board member, employee, or volunteer who

makes a good faith complaint. All complaints are treated as confidential to the extent possible, consistent with the parameters of adequate investigation.

- Activities:* Complaint receipt, process overview, case specific activities
- Outputs:* # of whistleblower complaints received, processing time in business days, # of whistleblower complaints resolved/closed
- Anticipated Outcome:* Outcomes will vary dependent upon the case

## **CONTRACT COMPLIANCE SERVICES**

### ***Communities in Need Program (COIN)***

In accordance with Administrative Policy 3.13, Communities In Need Initiative, the COIN initiative is MPS' workforce preference program, which targets the employment of District constituents on construction contracts who are unemployed or under-employed and meet general free/reduced lunch eligibility criteria. Facilities and Maintenance Services contractors provide regular work opportunities for COIN workers under this program. COIN individuals represent both skilled and unskilled workers.

- Activities:* Contract review, COIN assignments, COIN monitoring and control, focus groups, industry advisory committee, mission-aligned partners
- Outputs:* # of contracts reviewed, # of contracts with COIN requirements, # of contracts monitored, # COIN workers engaged, average COIN percentage assigned, total COIN worker hours
- Anticipated Outcome:* % COIN participation will increase over previous fiscal year

### ***Historically Underutilized Businesses Program (HUB)***

In accordance with Administrative Policy 3.10, Historically Underutilized Business Program, the HUB program strives to increase the number of diverse business enterprises that supply goods and services to the District.

- Activities:* Contract review, HUB assignments, HUB monitoring and control, vendor information sessions, supplier diversity connections
- Outputs:* # of contracts reviewed, # of contracts with HUB requirements, # of contracts monitored, average HUB percentage assigned, total HUB assignment
- Anticipated Outcome:* % HUB participation will increase over previous fiscal year

### ***Student Engagement Program***

In accordance with Administrative Policies 3.10, Historically Underutilized Business Program, and 3.13, Communities in Need Initiative, Student Engagement requirements expose MPS students in career exploration through educational activities that may include paid employment. The Student Employment requirement affords MPS students the opportunity to gain meaningful employment experiences. Many vendors and contractors continue the partnership commitment beyond the requirement period. Most MPS contracts now require a minimum of 10 hours of career education.

- Activities:* Contract review, student engagement assignments, student engagement monitoring and control, job readiness training sessions, community connections
- Outputs:* # of contracts reviewed, # of contracts with student engagement requirements, # of contracts monitored, # of students engaged, average student engagement hours assigned, total student engagement hours



*Anticipated Outcome:* % student engagement participation will increase over previous fiscal year

## GENERAL OPERATIONS

In addition to the aforementioned accountability and efficiency and contract compliance activities, the Office of Accountability and Efficiency is responsible for various general operations functions including, by not limited to, the following:

- Board agenda item review and analysis
- Board and Board Committee meeting participation
- Advisory committee participation as directed by the Board
- Electronic direct payment monitoring and quality control
- Contract Compliance Reporting System maintenance
- Review of routine school and department audit reports
- Participation in district events
- Professional development

## FY21 REPORTING

In accordance with Board Governance Policy 3.08, Role of the Management of the Office of Accountability and Efficiency, the Office of Accountability and Efficiency will provide a monthly progress update to the Board via an agenda item at the Board's regular monthly meeting. Additionally, while not required by Board policy, the Office of Accountability and Efficiency will provide the Board with a summary report aligned with the annual work plan on an annual basis subsequent to the close of the fiscal year.