

Office of Accountability and Efficiency

ANNUAL REPORT **Fiscal Year 2021**

Issued August 26, 2021

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.



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 area 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 area 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 (COIN) Program, Historically Underutilized Businesses (HUB) Program, and Student Engagement Program.

FISCAL YEAR 2020 – 2021 (FY21) PLANNED ACTIVITIES OVERVIEW

The FY21 Work Plan was issued on June 25, 2020 and was inclusive of the following:

- directives outlined in current Board and Administrative policies and procedures;
- items carried forward by the Board at its annual organizational meeting;
- 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 executed 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 within 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 the FY21 Work Plan was 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 was increasingly important as the team worked through the unknown impacts of the COVID-19 pandemic. During this time, the OAE prioritized essential work and essential safety.

FISCAL YEAR 2020 – 2021 (FY21) ACCOMPLISHMENTS

During FY21, the Office of Accountability and Efficiency built on the office baselining work that was completed in FY20 by focusing on increasing office capacity. Accomplishments achieved by the Office of Accountability and Efficiency during FY21 include, but are not limited to, the following:

Accountability and Efficiency Services

- Completion of 246 projects (up from 128 in FY20)
- Establishment of map standards based on best practices in map design principles and establishment of a demonstration model of geographic data using story mapping tools to increase capacity to deliver high-quality, geographic data
- Establishment of data presentation standards based on best practices in data equity to increase capacity to present data
- Establishment of a partnership with the Harvard University Strategic Data Project to increase capacity for using data for school and district improvement efforts
- Redevelopment of standard operating procedures for implementation of Administrative Policy 6.35, Whistleblower Protections

Contract Compliance Services

- Complete implementation of Mission Aligned Partner (MAP) framework including a comprehensive workforce development roadmap for training and employment opportunities within career and technical education
- Completion of remote-based project training supporting the expansion of COIN for high school students
- Completion of a second cohort of students participating in a comprehensive job-readiness training program with MAPs
- Preparation of COIN pre-apprentice readiness application for submittal to the State of Wisconsin Department of Workforce Development as a recognized training pathway for youth
- Obtaining the highest recorded performance to date for HUB and Student Employment hours

Office of Accountability and Efficiency

- Implementation and monitoring of FY21 Work Plan
- Completion of a review of the physical office space and implementation of updates where needed for health and safety, office efficiency, and confidentiality
- Establishment of an alternative work model standard operating procedure to maintain and practice operational readiness to move between on-site and off-site workplace models
- Establishment of a new onboarding procedure for new OAE team members

FY21 ACTIVITIES

ACCOUNTABILITY AND EFFICIENCY SERVICES

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

Annual Review of 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

FY21 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

FY21 Outputs: Proposed budget analyzed and summary memo delivered to Board 22 days prior to adoption of proposed budget (analysis included policy considerations, fastest growing expenses, breakdown of purchased services, long-term obligations, and breakdown of deferred maintenance), 2020 CAFR analyzed and summary memo delivered to Board 13 days prior to Board's action to take receipt of audited financial statements (analysis included legislative considerations, fund balance trends and highlights, including depletion of construction fund, review of Other Post-Employment Benefits (OPEB) liabilities, and staffing changes since 2009)

FY21 Outcome: The percent of the OPEB liability now funded increased from 16.5% in FY2019 to 19.4% in FY2020, despite having increased total liability due to changes in retiree health benefit formula

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.

FY21 Activities: Request review, request processing, request follow-up, constituent inquiry trend analysis

FY21 Outputs: 24 constituent inquiries received (up from 18 in FY20), two business day average processing time (improved from three days in FY20), 23 inquiries resolved/closed (one request carried forward to FY22)

FY21 Outcome: 75% of constituents received an acknowledgement of request within 48 hours (up from 56% in FY20)

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.

FY21 Activities: Budget and actuarial data acquisition, assumptions update proforma update sustainability analysis, cash flow analysis, debt analysis

FY21 Outputs: Five-year forecast for enrollment, revenues, and expenditures presented to Board three months prior to publication of proposed budget (forecast included analysis of nearly 200 expense and revenue categories)

FY21 Outcome: The five-year forecast was presented in January 2021, offering time to support fiscal decision making to maintain or improve essential school operations services in FY22 budget 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.

FY21 Activities: IHO request review, IHO request processing, IHO assignment, annual verification of IHO list, assignment trend analysis

FY21 Outputs: 12 IHO requests received (up from 7 requests in FY20), 12 IHO assignments completed, one business day average response time

FY21 Outcome: 100% of IHO requests were 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.

FY21 Activities: Development, maintenance, and user support of the dashboard

FY21 Outputs: Functional enhancements including regularly attending metric, bug fixes including those related to PeopleSoft upgrades, rollouts to new users including walkthrough with research staff

FY21 Outcome: Successful transition of dashboard support to the Department of Research, Assessment and Data

Requests for Data Analysis/Visualization

The Office of Accountability and Efficiency routinely receives requests for data analysis and data visualization.

FY21 Activities: Implementation of improved internal map standards, implementation of improved data presentation standards, preparation of redistricting story mapping tools, analysis of LTE and contracted staff recruitment, other request-specific activities

FY21 Outputs: 18 requests received (up from 14 in FY20), 18 requests fulfilled, request-specific data presentation

FY21 Outcome: Request-specific outcomes

Requests for Information/Research

The Office of Accountability and Efficiency routinely receives requests for information, including research requests.

FY21 Activities: Standardized testing expense review, COVID relief funding review, referendum levy rate review, school sending and receiving reports, other request-specific activities

FY21 Outputs: Nine requests carried forward from FY20, 81 new requests received, 87 requests fulfilled (three requests carried forward to FY22), request-specific information presentation

FY21 Outcome: Request-specific outcomes

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.

FY21 Activities: Appeal receipt, determination of standing, appeal processing, review of findings of fact, determination of corrective action, external consultation, final report issuance

FY21 Outputs: One appeal received, one appeal reviewed, one recommendation made, 15 business day average response time, one final response issued

FY21 Outcome: 100% of RFP/BID Appeals reviewed within ten business days of receipt, 0% of RFP/BID Appeal recommendations issued 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.

FY21 Activities: Third Friday enrollment gap analysis, regional equity workgroup implementation, budget variance analysis, other project specific activities

FY21 Outputs: Nine requests carried forward from FY20, 41 new requests received, 438 project hours completed (up from 366 in FY20), 42 projects completed (eight requests carried forward to FY22)

FY21 Outcome: Request-specific outcomes

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.

FY21 Activities: Report receipt, process overview, case specific activities, redevelopment of standard operating procedures, physical office enhancements to ensure confidentiality

FY21 Outputs: Seven whistleblower reports carried forward from FY20, 23 new whistleblower reports received (up from 10 in FY20), 68 business day average processing time, 19 whistleblower reports resolved/closed (11 reports carried forward to FY22)

FY21 Outcome: Process standardization and confidentiality improvements and other report-specific outcomes

CONTRACT COMPLIANCE SERVICES

Not all FY21 contracts have invoiced to date; therefore, performance metrics are expected to increase over the upcoming months, as work is underway. Updates will be communicated via regularly scheduled Contract Compliance Services reports.

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.

- FY21 Activities:* Contract review, COIN assignments, COIN monitoring and control, focus groups, process improvement identification, industry advisory committee participation, mission-aligned partners engagement, annual demographic trend assessment, site visits
- FY21 Outputs:* 68 BIDs reviewed, 26 contracts with COIN requirements, 26 contracts monitored, one COIN worker engaged, 17% average COIN percentage assigned, 22 COIN workforce hours complete to date
- FY21 Outcome:* 37% COIN participation 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.

- FY21 Activities:* Contract review, HUB assignments, HUB monitoring and control, vendor information sessions, supplier diversity connections, American Contract Compliance Association professional development attendance, participation in Intergovernmental Compliance Committee, disparity study monitoring committee participation
- FY21 Outputs:* 91 RFP/BIDs reviewed, 102 contracts with HUB requirements, 102 contracts monitored, 18% average HUB percentage assigned to facilities and maintenance contracts, 11% average HUB percentage assigned to professional service contracts, 7% average HUB percentage assigned to goods and services contracts, \$18,727,285 total HUB assignment
- FY21 Outcome:* 2% HUB participation 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.

- FY21 Activities:* Contract review, student engagement assignments, student engagement monitoring and control, job readiness training sessions, community connections, quarterly Mission Aligned

FY21 Outputs: Partner work group sessions, quarterly assessment of contractor compliance, virtual training coordination
91 RFPs/BIDs reviewed, 178 contracts with student employment hour requirements, 209 contracts with career education hour requirements, 209 contracts monitored, 97 students engaged, 325 average student engagement hours assigned, 10 average career education hours assigned, 52,825 total student employment hours, 2,280 total career education hours

FY21 Outcome: 4% career education hour 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, but not limited to:

- 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
- Identification of improvement opportunities in routine school/department audit reports
- Participation in district events
- Professional development

During FY21, the Office of Accountability and Efficiency reviewed agenda items for 32 committee meetings and two regular board meetings, with emphasis on accountability, efficiency, transparency, and process improvement. OAE staff participated in 61 board and committee meetings.

Regular electronic direct payment monitoring produced 358 instances of quality control. Additionally, the OAE posted 133 contracts to the district website for public transparency.

The OAE successfully on-boarded one new employee and staff members participated in various professional development sessions including, but not limited to, agile project management, Power BI dashboarding, SQL techniques, and supplier diversity best practices.

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 issued 12 monthly progress updates to the Board via an agenda item at the Board's regular monthly meeting.