

Office of Accountability and Efficiency

ANNUAL REPORT **Fiscal Year 2022**

Issued October 27, 2022

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 2021 – 2022 (FY22) PLANNED ACTIVITIES OVERVIEW

The FY22 Work Plan was issued on June 24, 2021 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.

FISCAL YEAR 2021 – 2022 (FY22) ACCOMPLISHMENTS

During FY22, the Office of Accountability and Efficiency built on the office baselining work that was completed in FY21 by focusing on increasing office capacity. Accomplishments achieved by the Office of Accountability and Efficiency during FY22 include, but are not limited to, the following:

Accountability and Efficiency Services

- Completion of 222 projects (down from 246 in FY21)
- Completed update of ArcGIS data sets with 2020 census data and analyzed Milwaukee population changes by Board district, developing a 2020 census story map to aid in the visualization of these changes.
- Produced analysis of MPS employee residency revealing that 28% of district employees reside outside the City of Milwaukee (36% of teachers reside outside the city).
- Collaborated to hold the regional convening, “School Integration in Metropolitan Milwaukee: The Past, Present, and Future.” The conference helped attendees gain a common understanding of the history of segregation in the Milwaukee metropolitan area and past attempts to address it and produced a number of brainstormed solutions to be explored in future follow up with regional partners.
- Partnered with the Wisconsin Historical Society to map archeological site information to support compliance with Wis. Stats. 157.70.
- Migrated data analysis models in concert with upgrades to district’s systems of record (HR/payroll, student information, financial reporting, and data warehouse).

Contract Compliance Services

- Completion of a third cohort of students participating in a comprehensive job-readiness training program with Mission Aligned Partners (MAPs)
- Creation of internal MPS internships within the following industries: Agricultural, Automotive, Culinary, Cosmetology, Project Management, and Technology
- Increased COIN participation
- Highest contractor/vendor participation in career awareness opportunities with MPS high school students
- Obtaining the highest recorded performance to date for HUB and Student Employment hours

Office of Accountability and Efficiency

- Implementation and monitoring of FY22 Work Plan
- Completion of office space and technology updates to support OAE team members
- Integration and implementation of 2020 census data in support of updated geospatial analysis

FY22 ACTIVITIES

ACCOUNTABILITY AND EFFICIENCY SERVICES

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

Annual Review of Budget/Annual Comprehensive Financial Report (ACFR)

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

FY22 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

FY22 Outputs: Proposed budget analyzed (analysis included policy considerations, fastest growing expenses, breakdown of purchased services, long-term obligations, and breakdown of deferred maintenance), 2021 ACFR analyzed and summary memo delivered to Board 9 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)

FY22 Outcome: The percent of the OPEB liability now funded increased from 19.4% in FY2020 to 30.9% in FY2021.

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.

FY22 Activities: Request review, request processing, request follow-up, constituent inquiry trend analysis

FY22 Outputs: 53 constituent inquiries received (up from 24 in FY21), 11 business day average processing time (up from two days in FY21), 52 inquiries resolved/closed (two requests carried forward to FY23)

FY22 Outcome: 82% of constituents received an acknowledgement of request within 48 hours (up from 75% in FY21)

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.

FY22 Activities: Budget and actuarial data acquisition, assumptions update proforma update sustainability analysis, cash flow analysis, debt analysis

FY22 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)

FY22 Outcome: The five-year forecast was presented in January 2022, offering time to support fiscal decision making to maintain or improve essential school operations services in FY23 budget cycle

Impartial 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 Impartial Hearing Officers (IHO) and randomly selects IHOs when requested by the Employment Relations Department.

FY22 Activities: IHO request review, IHO request processing, IHO assignment, annual verification of IHO list, assignment trend analysis

FY22 Outputs: One IHO request received (down from 12 requests in FY21), one IHO assignment completed, one business day average response time

FY22 Outcome: 100% of IHO requests were fulfilled within two business days of receipt of request

Requests for Data Analysis/Visualization

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

FY22 Activities: Exploration of three choice data, analysis of employee residency, district sending and receiving reports including pilot of reporting dashboard, review and analysis of DPI mobility data, other request-specific activities

FY22 Outputs: 19 requests received (up from 18 in FY21), 19 requests fulfilled, request-specific data presentation

FY22 Outcome: Request-specific outcomes

Requests for Information/Research

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

FY22 Activities: Vaccine incentives and incentive effective for staff and students, ESSER fund information, strategic plan resources, historical organizational charts, breakdown of enrollment decline, secretary/clerical employment data, other request-specific activities

FY22 Outputs: Three requests carried forward from FY21, 80 new requests received, 83 requests fulfilled, request-specific information presentation

FY22 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.

FY22 Activities: Appeal receipt, determination of standing, appeal processing, review of findings of fact, determination of corrective action, external consultation, final report issuance

FY22 Outputs: One appeal received, one appeal reviewed, one recommendation made, 11 business day average response time, one final response issued

FY22 Outcome: 100% of RFP/BID Appeals reviewed within ten business days of receipt, 100% 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.

FY22 Activities: Budget process review by resolution of the Board, survey work to regional partners by resolution of the Board, other project specific activities

FY22 Outputs: Four requests carried forward from FY21, 10 new requests received, 120 project hours completed (down from 438 in FY21), 10 projects completed (four requests carried forward to FY23)

FY22 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.

FY22 Activities: Report receipt, process overview, case specific activities, redevelopment of standard operating procedures, physical office enhancements to ensure confidentiality

FY22 Outputs: Five whistleblower reports carried forward from FY21, eight new whistleblower reports received (down from 23 in FY21), 170 business day average processing time, nine whistleblower reports resolved/closed (11 reports carried forward to FY23)

FY22 Outcome: Report-specific outcomes

CONTRACT COMPLIANCE SERVICES

Not all FY22 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.

<i>FY22 Activities:</i>	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
<i>FY22 Outputs:</i>	52 BIDs reviewed, 23 contracts with COIN requirements assigned and monitored, 126 COIN workers engaged, 18% average COIN percentage assigned, 7,130 COIN workforce hours complete to date
<i>FY22 Outcome:</i>	6% 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.

<i>FY22 Activities:</i>	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 research
<i>FY22 Outputs:</i>	77 RFP/BIDs reviewed, 127 contracts with HUB requirements, 368 contracts monitored, 20% average HUB percentage assigned to facilities and maintenance contracts, 12% average HUB percentage assigned to professional service contracts, 11% average HUB percentage assigned to goods and services contracts, \$18,727,285 total HUB assignment
<i>FY22 Outcome:</i>	5% 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 provide MPS students opportunities 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.

<i>FY22 Activities:</i>	Contract review, student engagement assignments, student engagement monitoring and control, job readiness training sessions, community connections, quarterly Mission Aligned Partner work group sessions, quarterly assessment of contractor compliance, virtual training coordination
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FY22 Outputs: 77 RFPs/BIDs reviewed, 161 contracts with student employment hour requirements, 208 contracts with career education hour requirements assigned and monitored, 143 students engaged, average of 400 student engagement hours assigned per contract, average of 10 career education hours assigned per contract, 91,200 total student employment hours, 2,800 total career education hours

FY22 Outcome: 72% 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
- Participation on the MPS Background Check Appeals Committee
- 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 FY22, the Office of Accountability and Efficiency reviewed agenda items for 41 committee meetings and two regular board meetings, with emphasis on accountability, efficiency, transparency, and process improvement. OAE staff participated in and/or reviewed 66 board and committee meetings and retreats.

Regular electronic direct payment monitoring produced 193 instances of quality control. Additionally, the OAE posted 332 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, business analysis, critical thinking, Power BI dashboarding, SQL techniques, and supplier diversity best practices.

FY22 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.