

Martin Matson
Comptroller

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Office of the Comptroller

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July 1, 2019

The Honorable
Common Council of the City of Milwaukee
Steering & Rules Committee

RE: File number 171774 directing the Comptroller's Office to conduct an audit of the City of Milwaukee Health Department's Lead abatement programs

Dear Committee Members:

Let me begin with the history of what has transpired, so you may fully appreciate the complexity and difficulties, which resulted in a full year of delays to begin this audit.

On February 6, 2018, the Council passed file number 171524, directing the City Clerk to conduct an audit of the last 5 years of health department programs to be completed in 90 days. That request was not administratively feasible, but it kicked-off the discovery process of what may be feasible.

On February 7, 2018, my office began its outreach to find experts to write a Request for Proposal for a lead abatement program audit. At that time, the national expert on this subject matter was Professor Bernard Turnock, who wrote a white paper about public health department lead programs. We did in fact make contact with him, where he indicated he was fully retired and would not assist, but provided two more names to reach out to: Professor Glen Mays at the University of Kentucky, and Professor Les Beitsch at Florida State University. In this process this office received at the end of February, one example of a similar audit conducted in Washoe County Nevada conducted several years ago, and an additional resource website: the National Network of Public Health Institutes.

By March 27, 2018, after much discussion of the difficulties associated with this audit, the Council passed file number 171774, directing my office to conduct the audit, and provided \$250,000 in contingent funds to do so. At that point we reached out to a number of individuals to assist, and asked for quotes for their services. That process took 60 days, as most individuals capable of writing the scope of work, were busy with other projects. Mary Davis of Project Y Evaluation Services was selected and wrote the initial scope of work for just under \$5,000, which my office paid for. That piece of work was completed by the end of June 2018.

We then wrote the full RFP with the help of the Purchasing Division, which took another 60 days. The RFP went out the door on September 14, with replies due by November 1st. Two responses came back, and were reviewed by a committee of reviewers, which took another 90 days. In February of 2019, we began negotiations with the firm selected from the bid process: the Public Health Foundation out of Washington D.C. The final contract was executed May 7, 2019, and the initial kick-off meeting with the Health Department was May 31, 2019.

File number 171774 authorized regular monthly updates to the Steering & Rules committee. The audit's scope of work will not be completed until April 2020. To contain costs and still deliver a useful product, monthly updates in person from the consultant may not occur. I am suggesting the lead of the program come before the committee on July 18, 2019, to provide information about their company, the Public Health Foundation, information about the staff assigned to the audit and review what is going to be done over the next nine months. I have attached a copy of the negotiated Gantt chart of the services being provided. Then I would offer that the next scheduled review with Steering & Rules occur with the meeting scheduled for October 3, 2019. I would ask that a communication file be left open until completion. We may still negotiate the timing of future updates, and of course, a full report at the end of the audit in April 2020.

Please feel free to contact me directly with any questions you may have at extension 2301.

Sincerely yours,

A handwritten signature in cursive script that reads "Martin Matson".

Martin Matson
Comptroller

MM:mtm
attachment

Public Health Foundation Work Plan Gantt Chart for City of Milwaukee

ACTIVITY	START	# of Months	MONTHS													
			1	2	3	4	5	6	7	8	9	10	11	12		
Activity 1: Introductory Work and Orientation	1	3	█	█	█											
Meet with City officials and MDH staff	1	1	█													
Refine & finalize work plan	2	1		█												
Activity 2: Audit Reviews and Current State	2	4		█	█	█	█									
Review prior audit reports	2	1		█												
Review state statutes, best practices, and performance benchmarks	3	3			█	█	█									
Review Childhood Lead Poisoning Prevention Program 2012 - 6/2018	3	3			█	█	█									
Map processes with MDH staff	4	1				█										
Activity 3: Recommendations and Assistance	6	6						█	█	█	█	█	█			
Develop recommendations for continuous improvement	8	2								█	█					
Report: Audit and Recommendations	10	2										█	█			
Present Report to Common Council	11	1											█			
Assess technical assistance and training needs	8	2										█	█			
Provide technical assistance and training	8	4										█	█	█	█	
Progress Report #1	4	1				█										
Progress Report #2	8	1											█			