

BUDGET SUMMARY

| Category | 2021 Actual | 2022 Actual | 2023 Budget | 2024 Requested Budget | 2023/2024 Variance |
|----------------------------------|--------------------|--------------------|--------------------|-----------------------|--------------------|
| Expenditures | | | | | |
| Personnel Costs | 3,975,943 | 4,216,687 | 4,572,729 | 4,797,142 | 224,413 |
| Operations Costs | 686,129 | 772,256 | 757,232 | 852,232 | 95,000 |
| Debt & Depreciation | 0 | 0 | 0 | 0 | 0 |
| Interdepartmental Charges | (44,425) | (47,293) | (80,118) | (85,438) | (5,320) |
| Total Expenditures | \$4,617,648 | \$4,941,650 | \$5,249,843 | \$5,563,936 | \$314,093 |
| Revenues | | | | | |
| Other Direct Revenue | 339,061 | 264,294 | 143,000 | 143,000 | 0 |
| Total Revenues | \$339,061 | \$264,294 | \$143,000 | \$143,000 | \$0 |
| Tax Levy | \$4,278,586 | \$4,677,356 | \$5,106,843 | \$5,420,936 | \$314,093 |
| Personnel | | | | | |
| Full Time Pos (FTE) | 62.00 | 62.00 | 62.00 | 62.00 | 0.00 |
| Overtime \$ | 53,844 | 42,938 | 0 | 25,365 | 25,365 |
| Seasonal/Hourly/Pool | 0 | 0 | 0 | 0 | 0 |

Department Mission:

The Office of the Comptroller maintains Milwaukee County's accounting books, monitors and reports on budget versus actual fiscal results, prepares annual financial reports of the government and government agencies, and analyzes proposals for the use of County funds. The Office works to ensure that fiscal decisions are made based on sound financial information.

Department Vision:

The Office of the Comptroller will provide valued insight, foresight, and oversight of County funds to support Milwaukee County's mission.

Department Description:

The Office of the Comptroller consists of seven service areas:

1. Administration/Fiscal Services provides management of the Office, reviews fiscal notes, prepares the County's Full Cost Allocation Plan and Negotiated Indirect Cost Rates, conducts fiscal projections and special studies, and prepares countywide monthly financial reports.
2. Central Accounting publishes the Annual Comprehensive Financial Report (ACRF) and maintains the County's accounting systems.
3. Central Payables processes countywide vendor payments, establishes countywide vendor payment procedures, and prepares monthly countywide contract reports.
4. Central Capital issues debt and monitors departmental capital programs financed with debt.
5. Central Payroll is responsible for countywide payroll procedures, payroll processing, and employee expense management.
6. Audit Services conducts performance audits of Milwaukee County programs, operations, contractors, and vendors; maintains a hotline function to receive and investigate allegations of fraud, waste, and abuse in County government; and performs monthly bank reconciliations for departments across Milwaukee County.
7. Research Services provides research and analysis, drafts resolutions and ordinances, and provides independent and nonpartisan research services for the County Board and the County Executive upon request.

Major Changes

- For 2024, the Office of the Comptroller will continue to enhance policies and procedures relating to the County's financial system, Infor, and human resource and payroll system, Ceridian. However, the department has included a vacancy and turnover of \$296,000, which will likely hamper our ability to retain and recruit individuals vital to achieving our annual goals.
- For the 2024 budget, the Office of the Comptroller has created a Full Cost Allocation Plan which will allow the County to recoup revenue in support of the full cost of indirect operations. The Office of the Comptroller is also negotiating with the Federal government to obtain its first Negotiated Indirect Cost Rate Agreement (NICRA), which will allow departments to receive additional revenue when applying for federal and state grants in support of the full cost of indirect operations that support every department.

Strategic Program Area: Administration

Service Provision: Mandated

How We Do It: Program Budget Summary

| Category | 2021 Actual | 2022 Actual | 2023 Budget | 2024 Budget | 2023/2024 Variance |
|---------------------|--------------|--------------|--------------|--------------|--------------------|
| Expenditures | 633,354 | 692,834 | 628,222 | 744,741 | 116,519 |
| Revenues | (50) | (435) | 143,000 | 143,000 | 0 |
| Tax Levy | \$633,403.94 | \$693,268.77 | \$485,222.00 | \$601,741.00 | \$116,519.00 |
| Full Time Pos (FTE) | 7.00 | 6.00 | 6.00 | 7.00 | 1.00 |

What We Do With It: Activity Data

| Activity | 2021 Actual | 2022 Actual | 2023 Target | 2024 Target |
|---|-------------|-------------|-------------|-------------|
| Provide a five-year forecast | N/A | 1 | 1 | 1 |
| Provide fiscal projections to County Board & County Executive | 12 | 12 | 12 | 12 |

How Well We Do It: Performance Measures

| Performance Measure | 2021 Actual | 2022 Actual | 2023 Target | 2024 Target |
|--|-------------|-------------|-------------|-------------|
| GFOA Award for Excellence in Financial Reporting | 1 | 1 | 1 | 1 |
| Unqualified Audit Opinion | 1 | 1 | 1 | 1 |

Strategic Overview:

The Administration Strategic Program Area includes the elected County Comptroller and the department’s Financial Services Section. Per Wisconsin Statutes §59.255, the Comptroller is responsible for administering the financial affairs of the County, reviewing contracts, providing fiscal notes and fiscal analyses of all matters requested, and providing a five-year fiscal forecast. This SPA is also responsible for providing monthly countywide fiscal updates to the County Executive and County Board of Supervisors.

Strategic Implementation:

This area oversees administration of the County’s ERP financial system through the INFOR application, which includes accounts payable, purchasing, fixed assets, accounting, budget tracking, and expense management. This area also oversees the County’s human resource information system through Ceridian’s Dayforce application, which includes payroll, time and attendance, compensation, learning management, recruiting, onboarding, and human resource management. In addition, this SPA continues to work towards establishing a negotiated indirect cost rate agreement with the federal government which will allow County departments to draw down additional grant funding for overhead expenses in the future.

Strategic Program Area: Central Accounting

Service Provision: Mandated

How We Do It: Program Budget Summary

| Category | 2021 Actual | 2022 Actual | 2023 Budget | 2024 Budget | 2023/2024 Variance |
|---------------------|--------------|--------------|--------------|--------------|--------------------|
| Expenditures | 506,636 | 507,897 | 641,739 | 656,353 | 14,614 |
| Revenues | 0 | 0 | 0 | 0 | 0 |
| Tax Levy | \$506,635.77 | \$507,897.25 | \$641,739.00 | \$656,353.00 | \$14,614.00 |
| Full Time Pos (FTE) | 8.00 | 8.00 | 8.00 | 8.00 | 0.00 |

What We Do With It: Activity Data

| Activity | 2021 Actual | 2022 Actual | 2023 Target | 2024 Target |
|--|-------------|-------------|-------------|-------------|
| Close financial system on annual basis | 1 | 1 | 1 | 1 |
| Prepare countywide financial reports | 12 | 12 | 12 | 12 |
| Produce the ACFR and single Audit Report | 1 | 1 | 1 | 1 |

How Well We Do It: Performance Measures

| Performance Measure | 2021 Actual | 2022 Actual | 2023 Target | 2024 Target |
|--|-------------|-------------|-------------|-------------|
| Preparation and filing of the ACFR by July 31 of each year. | 1 | 1 | 1 | 1 |
| Preparation and filing of the State of Wisconsin Form A by July 31 of each year. | 1 | 1 | 1 | 1 |

Strategic Overview:

The Central Accounting SPA publishes the Annual Comprehensive Financial Report (ACFR) and Single Audit report, files annual State of Wisconsin annual Municipal Financial Report Form A, prepares and files monthly State Sales and Expo tax returns, and maintains various accounting systems.

Strategic Implementation:

This SPA continues to support the administration of the County’s ERP financial system through INFOR.

Strategic Program Area: Central Payables

Service Provision: Administrative

How We Do It: Program Budget Summary

| Category | 2021 Actual | 2022 Actual | 2023 Budget | 2024 Budget | 2023/2024 Variance |
|---------------------|--------------|--------------|--------------|--------------|--------------------|
| Expenditures | 774,742 | 629,553 | 632,934 | 597,321 | (35,613) |
| Revenues | 323,618 | 249,837 | 0 | 0 | 0 |
| Tax Levy | \$451,123.78 | \$379,715.72 | \$632,934.00 | \$597,321.00 | (\$35,613.00) |
| Full Time Pos (FTE) | 10.00 | 11.00 | 11.00 | 10.00 | (1.00) |

What We Do With It: Activity Data

| Activity | 2021 Actual | 2022 Actual | 2023 Target | 2024 Target |
|--|---------------|---------------|---------------|---------------|
| Review contracts as to funds available | 1,206 | 1,354 | 1,350 | 1,350 |
| Services and commodities funds processed | \$510,170,690 | \$666,599,652 | \$684,531,182 | \$700,275,399 |

How Well We Do It: Performance Measures

| Performance Measure | 2021 Actual | 2022 Actual | 2023 Target | 2024 Target |
|---|-------------|-------------|-------------|-------------|
| Help issue guides and templates with standard language to protect the County and increase efficiency in the contracting process | 5 | 6 | 8 | 8 |
| Percentage of invoices paid by the contractual deadline | N/A | 100% | 100% | 100% |
| Provide feedback to departments to strengthen contracts and the County’s fiscal health | 1,110 | 1,054 | 1,000 | 950 |
| Provide monthly summaries of the County’s contracts and purchases to promote transparency and fiscal health | 12 | 12 | 12 | 12 |

Strategic Overview:

The Central Payables SPA (Accounts Payable) provides administrative and financial support by ensuring payments and expenses are controlled by processing, verifying, and reconciling invoices according to established policies and procedures in an accurate, efficient, and timely manner. This SPA strives to pay every vendor accurately and on time. Since the County engages with vendors of all types, including individuals, minority owned businesses, and others, it is crucial that the County provide timely payments to prevent cash flow disruptions for our vendors. This SPA is also responsible for approving all County contracts as to funds availability.

Strategic Implementation:

This SPA continues to utilize the County’s new financial ERP system through INFOR to enhance and maintain efficient processes and procedures. Additional process improvements to accounts payable functionality will be reviewed to assure that INFOR supports the complexity of the County.

Strategic Program Area: Central Capital

Service Provision: Mandated

How We Do It: Program Budget Summary

| Category | 2021 Actual | 2022 Actual | 2023 Budget | 2024 Budget | 2023/2024 Variance |
|---------------------|--------------|--------------|--------------|--------------|--------------------|
| Expenditures | 242,470 | 249,361 | 257,559 | 263,750 | 6,191 |
| Tax Levy | \$242,470.10 | \$249,360.83 | \$257,559.00 | \$263,750.00 | \$6,191.00 |
| Full Time Pos (FTE) | 2.00 | 2.00 | 2.00 | 2.00 | 0.00 |

What We Do With It: Activity Data

| Activity | 2021 Actual | 2022 Actual | 2023 Target | 2024 Target |
|---------------------------------|-------------|-------------|-------------|-------------|
| Debt issuances | 5 | 5 | 5 | 6 |
| Monitor capital program ongoing | Yes | Yes | Yes | Yes |

How Well We Do It: Performance Measures

| Performance Measure | 2021 Actual | 2022 Actual | 2023 Target | 2024 Target |
|----------------------------|-------------|-------------|-------------|-------------|
| Bond Agency Rating Moody’s | CC Stable | CC Stable | AA Stable | AA Stable |
| Fitch | AA Stable | AA Stable | AA Stable | AA Stable |
| Standard & Poor’s | AA Stable | AA Stable | AA Stable | AA Stable |

Strategic Overview:

Pursuant to Wisconsin Statutes §59.255(2)(a), the Central Capital SPA is responsible for overseeing the County’s debt, including issuance of debt and monitoring debt-finance capital programs.

Strategic Implementation:

Capital Project monitoring allows the division to ensure that timely funding is available for capital projects funded with debt, and track timeliness and completion of projects that have been funded with debt and cash proceeds. The SPA continues to monitor the County’s financial management of debt issuances and to implement measures to improve debt ratings with the goal of decreasing interest expenses in the future.

Additional Program Details: On January 30, 2023, Moody’s notified the Office of the Comptroller that it downgraded the County’s general obligation bond rating from Aa2 to Aa3. The downgrade was done as a result of Moody’s new US Cities and Counties Methodology. The County’s current outlook is stable.

Strategic Program Area: Central Payroll

Service Provision: Administrative

How We Do It: Program Budget Summary

| Category | 2021 Actual | 2022 Actual | 2023 Budget | 2024 Budget | 2023/2024 Variance |
|---------------------|--------------|--------------|--------------|--------------|--------------------|
| Expenditures | 614,911 | 638,904 | 694,538 | 724,834 | 30,296 |
| Revenues | 15,493 | 14,892 | 0 | 0 | 0 |
| Tax Levy | \$599,417.67 | \$624,011.82 | \$694,538.00 | \$724,834.00 | \$30,296.00 |
| Full Time Pos (FTE) | 11.00 | 11.00 | 11.00 | 11.00 | 0.00 |

What We Do With It: Activity Data

| Activity | 2021 Actual | 2022 Actual | 2023 Target | 2024 Target |
|----------------------|-------------|-------------|-------------|-------------|
| Issue W-2s | 1 | 1 | 1 | 1 |
| Oversee travel cards | 85 | 75 | 105 | 150 |
| Process payroll | 26 | 26 | 26 | 26 |

How Well We Do It: Performance Measures

| Performance Measure | 2021 Actual | 2022 Actual | 2023 Target | 2024 Target |
|---|-------------|-------------|-------------|-------------|
| Limit number of manual onsite checks to an average 5 per month | 105 | 87 | 60 | 60 |
| Process and pay bi-weekly payroll within 5 days of period end for X% of employees | 100% | 100% | 98% | 98% |

Strategic Overview:

Pursuant to Milwaukee General Ordinances, the Central Payroll SPA is responsible for countywide payroll processing and ensuring all employees are paid accurately and timely. This SPA is responsible for administration of the County’s payroll and time reporting system (Dayforce), and the County’s expense management system (INFOR). This SPA operates with the goal of identifying processes that are inconsistent across the County and proposing improved processes to maintain and improve employee morale and thus, improve quality of work. Also, this SPA identifies solutions to improve access to pay in ways that meet the needs of the ever-changing workforce. While not a direct responsibility, this SPA monitors the accuracy of data entered in the system so departments have access to vital information, including racial demographics of the County workforce.

Strategic Implementation:

The SPA continues to administer the County’s human resource information system through Ceridian’s Dayforce application, and to support the ongoing maintenance and integrity of HIRS System including Human Resources, Onboarding, Recruitment, Learning Management, Compensation Management, and Benefits Administration in the future.

Strategic Program Area: Audit Services

Service Provision: Mandated

How We Do It: Program Budget Summary

| Category | 2021 Actual | 2022 Actual | 2023 Budget | 2024 Budget | 2023/2024 Variance |
|---------------------|----------------|----------------|----------------|----------------|--------------------|
| Expenditures | 1,562,452 | 1,896,260 | 2,055,704 | 2,235,052 | 179,348 |
| Tax Levy | \$1,562,451.73 | \$1,896,259.93 | \$2,055,704.00 | \$2,235,052.00 | \$179,348.00 |
| Full Time Pos (FTE) | 20.00 | 20.00 | 20.00 | 20.00 | 0.00 |

What We Do With It: Activity Data

| Activity | 2021 Actual | 2022 Actual | 2023 Target | 2024 Target |
|--|-------------|-------------|-------------|-------------|
| Perform bank reconciliations | 741 | 774 | 741 | 741 |
| Process fraud, waste, and abuse allegations | 283 | 127 | 115 | 115 |
| Reports to policymakers regarding audit issues | N/A | 20 | 10 | 10 |

How Well We Do It: Performance Measures

| Performance Measure | 2021 Actual | 2022 Actual | 2023 Target | 2024 Target |
|---|-------------|-------------|-------------|-------------|
| Percentage of performance audits which contain racial equity analysis | N/A | 75% | 75% | 75% |

Strategic Overview:

Pursuant to Wisconsin Statutes §59.255(2)(i), the Audit Services Division (ASD) is responsible for performing all audit functions related to County government. These functions are to be performed in accordance with government auditing standards issued by the Comptroller General of the United States.

Strategic Implementation:

The Audit Services Division conducts and issues performance audits that focus on reviewing internal accounting and administrative controls, compliance with applicable laws and regulations, economy and efficiency of operations, and effectiveness in achieving program results. A Diversity, Equity, and Inclusion review is conducted for each performance audit, and relevant findings are included in audit reports.

ASD also manages the countywide audit services professional service agreement with the County’s external CPA firm. In 2021, a five-year professional service agreement was executed with the firm of Baker Tilly US, LLP, to conduct annual audits of the County’s financial statements and those of the Employee’s Retirement System, perform the annual Single Audit of the County’s schedules of expenditures for federal and state awards, and to carryout agreed-upon-procedures engagements as specified in the professional service agreement. A Targeted Business Enterprise goal of 34% has been established for each year of the agreement.

For 2024, an additional \$15,000 is included for the audit services contract approved by the County Board, \$30,000 is included for an audit services contract with the State of Wisconsin Legislative Audit Bureau, and \$50,000 is included for assistance in preparation of the 2023 Annual Comprehensive Financial Report (ACFR) for a total increase of \$95,000 required for audit and ACFR assistance.

The Office of the Comptroller is authorized to amend the professional services agreement with Baker Tilly to annually audit the County’s ACFR audit, Single Audit, ERS audit, and procedures for the years ended December 31, 2020 to 2024 to increase the contract amount by up to \$50,000 in 2024 and \$50,000 in 2025 to review new and ongoing COVID-related programs. An additional \$15,000 is appropriated for this purpose.

The Office of the Comptroller is also authorized to enter into an agreement in 2024 with the State of Wisconsin Legislative Audit Bureau for purposes of an ERS audit, which will be required if the County enacts the additional 0.4% sales tax authorized under 2023 Wisconsin Act 12. An additional \$30,000 is appropriated for this contract should it be required.

In addition, the Office of the Comptroller is authorized to amend a second professional services agreement with Baker Tilly annually for the years 2024, 2025 and 2026 for the firm's assistance with preparing the County's ACFR and related services and increasing the contracts by up to \$100,000 for each of the 3 years. An additional \$50,000 is appropriated for this contract.

Strategic Program Area: Research Services

Service Provision: Administrative

How We Do It: Program Budget Summary

| Category | 2021 Actual | 2022 Actual | 2023 Budget | 2024 Budget | 2023/2024 Variance |
|---------------------|--------------|--------------|--------------|--------------|--------------------|
| Expenditures | 283,083 | 326,842 | 339,147 | 341,885 | 2,738 |
| Tax Levy | \$283,083.15 | \$326,841.85 | \$339,147.00 | \$341,885.00 | \$2,738.00 |
| Full Time Pos (FTE) | 4.00 | 4.00 | 4.00 | 4.00 | 0.00 |

What We Do With It: Activity Data

| Activity | 2021 Actual | 2022 Actual | 2023 Target | 2024 Target |
|--|-------------|-------------|-------------|-------------|
| Prepare amendments | 122 | 110 | 120 | 110 |
| Prepare/review resolutions and ordinances for elected officials and departmental staff | 85 | 80 | 85 | 85 |
| Produce annual budget overview | 1 | 1 | 1 | 1 |
| Provide professional administrative staff for legislative meetings | 132 | 115 | 118 | 115 |

How Well We Do It: Performance Measures

| Performance Measure | 2021 Actual | 2022 Actual | 2023 Target | 2024 Target |
|---|-------------|-------------|-------------|-------------|
| Percentage of legislative standing committee and board meetings served. | 100% | 100% | 100% | 100% |

Strategic Overview:

Pursuant to Wisconsin Statutes §59.52(32), Research Services was created by the County Board to provide independent, nonpartisan research services for the County Board and the County Executive. The Office of the Comptroller looks to provide services to both the County Board, County Executive, the County Executive’s direct reports, and other elected officials. Working with these groups provide knowledge to draft requestors of the potential impact of their legislation. Annually, this SPA provides a review of the County Executive budget for policy makers to provide an unbiased review of the proposed budget.

Strategic Implementation:

There are no major changes in 2024.