

OFFICE OF THE COMPTROLLER

2025-2027 STRATEGIC PLAN

The Office of the Comptroller’s vision is that we are a model of excellence in public financial management, leading with independence and integrity to support a healthier and more equitable Milwaukee County.

The Office of the Comptroller’s mission is that we safeguard the County’s financial integrity through independent reporting, proactive guidance, and collaborative oversight that strengthens public service delivery.



The Office of the Comptroller’s values align to those of the County as a whole:

- **Inclusion:** We actively seek diverse perspectives when making decisions.
- **Influence:** We collectively use our power to positively impact our community.
- **Integrity:** We do the right thing even when no one is looking.
- **Innovation:** We implement new and efficient ways to accomplish our goals.

MILWAUKEE COUNTY GOALS

Create Intentional Inclusion

1A

Reflect the full diversity of Milwaukee County at every level of county government.

2A

Create and nurture an inclusive culture across Milwaukee County.

3A

Increase the number of Milwaukee County contracts awarded to minority and women-owned businesses.

Bridge The Gap

2A

Determine what, where and how we deliver services based on the resolution of health disparities.

2B

Break down silos across Milwaukee County government to maximize access and quality of services offered.

3C

Apply a racial equity lens to all decisions.

Invest In Equity

3A

Invest “upstream” to address root causes of health disparities.

3B

Enhance Milwaukee County’s fiscal health and sustainability.

3C

Dismantle barriers to diverse and inclusive communities

More specifically, the Office of the Comptroller delivers on its mission by advancing three focus areas below, each of which align to one or more of Milwaukee County’s overall strategic goals. The table below shows alignment between the Office of the Comptroller’s and Milwaukee County’s goals. It also explains how we will know we are successful in achieving our goals.

The Office of the Comptroller’s Focus Areas	County Goal Alignment	2027 Goals	We will know we’re successful when we...
Employee Engagement	1A 1B	Increase awareness of staff training and advancement opportunities.	Ensure a standardized performance review rating system is implemented. At least 90% of staff complete one or more training opportunities each year.
	1A 1B	Engage all staff in shaping workplace culture and influencing operational practices to foster a more inclusive and effective work environment.	Distribute an annual survey to gather input on strategic planning and workplace sentiment. Implement one office improvement based on staff suggestions from the annual survey. · Achieve a 2-point increase in employee engagement survey results.
	1A 1B	Establish a standardized workplace to promote consistency, accountability, and a positive work environment.	Launch new work rules for the Department
Fiscal Integrity	3B	Position the Office as an independent and trusted fiscal authority within Milwaukee County.	Establish a workgroup to review and revise all County fiscal notes. Publish an annual communication summarizing the Office’s key activities and outcomes.
	2B	Increase awareness and understanding of the Office’s roles and responsibilities across County departments and stakeholders.	Complete a yearly assessment of division roles and responsibilities to ensure alignment with organizational goals. Refresh and modernize the Comptroller’s website and social media presence to improve communication and engagement.
Operational Efficiency	2B 3B	Increase knowledge sharing and eliminate information silos to strengthen collaboration and alignment within the County’s financial structure.	Identify 100% of procedures and processes across all divisions by the end of 2026, document at least 50% by the end of 2027, and complete full documentation by 2028. Ensure that 90% of documented processes can be performed by more than one staff member to support continuity and cross-training.
	3A 3B	Develop a comprehensive financial guide and unified set of policies for all County Departments.	Have an approved Administrative Manual of Operating Procedures (AMOP) regarding the County’s financial policies.

To learn more about Milwaukee County’s journey toward achieving racial equity, please visit county.milwaukee.gov/EN/Vision.