

Reporting and insights from 2019 audit:

County of Milwaukee, Wisconsin

July 29, 2020

Executive summary

We have completed our audit of the financial statements of County of Milwaukee, Wisconsin (the "County") for the year ended December 31, 2019, and have issued our report thereon dated July 29, 2020. This letter presents communications required by our professional standards.

Your audit should provide you with confidence in your financial statements. The audit was performed based on information obtained from meetings with management, data from your systems, knowledge of your County's operating environment and our risk assessment procedures. We strive to provide you clear, concise communication throughout the audit process and of the final results of our audit.

Additionally, we have included information on key risk areas the County should be aware of in your strategic planning. We are available to discuss these risks as they relate to your organization's financial stability and future planning.

If you have questions at any point, please connect with us:

- Carla A. Gogin, Partner: Carla.Gogin@bakertilly.com or +1 (608) 240 2460
- Steven Henke, Senior Manager: Steven.Henke@bakertilly.com or +1 (414) 777 5342
- Michelle Walter, Senior Manager: Michelle.Walter@bakertilly.com or +1 (414) 777 5576

Sincerely,

Baker Tilly US, LLP (formerly known as Baker Tilly Virchow Krause, LLP)



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THIS COMMUNICATION IS INTENDED SOLELY FOR THE INFORMATION AND USE OF THOSE CHARGED WITH GOVERNANCE, AND, IF APPROPRIATE, MANAGEMENT, AND IS NOT INTENDED TO BE AND SHOULD NOT BE USED BY ANYONE OTHER THAN THESE SPECIFIED PARTIES.

Audit objectives



Audit objectives

Our responsibilities

As your independent auditor, our responsibilities include:

- Planning and performing the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement. Reasonable assurance is a high level of assurance.
- Assessing the risks of material misstatement of the financial statements, whether due to fraud or error. Included in that assessment is a consideration of the County's internal control over financial reporting.
- Performing appropriate procedures based upon our risk assessment.
- Evaluating the appropriateness of the accounting policies used and the reasonableness of significant accounting estimates made by management.
- Forming and expressing an opinion based on our audit about whether the financial statements prepared by management, with the oversight of those charged with governance:
 - Are free from material misstatement
 - Present fairly, in all material respects, and in accordance with accounting principles generally accepted in the United States of America
- Performing tests related to compliance with certain provisions of laws, regulations, contracts and grants, as required by *Government Auditing Standards*
- Other auditors considered internal control over compliance with requirements that could have a direct and material effect on major federal and major state programs to design tests of both controls and compliance with identified requirements
- Other auditors formed and expressed an opinion based on their audit in accordance with OMB's *Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards* (Uniform Guidance) and *State Single Audit Guidelines* about the entity's compliance with requirements described in the *OMB Compliance Supplement* and *State Single Audit Guidelines* that could have a direct and material effect on each of its major federal and state programs.

We are also required to communicate significant matters related to our audit that are relevant to the responsibilities of those charged with governance, including:

- Qualitative aspects of County's accounting practice including policies, accounting estimates and financial statement disclosures
- Significant difficulties encountered
- Disagreements with management
- Corrected and uncorrected misstatements
- Internal control matters
- Significant estimates
- Other findings or issues arising from the audit

Management's responsibilities

Management	Auditor
 <p>Prepare and fairly present the financial statements</p>	<p>Our audit does not relieve management or those charged with governance of their responsibilities</p>
<p>Establish and maintain effective internal control over financial reporting and compliance with laws, regulations, contracts and grants</p>	<p>An audit includes consideration of internal control over financial reporting, but not an expression of an opinion on those controls</p>
 <p>Compliance with the types of requirements described in the <i>OMB Compliance Supplement</i> and the <i>State Single Audit Guidelines</i></p>	<p>While the audit of the other auditors provides a reasonable basis for their opinion on compliance, it does not provide a legal determination on compliance with those requirements.</p>
 <p>Provide us with written representations at the conclusion of the audit</p>	<p>See Appendix A for a copy of management's representations</p>

Audit status



Audit status

Significant changes to the audit plan

There were no significant changes made to either our planned audit strategy or to the significant risks and other areas of emphasis identified during the performance of our risk assessment procedures.

Audit approach and results



Audit approach and results

Planned scope and timing

Audit focus

Based on our understanding of the County and environment in which you operate, we focused our audit on the following key areas:

- Key transaction cycles
- Areas with significant estimates
- Implementation of new accounting standards

Our areas of audit focus were informed by, among other things, our assessment of materiality. Materiality in the context of our audit was determined based on specific qualitative and quantitative factors combined with our expectations about the County's current year results.

Key areas of focus and significant findings

Significant risks of material misstatement

A significant risk is an identified and assessed risk of material misstatement that, in the auditor's professional judgment, requires special audit consideration. Within our audit, we focused on the following areas below.

Significant risk areas	Testing approach	Conclusion
Management override of controls	Incorporate unpredictability into audit procedures, emphasize professional skepticism and utilize audit team with industry expertise	Procedures identified provided sufficient evidence for our audit opinion

Other key areas of emphasis

We also focused on other areas that did not meet the definition of a significant risk, but were determined to require specific awareness and a unique audit response.

Other key areas of emphasis		
Cash and investments	Revenues and receivables	General disbursements
Payroll	Pension liabilities	OPEB liabilities
Unfunded claims and judgments	Risk claims	Long-term debt
Capital assets including infrastructure	Net position calculations	Financial reporting and required disclosures

Internal control matters

We considered the County's internal control over financial reporting as a basis for designing our audit procedures for the purpose of expressing our opinions on the financial statements. We are not expressing an opinion on the effectiveness of the County's internal control.

Our consideration of internal control was for the limited purpose described in the preceding paragraph and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies and, therefore, material weaknesses or significant deficiencies may exist that were not identified.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct misstatements on a timely basis.

A material weakness is a deficiency or combination of deficiencies in internal control such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected, on a timely basis. We did not identify any deficiencies in internal control that we consider to be material weaknesses.

A separate report dated July 29, 2020 was issued to those charged with governance and management that contained other observations and recommendations noted during the audit. The information contained in that report is not included with this report.

Required communications

Qualitative aspect of accounting practices

- Accounting policies: Management is responsible for the selection and use of appropriate accounting policies. In accordance with the terms of our engagement letter, we have advised management about the appropriateness of accounting policies and their application. The significant accounting policies used by County are described in Note 1 to the financial statements. No new accounting policies were adopted and the application of existing accounting policies was not changed during 2019. We noted no transactions entered into by the County during the year for which accounting policies are controversial or for which there is a lack of authoritative guidance or consensus or diversity in practice.
- Accounting estimates: Accounting estimates, including fair value estimates, are an integral part of the financial statements prepared by management and are based on management's knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the financial statements, the degree of subjectivity involved in their development and because of the possibility that future events affecting them may differ significantly from those expected. The following estimates are of most significance to the financial statements:

Estimate	Management's process to determine	Baker Tilly's conclusions regarding reasonableness
Accrued compensated absences	Evaluation of hours earned and accumulated in accordance with employment policies and average wage per hour rates	Reasonable in relation to the financial statements as a whole.
Net pension liability and related deferrals	Evaluation of information provided by the Employee Retirement System and Milwaukee Transport Services Transport Employees' Pension Plan's actuarial valuations.	Reasonable in relation to the financial statements as a whole.
Allowance for doubtful accounts	Evaluation of historical revenues and loss levels with the analysis on collectability of individual amounts	Reasonable in relation to the financial statements as a whole.
Net/Total OPEB liability and related deferrals	Key assumptions set by management with the assistance of a third party actuary for the Milwaukee County Other Post Employment Benefit Plan and the Milwaukee Transport Services Other Post Employment Benefit Plan.	Reasonable in relation to the financial statements as a whole.
Depreciation	Evaluation estimated useful life of the asset and original acquisition value.	Reasonable in relation to the financial statements as a whole.

Estimate	Management's process to determine	Baker Tilly's conclusions regarding reasonableness
Incurring but not reported (IBNR) claims	Based on historical expenses, historical claims, and estimates provided by the third party claims administrator.	Reasonable in relation to the financial statements as a whole.
Unfunded Claims and Judgments	Based on historical expenses, historical claims, and estimates provided by third parties and judgements made by management as to probability of ultimate payment of these liabilities.	Reasonable in relation to the financial statements as a whole.
Landfill post-closure costs and pollution remediation costs	Based on historical expenses, historical claims, and estimates provided by third parties and judgements made by management as to probability of ultimate payment of these liabilities.	Reasonable in relation to the financial statements as a whole.

There have been no significant changes made by management to either the processes used to develop the particularly sensitive accounting estimates, or to the significant assumptions used to develop the estimates, noted above.

- Financial statement disclosures: The disclosures in the financial statements are neutral, consistent and clear.

Significant unusual transactions

There have been no significant transactions that are outside the normal course of business for the County or that otherwise appear to be unusual due to their timing, size or nature.

Other information in documents containing audited financial statements

Official Statements (or Other Equivalent Document)

The County's audited financial statements are "general purpose" financial statements. General purpose financial statements consist of the basic financial statements that can be used by a broad group of people for a broad range of activities. Once we have issued our audit report, we have no further obligation to update our report for events occurring subsequent to the date of our report, except for official statements related to debt offerings. In accordance with our professional service agreement with the County of Milwaukee, we have been engaged to perform a post audit review of the official statements issued during the year related to each debt offering. As a result of the procedures performed, nothing came to our attention that caused us to believe that such information, or its manner of presentation, is materially inconsistent with the information, or manner of its presentation, appearing in the financial statements.

Difficulties encountered during the audit

We encountered no significant difficulties in dealing with management and completing our audit.

Disagreements with management

Professional standards define a disagreement with management as a matter, whether or not resolved to our satisfaction, concerning a financial accounting, reporting, or auditing matter that could be significant to the financial statements or the auditors' report. We are pleased to report that no such disagreements arose during the course of our audit.

Management's consultations with other accountants

In some cases, management may decide to consult with other accountants about auditing and accounting matters. Management informed us that, and to our knowledge, there were no consultations with other accountants regarding auditing or accounting matters.

Written communications between management and Baker Tilly

The Appendix includes copies of other material written communications, including copies of the management representation letters.

Uncorrected misstatements and corrected misstatements

Professional standards require us to accumulate misstatements identified during the audit, other than those that are clearly trivial, and to communicate accumulated misstatements to management. The schedule within the Appendix summarizes the uncorrected misstatements that we presented to management, other than those that are clearly trivial, that, in our judgment, may not have been detected except through our auditing procedures. In our judgment, none of the uncorrected misstatements, either individually or in the aggregate, indicate matters that could have had a significant effect on the County's financial reporting process.

Management has determined that the effects of the uncorrected misstatements are immaterial, both individually and in the aggregate, to the financial statements as a whole. The uncorrected misstatements or the matters underlying them could potentially cause future period financial statements to be materially misstated, even though, in our judgment, such uncorrected misstatements are immaterial to the financial statements under audit.

Compliance with laws and regulations

We did not identify any non-compliance with laws and regulations during our audit.

Other auditors will issue a separate document which contains the results of their audit procedures to comply with the Uniform Guidance and *State Single Audit Guidelines*.

Fraud

We did not identify any known or suspected fraud during our audit.

Going concern

Pursuant to professional standards, we are required to communicate to you, when applicable, certain matters relating to our evaluation of the County's ability to continue as a going concern for a reasonable period of time but no less than 12 months from the date the financial statements are issued or available to be issued, including the effects on the financial statements and the adequacy of the related disclosures, and the effects on the auditor's report. No such matters or conditions have come to our attention during our engagement.

Group audits

The County's financial statements include information that was audited by other auditors as follows:

The financial statements of the Milwaukee County War Memorial Inc. and the Marcus Center for the Performing Arts, component units of the County of Milwaukee, as of December 31, 2019 and June 30, 2019 and for the period then ended were completed by the component auditors Wipfli, LLP and CliftonLarsenAllen, LLP, respectively. All necessary conditions have been met to allow us to make reference to the component auditors.

In addition, if we had any concerns about the quality of work of the other auditors, if there were any limitations related to the group audit or if there was any fraud or suspected fraud involving group management, component management, employees who have significant roles in group-wide controls or others in which material misstatement of the group financial statements has or may have resulted from fraud we would be required to report those to you. We have not identified any circumstances that are required to be reported

Independence

We are not aware of any relationships between Baker Tilly and the County that, in our professional judgment, may reasonably be thought to bear on our independence.

Related parties

We did not have any significant findings or issues arise during the audit in connection with the County's related parties.

Other audit findings or issues

We encountered no other audit findings or issues that require communication at this time.

We generally discuss a variety of matters, including the application of accounting principles and auditing standards, with management each year prior to retention as the County's auditors. However, these discussions occurred in the normal course of our professional relationship and our responses were not a condition to our retention.

Other matters

We applied certain limited procedures to the required supplementary information (RSI) that supplements the basic financial statements. Our procedures consisted of inquiries of management regarding the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We did not audit the RSI and do not express an opinion or provide any assurance on the RSI.

We were engaged to report on the supplementary information, which accompanies the financial statements but is not RSI. With respect to the supplementary information, we made certain inquiries of management and evaluated the form, content, and methods of preparing the information to determine that the information complies with accounting principles generally accepted in the United States of America, the method of preparing it has not changed from the prior period, and the information is appropriate and complete in relation to our audit of the financial statements. We compared and reconciled the supplementary information to the underlying accounting records used to prepare the financial statements or the financial statements themselves.

We were not engaged to report on the other information, which accompanies the financial statements but are not RSI. We did not audit or perform other procedures on this other information and we do not express an opinion or provide any assurance on it.

Nonattest services

The following nonattest services were provided by Baker Tilly:

- Comprehensive Annual Financial Report preparation
- Review of bond offering documents
- Compiled regulatory report assistance

None of these nonattest services constitute an audit under generally accepted auditing standards, including *Government Auditing Standards*.

An aerial photograph of a winding asphalt road with white dashed lane markings, curving through a dense green forest. A rocky stream is visible in the upper right corner, and a grassy clearing with some animals is in the upper middle.

Accounting changes relevant to County

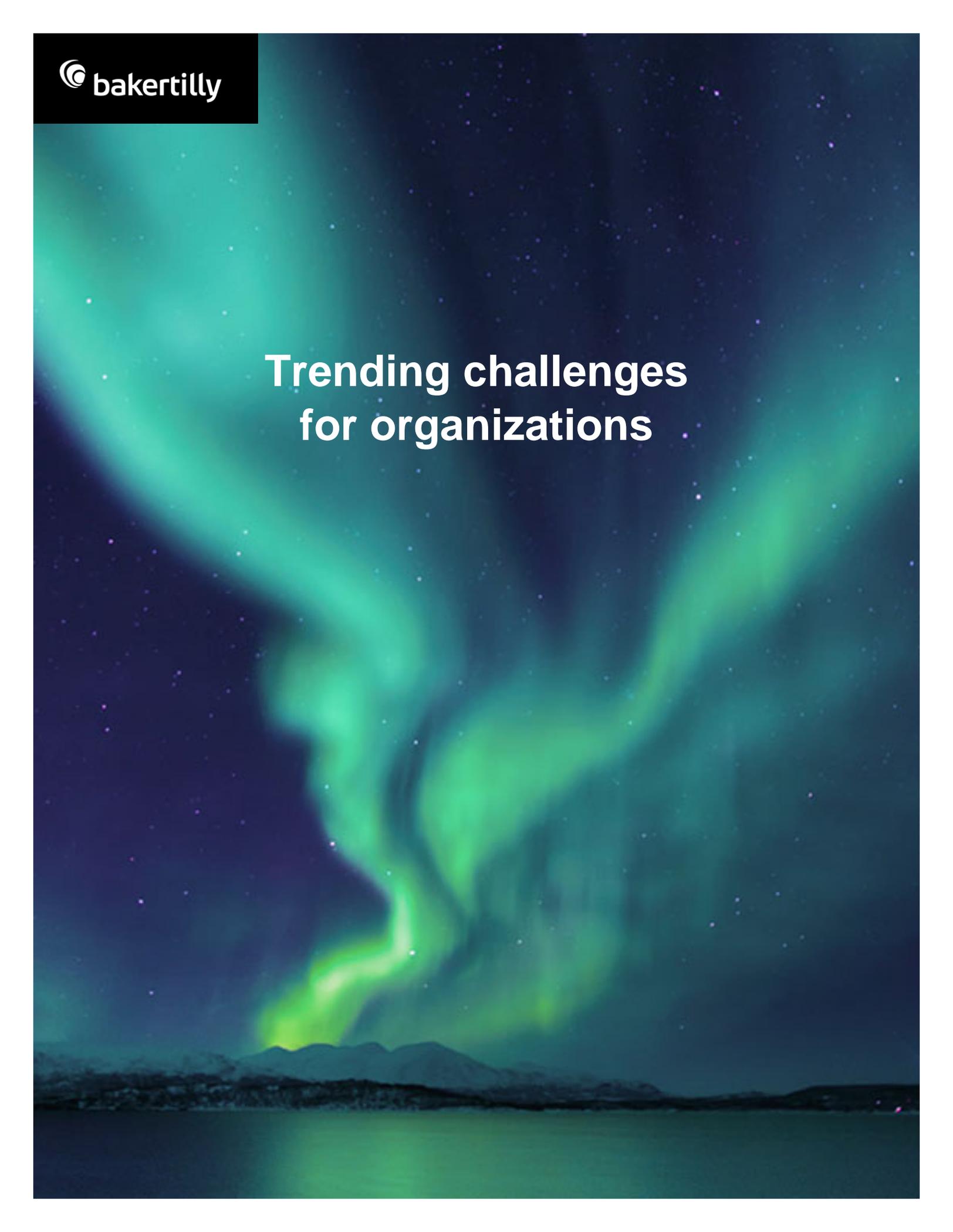
Accounting changes relevant to the Government

Future accounting standards updates

GASB Statement Number	Description	Potentially Impacts you	Effective Date
83	Certain Asset Retirement Obligations	✓	12/31/20*
84	Fiduciary Activities	✓	12/31/20*
87	Leases	✓	12/31/22*
88	Certain Disclosures Related to Debt, including Direct Borrowings and Direct Placements	✓	12/31/20*
89	Accounting for Interest Incurred before the End of a Construction Period	✓	12/31/21*
90	Majority Equity Interests and amendment of GASB Statements No. 14 and No. 61	✓	12/31/20*
91	Conduit Debt	✓	12/31/22*
92	Omnibus 2020	✓	12/31/22*
93	Replacement of Interfund Bank Offered Rates	✓	12/31/22*
94	Public-Private and Public-Public Partnerships and Availability Payment Arrangements	✓	12/31/23
96	Subscription-Based Information Technology Arrangements	✓	12/31/23

*The statements listed above through Statement No. 93 had their required effective dates postponed by one year with the issuance of Statement No. 95, *Postponement of Effective Dates of Certain Authoritative Guidance*, with the exception of Statement No. 87 which was postponed by one and a half years. The effective date reflected above is the required revised implementation date.

Further information on upcoming [GASB pronouncements](#)

A photograph of the Aurora Borealis (Northern Lights) in shades of green and teal, dancing across a dark, starry night sky. The lights are reflected in a calm body of water in the foreground, with dark mountain ranges visible on the horizon.

Trending challenges for organizations

Trending challenges for organizations

Management and the governing body of the County must keep the future in mind as they evaluate strategies to achieve future growth. Keeping a balance between risk and sustainability is key, and organizations need to think beyond their immediate needs to their long term goals. Economic uncertainty, coupled with key risk areas and fast paced technology change, make strategic planning complex. Begin the discussion with your management team to find your path to your future.

COVID-19 Risks and ongoing response

Staying nimble and resilient during unprecedented disruption

COVID-19 has challenged all organizations and the effects continue to unfold. It is critical that management and governing bodies stay nimble to respond to direct and indirect effects of this disruption on operations, cash flow, and people. Some best practices to consider include:

- Establish mechanisms to track COVID-19 related expenses, lost revenues or delayed revenues
- Monitor cash flow projections and seek short term liquidity help
- Create a policy and forms for compliance with Family First Coronavirus Response Act
- Compare anticipated results to bond covenants and track any continuing disclosure items
- Re-evaluate TIF projections with revised development scenarios
- Develop a strategy for leading your community through the crisis



Learn about public sector [Coronavirus resources](#), including the latest news on business continuity and cash flow management, Federal stimulus and tax developments, and more.

2020 strategic risks for boards



Evaluating and mitigating the greatest risks

Public sector organizations face a multitude of internal and external risks in an evolving landscape. Risks can stem from strategy, finances, legal situations, operations, regulatory compliance, information technology, economic environment, and/or fraud, waste and abuse.

By employing a risk assessment, areas with the greatest needs and highest risks are evaluated. Then a risk mitigation plan can be developed and deployed.

Learn about [risk assessment](#) types, tools and strategies.

Cybersecurity

Operational reporting on cybersecurity effectiveness

As boards engage management in cybersecurity risk discussions, directors should expect management to produce reports on the effectiveness of the organization's cybersecurity-risk management program. Management can (and should) collect and analyze relevant performance measures and metrics to determine if cybersecurity safeguards and controls are operating as intended, and whether any corrective action should be taken to strengthen management's risk-mitigation approaches. While not an exhaustive list, some key processes on which management should report include these:

- Incident management
- Risk management and governance
- Independent assurance on the cybersecurity program

[Learn more](#) about cybersecurity risk management.



[WATCH: On demand webinar about board governance over cybersecurity.](#)

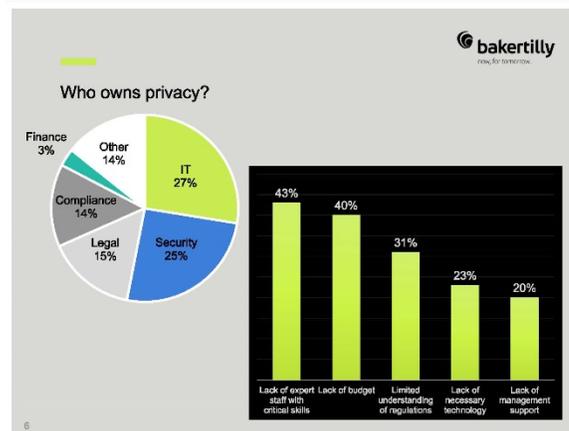
Data privacy

Elevating privacy risks to the forefront of board agendas

Organizations around the world are still scrambling to comply with the General Data Protection Regulation in the European Union, which went into effect in May 2018. While the data privacy regulatory environment changes rapidly, organizations can take proactive steps to ensure that they stay informed of the existing regulations and of those developing on the near horizon.

Adequate oversight remains a key part of staying on top of data privacy developments. Some regulations specify oversight requirements, and can depend on the type of the organization, the quantity and type of personal data processed, and the locations where operations take place. In many cases, a data protection officer (DPO) must lead the effort. Since the DPO is responsible for overseeing practices related to data protection strategy and implementation, having one in place early on will help ensure that the privacy program is comprehensive and consistent.

Learn more about [data privacy risk management](#).



[WATCH: On demand webinar about a risk-based approach to oversight, compliance and management of privacy](#)

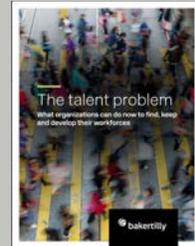
The talent problem

Establishing a lifeline for your shifting workforce

Employee recruitment and retention challenges are an all too common struggle in the public sector:

- Aging workers with institutional knowledge retire
- High demand for small qualified candidate pool
- Perception of geographic disadvantages
- Wage/benefit competition with private sector
- Lean operations exclude investments in recruitment, on-the-job training and technology
- Unclear growth and career advancement tracks

Sustainable organizations must have a robust workforce development and succession planning program. Learn how to get started and incorporate a workforce/succession planning program with existing operational practices.



Download

Public sector executive recruitment

Navigating recruitments and smart hiring

Competing for top executive talent in the public sector space takes industry knowledge, familiarity with the general applicant pool and experience navigating recruitments. Search consultants draw upon their understanding of organizational management and human resources to serve as a successful agent for government entities. In turn, public sector organizations can adopt a foundational understanding about search firms to ensure optimal collaboration on hiring opportunities.

[Read the three part series](#) to learn what your entity should be thinking about and how Baker Tilly can help.

Three part series on public sector executive recruitment

Navigate the changing workforce landscape with confidence, read the executive recruitment series.

1. [Five myths about search firms](#)
2. [Recruiting for difficult positions](#)
3. [Hiring recommendations for government entities](#)

Customer experience

Finding your edge in a competitive market

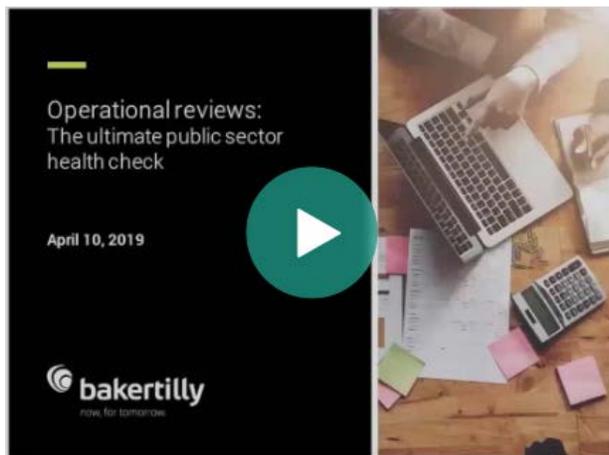
All industries are facing an increasingly competitive marketplace due to more connected consumers, partners and vendors. Where a company may have had a geographic advantage in the past, they now need to be able to compete against non-local organizations.

One of the key factors in maintaining your place in the market is ensuring a positive, fast and easy customer experience. Whether this means enhancing your customer support services through online chat bots or developing a mobile app to allow your customer access to their information around the clock, your organization needs to take your customer experience strategy seriously. Management and board members should understand where your experience is currently and what strategies you are evaluating to enhance it.

Learn more about [why your customer experience is so important](#).

Operational and organizational sustainability

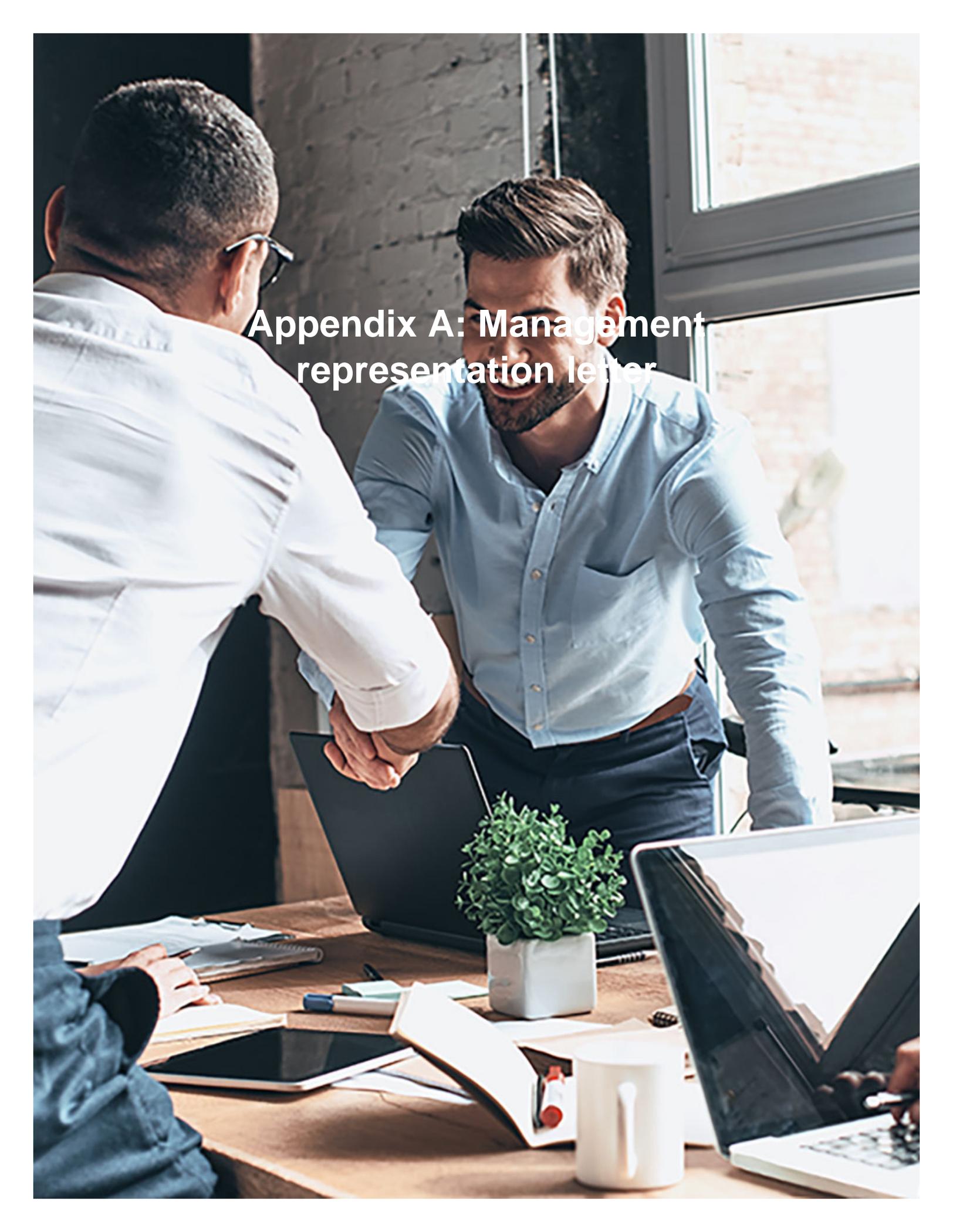
Aligning resources with strategy



As new demands confront the public sector industry, it's easy to solve an immediate problem instead of pausing to take a holistic view. Rippling inefficiencies, increasing financial pressures, taxing staff resources and plummeting constituent satisfaction can pile atop organizations already facing pressure to improve efficiency, effectiveness, relevance and financial viability.

An operational review follows a systematic, strategic approach to understanding an entity's operations and performance. Opportunities to improve processes, bolster internal controls and reduce costs are uncovered in order to realign organizational resources and strategic objectives.

Learn invaluable methods for [executing an operational review](#) while maintaining day-to-day operations.

A photograph of two men in a professional setting. One man, wearing a white shirt and glasses, is seen from the back, leaning over a desk. The other man, wearing a light blue shirt, is leaning forward, smiling, and looking at a laptop. The desk is cluttered with papers, a small potted plant, a white mug, and a tablet. A window is visible in the background, showing a brick wall outside.

**Appendix A: Management
representation letter**



Office of the Comptroller

Milwaukee County

Scott B. Manske • Comptroller

July 29, 2020

Baker Tilly Virchow Krause, LLP
777 E. Wisconsin Ave., 32nd Floor
Milwaukee, WI 53202-5313

To Whom It May Concern:

We are providing this letter in connection with your audit of the financial statements of the County of Milwaukee, Wisconsin as of December 31, 2019, and for the year then ended for the purpose of expressing opinions as to whether the financial statements present fairly, in all material respects, the respective financial position of the governmental activities, the business-type activities, the aggregate discretely presented component units, each major fund, and the aggregate remaining fund information of the County of Milwaukee, Wisconsin, and the respective changes in financial position and cash flows, where applicable, in conformity with accounting principles generally accepted in the United States of America. We confirm that we are responsible for the fair presentation of the previously mentioned financial statements in conformity with accounting principles generally accepted in the United States of America.

We acknowledge our responsibility for adopting sound accounting policies for establishing and maintaining internal control that will, among other things, record, process, summarize and report transactions consistent with management's assertions embodied in the financial statements. This includes a responsibility for (1) preventing, deterring, and detecting fraud, which includes fraudulent financial reporting and misappropriation of assets, and (2) identifying and ensuring the County of Milwaukee, Wisconsin complies with the laws and regulations applicable to its activities.

Certain representations in this letter are described as being limited to matters that are material. Items are considered material, regardless of size, if they involve an omission or misstatement of accounting information that, in the light of surrounding circumstances, makes it probable that the judgment of a reasonable person relying on the information would be changed or influenced by the omission or misstatement. An omission or misstatement that is monetarily small in amount could be considered material as a result of qualitative factors.

We confirm, to the best of our knowledge and belief, as of the date of this letter, the following representations made to you during your audit of the financial statements referred to above:

1. We have fulfilled our responsibilities, as set out in the terms of the Professional Service Agreement.
2. The financial statements referred to above are fairly presented in conformity with the accounting principles generally accepted in the United States of America. The financial statements include all properly classified funds and other financial information of the primary government and all component units required by accounting principles generally accepted in the United States of America to be included in the financial reporting entity.
3. We have provided you with:
 - a. Access to all information, of which we are aware, that is relevant to the preparation and fair presentation of the financial statements, such as financial records and related data, documentation, and other matters and all audit or relevant monitoring reports, if any, received from funding sources.
 - b. Additional information that you have requested from us for the purpose of the audit.
 - c. Unrestricted access to persons within the entity from whom you determined it necessary to obtain audit evidence.
 - d. Minutes of the meetings of the County of Milwaukee Board of Supervisors or summaries of actions of recent meetings for which minutes have not yet been prepared.
4. There have been no communications from regulatory agencies or lenders concerning noncompliance with, or deficiencies in financial reporting practices.
5. There are no material transactions that have not been properly recorded in the accounting records underlying the basic financial statements, or the schedule of expenditures of federal and state awards.
6. We understand that as part of your audit, you brought to our attention various matters that required an adjustment of the underlying records for the financial statements. We acknowledge that we have reviewed those matters and have prepared and recorded corresponding adjustments, which have been included in our financial statements.
7. You have also brought to our attention misstatements which remain uncorrected at December 31, 2019 and which are summarized in the accompanying schedule. The effects of those uncorrected misstatements are not material, both individually and in the aggregate, to the basic financial statements taken as a whole.
8. We acknowledge our responsibility for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.
9. We acknowledge our responsibility for the design, implementation and maintenance of internal controls to prevent and detect fraud.
10. We have not performed an assessment of the risk that the financial statements may be materially misstated as a result of fraud.

11. There has been no fraud involving management or employees who have significant roles in internal control, or fraud involving others that could have a material effect on the basic financial statements.
12. We have no knowledge of any allegations of fraud or suspected fraud, affecting the entity, received in communications from employees, former employees, analysts, regulators or others.
13. We have no knowledge of known instances of noncompliance or suspected noncompliance with provisions of laws, regulations, contracts, or grant agreements, or abuse, whose effects should be considered when preparing financial statements.
14. We have disclosed to you all known related parties and all the related party relationships and transactions of which we are aware.
15. The County of Milwaukee, Wisconsin has no plans or intentions that may materially affect the carrying value or classification of assets, liabilities, or fund equity.
16. The following, if any, have been properly recorded or disclosed in the financial statements:
 - a. Related party transactions, including sales, purchases, loans, transfers, leasing arrangements and guarantees (written or oral), and amounts receivable from or payable to related parties.
 - b. Guarantees, whether written or oral, under which the County is contingently liable.
 - c. Significant estimates, assumptions and material concentrations known to management that are required to be disclosed in accordance with accounting principles generally accepted in the United States [Significant estimates are estimates at the balance sheet date that could change materially within the next year. Concentrations refer to volumes of business, revenues, available sources of supply, or markets or geographic areas for which events could occur that would significantly disrupt normal finances within the next year.]. We believe the estimates and concentrations are reasonable in the circumstances, consistently applied and adequately disclosed.
 - d. Arrangements with financial institutions involving repurchase, reverse repurchase, or securities lending agreements, compensating balances collateral agreements or other arrangements involving restrictions on cash balances and line-of-credit or similar arrangements.
 - e. Agreements to repurchase assets previously sold.
17. We are responsible for compliance with the laws, regulations and provisions of contracts and grant agreements applicable to us, including tax or debt limits and debt contracts; and we have identified and disclosed to you all laws, regulations and provisions of contracts and grant agreements that we believe have a direct and material effect on the determination of financial statement amounts, or other financial data significant to the audit objectives including legal and contractual provisions for reporting specific activities in separate funds.
18. There are no –
 - a. Violations or possible violations of budget ordinances, grant contract provisions, laws or regulations whose effects should be considered for disclosure in the financial statements or as a basis for recording a loss contingency or for reporting on non-compliance.
 - b. Other liabilities or gain or loss contingencies (including those relating to oral guarantees) that are required to be accrued or disclosed by generally accepted accounting principles.
 - c. Nonspendable, restricted, committed or assigned fund balance that were not properly authorized and approved.
 - d. Rates being charged to customers other than the rates as authorized by the applicable authoritative body.
 - e. Violations of restrictions placed on revenues as a result of bond resolution covenants such as revenue distribution or debt service funding.

19. We have provided you with information regarding known or possible litigation, claims, and assessments whose effects we have considered when preparing the financial statements. There are no unasserted claims or assessments that our lawyer has advised us are probable of assertion and must be disclosed in accordance with accounting principles generally accepted in the United State of America.
20. The County of Milwaukee, Wisconsin has satisfactory title to all owned assets, and there are no liens or encumbrances on such assets nor has any asset been pledged as collateral, except as disclosed to you.
21. You have been informed of all communications from lenders regarding the valuation of collateral required to be maintained under the County of Milwaukee, Wisconsin's borrowing arrangements.
22. The County of Milwaukee, Wisconsin has complied with all aspects of laws, regulations and contractual agreements that would have a material effect on the financial statements in the event of noncompliance.
23. We have followed all applicable laws and regulations in adopting, approving and amending budgets.
24. The financial statements include all component units. The County has no joint ventures with an equity interest, other joint ventures or other related organizations that should be reported.
25. The accounting records underlying the financial statements accurately and fairly reflect, in reasonable detail, the transactions of the County of Milwaukee, Wisconsin.
26. The financial statements properly classify all funds and activities.
27. All funds that meet the quantitative criteria in GASB Statement No. 34 and No. 37 for presentation as major are identified and presented as such and all other funds that are presented as major are particularly important to financial statement users.
28. Net position components (net investment in capital assets; restricted; and unrestricted) and components of fund balance (nonspendable, restricted, committed, assigned and unassigned) are properly classified and, if applicable, approved.
29. Provisions for uncollectible receivables have been properly identified and recorded.
30. Expenses have been appropriately classified in or allocated to functions and programs in the statement of activities, and allocations have been made on a reasonable basis.
31. Revenues are appropriately classified in the statement of activities within program revenues and general revenues.
32. Interfund, internal, and intra-entity activity and balances have been appropriately classified and reported.
33. Deposits and investment securities are properly classified as to risk, and investments are properly valued. Collateralization agreements with financial institutions, if any, have been properly disclosed.
34. We have disclosed to you all potential derivative financial instruments such as contracts that could be assigned to someone else or not settled, interest rate swaps, collars or caps.

35. Provision, when material, has been made to reduce excess or obsolete inventories to their estimated net realizable value.
36. Capital assets, including infrastructure assets, are properly capitalized, reported, and, if applicable, depreciated. Any known impairments have been recorded and disclosed.
37. We have compiled with the implementation of GASB No. 49 and believe that the estimate made for the pollution remediation liability is in accordance with this standard and reflects all known available facts at the time it was recorded.
38. Tax-exempt bonds issued have retained their tax-exempt status.
39. In regards to the non-attest services performed by you listed below, we have 1) made all management decisions and performed all management functions; 2) designated an individual with suitable skill, knowledge, or experience to oversee the services; 3) evaluated the adequacy and results of the services performed, and 4) accepted responsibility for the results of the services.
 - a. Comprehensive Annual Financial Report preparation.
 - b. Review of bond offering documents.
 - c. Compiled regulatory report assistance.

None of these non-attest services constitute an audit under generally accepted auditing standards, including *Government Auditing Standards*.

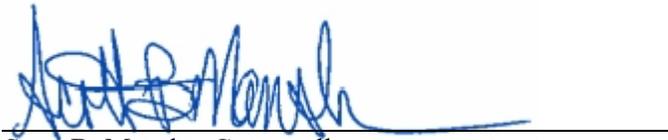
40. We have appropriately disclosed the County of Milwaukee, Wisconsin's policy regarding whether to first apply restricted or unrestricted resources when an expense is incurred for purposes for which both restricted and unrestricted net position are available and have determined that net position was properly recognized under the policy. We have also disclosed our policy regarding how restricted and unrestricted fund balance is used when an expenditure is incurred for which both restricted and unrestricted fund balance is available, including the spending hierarchy for committed, assigned, and unassigned amounts.
41. We acknowledge our responsibility for the required supplementary information (RSI). The RSI is measured and presented within prescribed guidelines and the methods of measurement and presentation have not changed from those used in the prior period. We have disclosed to you any significant assumptions and interpretations underlying the measurement and presentation of the RSI.
42. We acknowledge our responsibility for presenting the combining and individual fund financial statements and schedules and other supplementary information in accordance with accounting principles generally accepted in the United States of America, and we believe the combining and individual fund financial statements and schedules and other supplementary information, including its form and content, is fairly presented in accordance with accounting principles generally accepted in the United States of America. The methods of measurement and presentation of the combining and individual fund financial statements and schedules and other supplementary information have not changed from those used in the prior period, and we have disclosed to you any significant assumptions or interpretations underlying the measurement and presentation of the supplementary information. If the combining and individual fund financial statements and schedules and other supplementary information are not presented with the audited financial statements, we will make the audited financial statements readily available to the intended users of the supplementary information no later than the date we issue the supplementary information and the auditor's report thereon.
43. We assume responsibility for, and agree with, the findings of specialists in evaluating the incurred but not reported insurance claims, the net pension liabilities and the other post employment benefits

liabilities and have adequately considered the qualifications of the specialists in determining the amounts and disclosures used in the financial statements and underlying accounting records. We did not give or cause any instructions to be given to specialists with respect to the values or amounts derived in an attempt to bias their work, and we are not otherwise aware of any matters that have had impact on the independence or objectivity of the specialists.

44. We are responsible for the estimation methods and assumptions used in measuring assets and liabilities reported or disclosed at fair value, including information obtained from brokers, pricing services, or third parties. Our valuation methodologies have been consistently applied from period to period. The fair value measurements reported or disclosed represent our best estimate of the fair value measurement date in accordance with GASB 72 – Fair Value Measurement. In addition, our disclosures related to fair value measurements are consistent with the objectives outlined in GASB 72. We have evaluated the fair value information provided to us by brokers, pricing services or other parties that has been used in the financial statements and believe this information to be reliable and consistent with the requirements. Our office is dependent on the work performed and information obtained by the Employee Retirement System for purposes of their fair value measurements related to the Milwaukee County Pension Plan.
45. We assume responsibility for, and agree with, the information provided by the Employees’ Retirement System of the County of Milwaukee and the Transit System’s Transport Employees’ Pension Plan relating to the net pension liabilities and related deferred outflows and deferred inflows and have adequately considered the reasonableness of the amounts and disclosures used in the financial statements and underlying accounting records. We also assume responsibility for the census data that has been reported to the plans.
46. Provision has been made for any material loss to be sustained as a result of purchase commitments for inventory quantities in excess of normal requirements or at prices in excess of the prevailing market prices.
47. All adjustments for the year, transfers between, or increases in appropriations for all departments, and all such resolutions affecting the same, when required, were properly approved by the Board of Supervisors.
48. We have a process to track the status of audit findings and recommendations.
49. We have identified to you any previous financial audits, attestation engagements, performance audits, or other studies related to the objectives of this audit being undertaken and the corrective actions taken to address significant findings and recommendations.
50. We have provided our views on reported findings, conclusions and recommendations, as well as our planned corrective actions, for our report.
51. Federal and State grants received by the County of Milwaukee, Wisconsin are subject to audit and adjustment by grantor agencies. If grant revenues are received for expenditures that are subsequently disallowed, the County of Milwaukee, Wisconsin may be required to repay the revenues. In the opinion of management, liability resulting from such disallowed expenditures, if any, will not be material to the basic financial statements at December 31, 2019.
52. We are responsible for the County of Milwaukee, Wisconsin’s compliance with laws, regulations, and the provisions of contracts and grant agreements related to each of its federal and state programs.

53. We are responsible for complying, and have complied, with the requirements of Single Audit Act Amendments of 1996, the Uniform Guidance and the State Single Audit Guidelines, including the accuracy and completion of the Data Collection Form.
54. We have adopted and maintained an internal control system to provide reasonable assurance that financial awards programs are administered in accordance with applicable laws and regulations and provisions of contracts and grant agreements. We believe the internal control system is adequate and is functioning as intended. Also, no changes have been made in the internal control system to the date of this letter that might significantly affect internal control.
55. We have prepared the schedule of expenditures of federal and state awards in accordance with the Uniform Guidance and the State Single Audit guidelines, and have included expenditures made during the period being audited for all awards provided by federal and state agencies in the form of grants, federal and state cost-reimbursement contracts, loans, loan guarantees, property (including donated surplus property), cooperative agreements, interest subsidies, insurance, food commodities, direct appropriations, and other assistance.
56. We have made available all contracts and grant agreements (including amendments, if any) and any other correspondence that have taken place with federal or state agencies or pass-through entities and are related to our departments' federal or state programs.
57. We have monitored subrecipients to determine that the subrecipients expended financial awards in accordance with applicable laws and regulations and have met the requirements of the Uniform Guidance and State Single Audit Guidelines. (not applicable to grants administered by DAS).
58. We have identified and disclosed to you all amounts questioned and any known noncompliance with the requirements of federal or state awards, including the results of other audits or program reviews (not applicable to grants administered by DAS).
59. For our departments grants, federal and state program financial reports and claims advances and reimbursements are supported by the books and records from which the basic financial statements have been prepared, and are prepared on a basis consistent with that presented in the schedule of expenditures of federal and state awards.
60. When applicable, amounts claimed or used for matching, were determined in accordance with the Uniform Guidance.
61. We have accurately completed the appropriate sections of the data collection form for our grants.
62. We have accurately completed the arbitrage liability requirement in accordance with IRS rules and regulations.
63. We have reasonably allocated the sick leave, pension and other post employment liabilities between the governmental and proprietary funds.
64. Intergovernmental receivables from government-mandated and voluntary non-exchange transactions in the amount of \$54.5 million as of December 31, 2019 have been recognized as revenues because they meet the requirements under Governmental Accounting Standards Board (GASB) Statement No. 33 Accounting and Financial Reporting for Non-exchange Transactions. Specifically, these revenues are recorded when: (1) all applicable eligibility requirements are met and (2) the resources are available. Available is defined as "collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period."

65. In accordance with GASB No. 33, we have established a policy that revenues from government-mandated and voluntary non-exchange transaction are considered available if: (1) collected within 90 days after year-end or (2) collected subsequent to 90 days after year-end to the extent the amount collected after 90 days is used to pay liabilities of the current period.
66. Adequate consideration has been given to, and appropriate provisions made for, estimated adjustments to health care revenues.
67. All requisite Medicare, Medicaid and similar reports have been properly filed. Management is responsible for the accuracy and propriety of all cost reports filed. The reimbursement methodology and principals employed are in accordance with applicable rules and regulations.
68. All peer review organizations, fiscal intermediary, and third party pay or reports and information have been made available.
69. We are responsible for the electronic submission of required annual financial data to HUD's Real Estate Assessment Center (REAC) and for ensuring that it is complete, accurate, and timely filed, in accordance with our regulatory and contractual obligations to HUD.
70. We have disclosed to you all information of which we are aware that may affect the completeness and accuracy of the electronic submission, and we have disclosed to you all communications from regulatory agencies affecting the electronic submission.
71. All events subsequent to the date of the financial statements and for which accounting principles generally accepted in the United States of America require adjustment or disclosure have been adjusted or disclosed. No other events, including instances of non-compliance have occurred subsequent to the balance-sheet date and through the date of this letter that would require adjustment to or disclosure in the financial statements or in the schedule of findings and questioned costs.



Scott B. Manske, Comptroller



OFFICE OF THE COUNTY EXECUTIVE

Milwaukee County

DAVID CROWLEY • COUNTY EXECUTIVE

July 29, 2020

Baker Tilly Virchow Krause, LLP
777 E. Wisconsin Ave., 32nd Floor
Milwaukee, WI 53202-5313

To Whom It May Concern:

We are providing this letter in connection with your audit of the financial transactions of Milwaukee County as of December 31, 2019 and for the year then ended.

We acknowledge our responsibility for adopting sound accounting policies for establishing and maintaining internal control that will, among other things, record, process, summarize and report transactions consistent with management's assertions embodied in the financial statements. This includes a responsibility for (1) preventing, deterring, and detecting fraud, which includes fraudulent financial reporting and misappropriation of assets, and (2) identifying and ensuring the County of Milwaukee, Wisconsin complies with the laws and regulations applicable to its activities.

Certain representations in this letter are described as being limited to matters that are material. Items are considered material, regardless of size, if they involve an omission or misstatement of accounting information that, in the light of surrounding circumstances, makes it probable that the judgment of a reasonable person relying on the information would be changed or influenced by the omission or misstatement. An omission or misstatement that is monetarily small in amount could be considered material as a result of qualitative factors.

We confirm, to the best of our knowledge and belief, the following representations made to you during your audit.

1. We have provided you with:
 - a. Access to all information, of which we are aware, that is relevant to the preparation and fair presentation of the financial statements, such as financial records and related data, documentation, and other matters and all audit or relevant monitoring reports, if any, received from funding sources.
 - b. Additional information that you have requested from us for the purpose of the audit.
 - c. Unrestricted access to persons within the entity from whom you determined it necessary to obtain audit evidence.
 - d. Minutes of the meetings of the County of Milwaukee Board of Supervisors or summaries of actions of recent meetings for which minutes have not yet been prepared.
2. There have been no communications from regulatory agencies or lenders concerning noncompliance with, or deficiencies in financial reporting practices.

3. We acknowledge our responsibility for the design, implementation and maintenance of internal controls to prevent and detect fraud.
4. We have not performed an assessment of the risk that the financial statements may be materially misstated as a result of fraud.
5. There has been no fraud involving management or employees who have significant roles in internal control, or fraud involving others that could have a material effect on the basic financial statements.
6. We have no knowledge of any allegations of fraud or suspected fraud, affecting the entity, received in communications from employees, former employees, analysts, regulators or others.
7. The County of Milwaukee, Wisconsin has no plans or intentions that may materially affect the carrying value or classification of assets, liabilities, or fund equity.
8. We are responsible for compliance with the laws, regulations and provisions of contracts and grant agreements applicable to us, including tax or debt limits and debt contracts; and we have identified and disclosed to you all laws, regulations and provisions of contracts and grant agreements that we believe have a direct and material effect on the determination of financial statement amounts, or other financial data significant to the audit objectives including legal and contractual provisions for reporting specific activities in separate funds.
9. We have provided you with information regarding known or possible litigation, claims, and assessments whose effects we have considered when preparing the financial statements. There are no unasserted claims or assessments that our lawyer has advised us are probable of assertion and must be disclosed in accordance with accounting principles generally accepted in the United State of America.
10. The County of Milwaukee, Wisconsin has to the best of our knowledge, satisfactory title to all owned assets, and there are no liens or encumbrances on such assets nor has any asset been pledged as collateral, except as disclosed to you.
11. We have followed all applicable laws and regulations in adopting, approving and amending budgets.
12. Expenses have been appropriately classified in or allocated to functions and programs in the statement of activities, and allocations have been made on a reasonable basis.
13. Revenues are appropriately classified in the statement of activities within program revenues and general revenues.
14. Interfund, internal, and intra-entity activity and balances have been appropriately classified and reported.
15. We have appropriately disclosed the County of Milwaukee, Wisconsin's policy regarding whether to first apply restricted or unrestricted resources when an expense is incurred for purposes for which both restricted and unrestricted net position are available and have determined that net position was properly recognized under the policy. We have also disclosed our policy

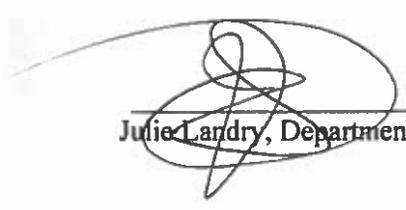
regarding how restricted and unrestricted fund balance is used when an expenditure is incurred for which both restricted and unrestricted fund balance is available, including the spending hierarchy for committed, assigned, and unassigned amounts.

16. We assume responsibility for, and agree with, the findings of specialists in evaluating the incurred but not reported insurance claims, the net pension liabilities and the other post employment benefits liabilities and have adequately considered the qualifications of the specialists in determining the amounts and disclosures used in the financial statements and underlying accounting records. We did not give or cause any instructions to be given to specialists with respect to the values or amounts derived in an attempt to bias their work, and we are not otherwise aware of any matters that have had impact on the independence or objectivity of the specialists.
17. Provision has been made for any material loss to be sustained as a result of purchase commitments for inventory quantities in excess of normal requirements or at prices in excess of the prevailing market prices.
18. All adjustments for the year, transfers between, or increases in appropriations for all departments, and all such resolutions affecting the same, when required, were properly approved by the Board of Supervisors.
19. We have a process to track the status of audit findings and recommendations.
20. We have identified to you any previous financial audits, attestation engagements, performance audits, or other studies related to the objectives of this audit being undertaken and the corrective actions taken to address significant findings and recommendations.
21. We have provided our views on reported findings, conclusions and recommendations, as well as our planned corrective actions, for our report.
22. Federal and State grants received by the County of Milwaukee, Wisconsin are subject to audit and adjustment by grantor agencies. If grant revenues are received for expenditures that are subsequently disallowed, the County of Milwaukee, Wisconsin may be required to repay the revenues. In the opinion of management, liability resulting from such disallowed expenditures, if any, will not be material to the basic financial statements at December 31, 2019.
23. We are responsible for the County of Milwaukee, Wisconsin's compliance with laws, regulations, and the provisions of contracts and grant agreements related to each of its federal and state programs.
24. We are responsible for complying, and have complied, with the requirements of Single Audit Act Amendments of 1996, Uniform Guidance and the State Single Audit Guidelines, including the accuracy and completion of the Data Collection Form.
25. We have adopted and maintained an internal control system to provide reasonable assurance that financial awards programs are administered in accordance with applicable laws and regulations and provisions of contracts and grant agreements. We believe the internal control system is adequate and is functioning as intended. Also, no changes have been made in the internal control system to the date of this letter, that might significantly affect internal control.

26. We have prepared the schedule of expenditures of federal and state awards in accordance with the Uniform Guidance and the State Single Audit guidelines, and have included expenditures made during the period being audited for all awards provided by federal and state agencies in the form of grants, federal and state cost-reimbursement contracts, loans, loan guarantees, property (including donated surplus property), cooperative agreements, interest subsidies, insurance, food commodities, direct appropriations, and other assistance.
27. We have made available all contracts and grant agreements (including amendments, if any) and any other correspondence that have taken place with federal or state agencies or pass-through entities and are related to our departments' federal or state programs.
28. We have monitored subrecipients to determine that the subrecipients expended financial awards in accordance with applicable laws and regulations and have met the requirements of the Uniform Guidance and State Single Audit Guidelines. (not applicable to grants administered by DAS).
29. We have identified and disclosed to you all amounts questioned and any known noncompliance with the requirements of federal or state awards, including the results of other audits or program reviews (not applicable to grants administered by DAS).
30. For our departments grants, federal and state program financial reports and claims advances and reimbursements are supported by the books and records from which the basic financial statements have been prepared, and are prepared on a basis consistent with that presented in the schedule of expenditures of federal and state awards.
31. When applicable, amounts claimed or used for matching, were determined in accordance with the Uniform Guidance.
32. We have accurately completed the appropriate sections of the data collection form for our grants.
33. In accordance with GASB No. 33, we have established a policy that revenues from government-mandated and voluntary non-exchange transaction are considered available if: (1) collected within 90 days after year-end or (2) collected subsequent to 90 days after year-end to the extent the amount collected after 90 days is used to pay liabilities of the current period.
34. Adequate consideration has been given to, and appropriate provisions made for, estimated adjustments to health care revenues.
35. All requisite Medicare, Medicaid and similar reports have been properly filed. Management is responsible for the accuracy and propriety of all cost reports filed. The reimbursement methodology and principals employed are in accordance with applicable rules and regulations.
36. All peer review organizations, fiscal intermediary, and third party pay or reports and information have been made available.
37. All events subsequent to the date of the financial statements and for which accounting principles generally accepted in the United States of America require adjustment or disclosure have been adjusted or disclosed. No other events, including instances of non-compliance have occurred subsequent to the balance-sheet date and through the date of this letter that would require adjustment to or disclosure in the financial statements or in the schedule of findings and questioned costs.



David Crowley, County Executive



Julie Landry, Department of Administrative Services



Appendix B: Uncorrected and corrected misstatements

COUNTY OF MILWAUKEE

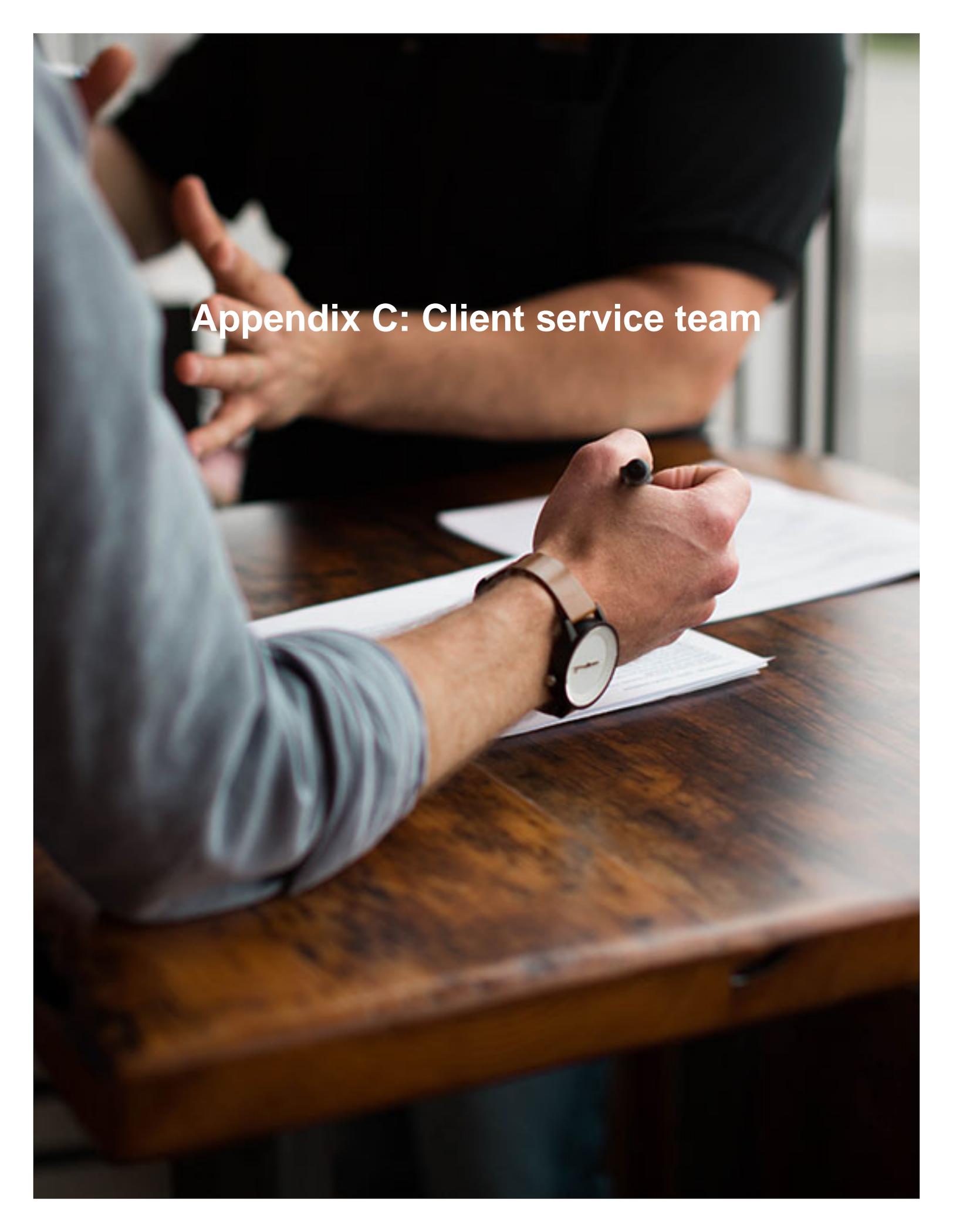
Summary of Uncorrected Financial Statement Misstatements
December 31, 2019
(In Thousands)

	Financial Statements Effect - Increase (Decrease) to Financial Statement Total					
	Total Assets / Deferred Outflows of Resources	Total Liabilities / Deferred Inflows of Resources	Total Net Position / Fund Balance	Excess of Revenue over Expenses		
				Current Year Effect of Prior Year Reversing Uncorrected Financial Statement Misstatements	Current Year Uncorrected Financial Statement Misstatements	Total
Government-wide Financial Statements						
Governmental Activities	\$ 107	\$ 73	\$ 34	\$ 838	\$ 34	\$ 872
Business-Type Activities	511	556	(45)	-	(45)	(45)
Fund Financial Statements						
General Fund	-	-	-	838	-	838
Debt Service Fund	107	-	107	-	107	107
Capital Projects Fund	-	73	(73)	-	(73)	(73)
Airports Fund	193	275	(82)	-	(82)	(82)
Transit Fund	318	281	37	-	37	37
Remaining Funds	2,373	(537)	2,910	(2,706)	2,910	204

COUNTY OF MILWAUKEE

**Schedule of Unrecorded Proposed Audit Adjustments
December 31, 2019
(In Thousands)**

Type/Fund/Account Description	Debits	Credits
<u>Governmental Activities</u>		
Debt Service Fund		
Cash and Investments	107	
Expenditures		107
(To record variance in allocation of debt issuance expenditures)		
Capital Projects Fund		
Expenditures	73	
Accounts Payable		73
(To accrue for 2019 expenditures paid in 2020)		
<u>Business Type Activities</u>		
Airport		
Expenses	275	
Accounts Payable		275
(To accrue for 2019 expenses paid in 2020)		
Cash and Investments	193	
Revenues		193
(To record variance in carrying value of deposits)		
Transit		
Cash and Investments	425	
Expenses		425
(To record variance in allocation of expenses)		
Expenses	107	
Cash and Investment		107
(To record variance in allocation of debt issuance expenses)		
Expenses	281	
Accounts Payable		281
(To accrue for 2019 expenses paid in 2020)		
<u>Fiduciary Funds</u>		
Pension Trust Fund		
Investments	2,910	
Revenues		2,910
(To record variance in carrying value of investments)		
Agency Funds		
Agency Deposits	537	
Investments		537
(To record variance in carrying value of investments)		

A close-up photograph of a person in a light blue long-sleeved shirt sitting at a dark wooden table. The person's right hand is holding a black pen and is positioned over a white document. They are wearing a black watch with a white face and a brown leather strap. In the background, another person's hands are visible, gesturing as if in conversation. The text "Appendix C: Client service team" is overlaid in white on the image.

Appendix C: Client service team

Client service team



Carla A. Gogin, CPA

Partner

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