

2024 PROPOSED PLAN AND EXECUTIVE BUDGET SUMMARY

CITY OF MILWAUKEE

STATE OF WISCONSIN

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Mayor

Department of Administration
Budget and Management Division

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Administration Director

Nik Kovac

Budget and Management Director

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GUIDE TO BUDGET DOCUMENTS

PLAN AND BUDGET SUMMARY

A document containing a fiscal summary of the 2024 budget; a budget forecast for Milwaukee; detailed narrative descriptions of each department's mission, services, outcome measures and related activities; and a summary of appropriations by expenditure category. This document is printed annually in Adopted and final form as follows: the *Proposed Plan and Executive Budget Summary* contains the Mayor's Executive Budget as presented to the Common Council for review. The *Plan and Budget Summary* contains the budget as adopted by the Common Council.

BUDGET

The official City of Milwaukee line-item budget provides a listing of all appropriation accounts by department and is published after the final budget adoption.

SIX-YEAR CAPITAL PLAN

A presentation of the city's six year capital program. Includes details on planning, financing, infrastructure, and urban development undertakings involved in the capital plan.

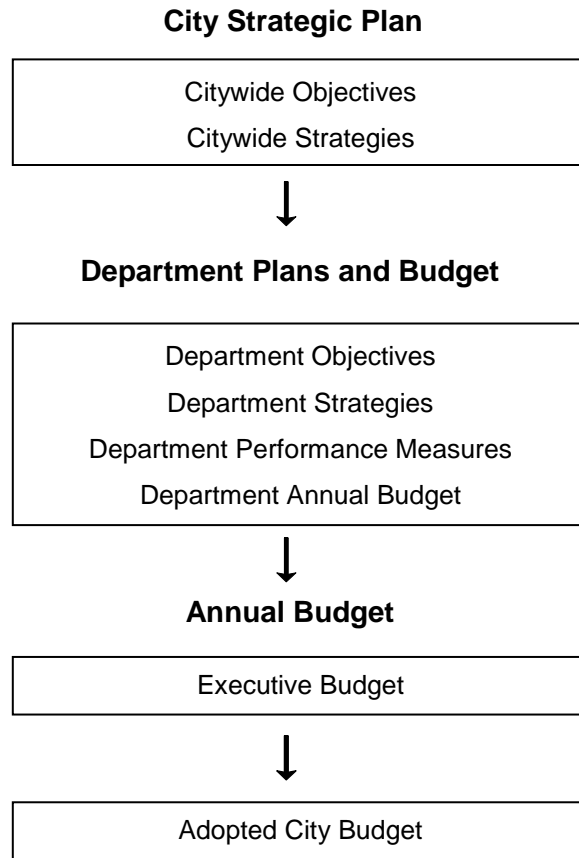
To obtain copies of the: *Proposed Plan and Executive Budget Summary*, *Plan and Budget Summary*, and *Detailed Budget* contact the:

Budget and Management Division
City Hall - Room 603
200 East Wells Street
Milwaukee, Wisconsin 53202
(414) 286-3741

or

Visit the Budget and Management website at:
www.city.milwaukee.gov/budget

BUDGET AND PLANNING PROCESS



Calendar Date	Activity
January - March	Departments Prepare Plans, Objectives, and Performance Measures
Mid-March	Departments Receive Budget Request Materials
Early May*	Department Plans and Budget Requests Due
Mid-August	Mayor's Public Hearing on Plans and Budgets
July - September	Mayor's Executive Plan and Budget Review
Late September**	Plan and Budget Submitted to Common Council
October	Legislative Hearings
Early November	Finance and Personnel Committee Budget Amendment Day
Early November ***	Common Council Action on Budget

* Legal Deadline Second Tuesday in May

** Legal Deadline September 28

*** Legal Deadline November 14

ELECTED OFFICIALS

Mayor Cavalier Johnson
City Attorney Tearman Spencer
City Comptroller Aycha Sawa
City Treasurer Spencer Coggs

COMMON COUNCIL

President José G. Pérez

District **Aldersperson**

First Andrea M. Pratt

Second Mark Chambers, Jr.

Third Jonathan Brostoff

Fourth Robert Bauman

Fifth Lamont Westmoreland

Sixth Milele A. Coggs

Seventh Khalif J. Rainey

Eighth JoCasta Zamarripa

Ninth Larresa Taylor

Tenth Michael J. Murphy

Eleventh Mark A. Borkowski

Twelfth José G. Pérez

Thirteenth Scott Spiker

Fourteenth Marina Dimitrijevic

Fifteenth Russell W. Stamper, II

MUNICIPAL JUDGES

Branch 1 Valarie A. Hill

Branch 2 Molly E. Gena

Branch 3 Phil Chavez

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THE VALUE OF MILWAUKEE

Milwaukee is a cohesive, talent rich, diverse, safe and economically vibrant community. It is nationally recognized for its manufacturing, arts, recreation, museums, academic institutions, revitalized lakefront and rivers, beautiful neighborhoods and well-maintained housing.

Milwaukee is the economic hub of the southeast region and entire State of Wisconsin, the “Fresh Coast City” that is rising fast in national stature and prominence. It is a premiere center for advanced manufacturing, fresh water research and development, clean and green technology, health care, biomedical technology and financial services. These core industries spur productivity, innovation, heightened rates of business formation and growth, a strong and growing entrepreneurial climate, and a boost in Milwaukee’s national and global competitiveness. Milwaukee’s dynamic and accessible markets attract people, business and investment in large and increasing numbers, and its transportation system is a gateway for tourism, conventions, commerce, business growth and economic development.

OUR VISION FOR MILWAUKEE

We want Milwaukee to become an even more desirable place to live and work. Our vision is a Milwaukee where opportunity is abundant and accessible to all residents - a Milwaukee where:

- Neighborhoods are safe, healthy, thriving and culturally rich;
- Children are empowered with the tools they need to reach their full potential, including a superior education;
- Residents have equal access to good family supporting jobs and benefits; and
- Our environment and economy support and sustain the quality of life for this generation and the next.

MISSION

The mission of city government is to enhance the safety, prosperity, and quality of life of all of our residents by working directly and through partnerships with our community stakeholders.

City government is dedicated to delivering services at a competitive cost and achieving customer satisfaction and responsiveness to residents. This enables the city to deliver the highest quality services possible to residents and businesses. These services enhance the value of Milwaukee by:

- Building safe and healthy neighborhoods;
- Increasing investment and economic vitality throughout Milwaukee;
- Improving workforce development and connecting more residents to family supporting jobs;
- Helping children succeed, prepare for post-secondary education, and meet their full potential;
- Promoting racial, social and economic equity for all residents; and
- Sustaining, enhancing and promoting Milwaukee’s natural environmental assets.

2024 BUDGET INTRODUCTION

For the first time in decades, the City of Milwaukee is proposing an annual budget without cuts to services. This was made possible in the summer of 2023 when Governor Tony Evers signed Act 12 into state law in June, and then in July when Mayor Cavalier Johnson signed the ordinance – approved by 12 out of 15 Common Council members – creating a 2% sales tax in the City of Milwaukee that will begin on January 1, 2024.

The State of Wisconsin Department of Revenue (DOR) estimates that this new sales tax will generate \$190.1 million for the City of Milwaukee’s use in 2024. The City Comptroller has recognized \$184.0 million of that anticipated revenue for use in the 2024 budget. Combined with the 10% increase in our shared revenue – about \$21.7 million – also resulting from Act 12, this means that the 2024 budget has \$205.7 million of new revenue.

In May, before the passage of Act 12, all City departments submitted cost-to-continue budget requests to the Mayor. Those expenses totaled \$183 million more than the total revenues expected at the time, meaning there was an expected budget gap of \$183 million prior to the passage of Act 12. While the new revenue generated under Act 12 exceeds the prior budget gap, Act 12 also came with several mandates that increased our necessary expenditures. Therefore, the new, larger gap was not fully filled with the new sales tax and shared revenues.

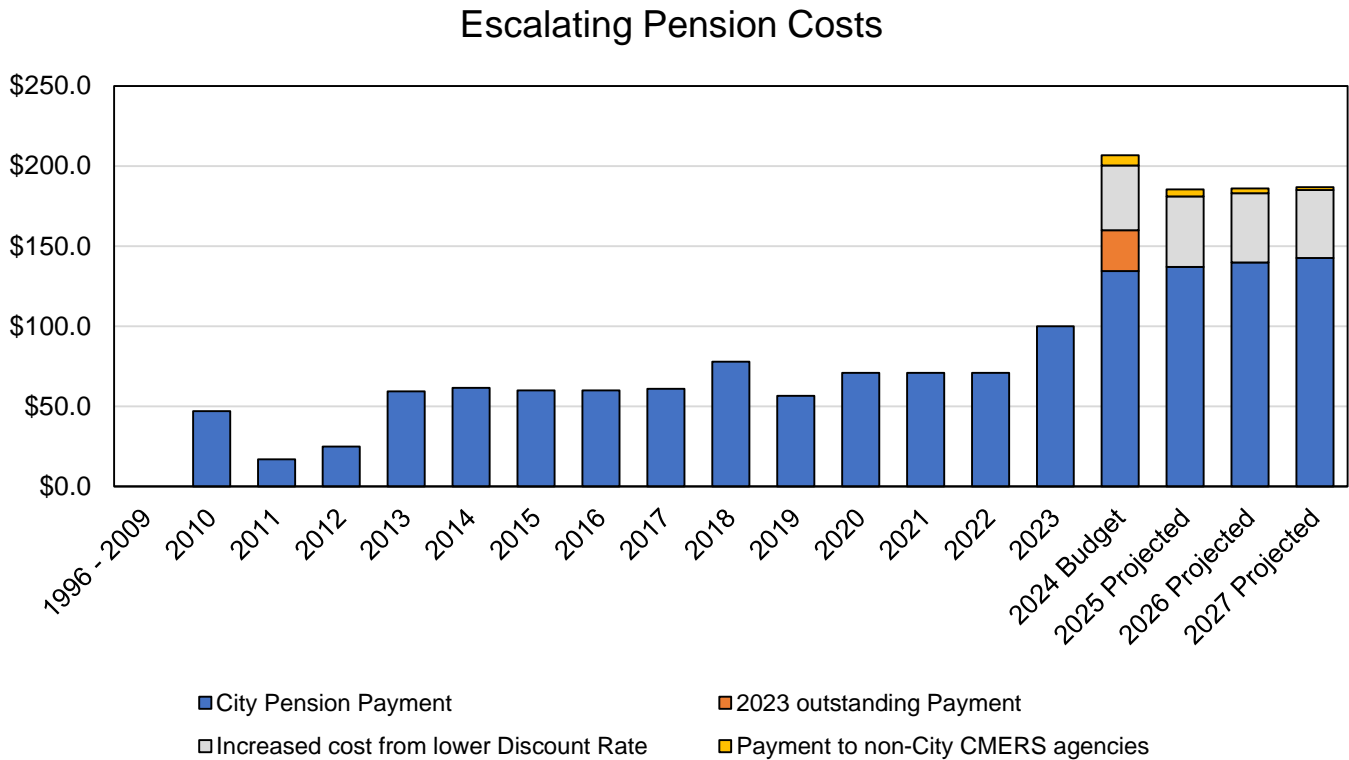
Act 12 Pension Mandates

Act 12 requires that numerous changes be made to the City of Milwaukee Employee’s Retirement System (CMERS). The most significant of these requirements are:

- Soft closure of CMERS into the Wisconsin Retirement System (WRS), i.e. all new employees hired after January 1, 2024 will be enrolled in WRS and not in CMERS.
- CMERS must change the anticipated rate of return on its fund investments, i.e. the discount rate, to match WRS’s discount rate. This reduced the assumed rate of return from 7.5% to 6.8%, increasing our 2024 pension contribution by over \$40 million.
- The City must use sales tax revenues to reimburse non-City agencies that participate in CMERS for the increase in their normal cost obligations caused by the change in discount rate. In 2024 this totals \$6.3 million that the City must contribute to the seven non-City CMERS participants.
- The City must remove its five-year stable funding policy, which had been enacted in 2013 in order to dampen the annual volatility in pension obligations.

In addition to these mandates, the City owes CMERS a one-time catch-up pension payment of \$25.5 million. The need for this payment was caused by the normal lead-time required by the actuary to reset CMERS stable contribution rate for the years 2023-2027 following completion of the plan’s 5-year experience study. The City did not know the amount of the 2023 obligation until the summer of 2023, long after the 2023 budget was adopted in November 2022. In response to this circumstance, the CMERS board has now instructed the actuary to establish the annual obligation amount using data from the prior completed year, so that the amount is known by the City in time for the preparation of each annual budget. The CMERS board also repealed the five-year stable funding formula in order to comply with Act 12, meaning that the prior 2024 through 2027 contribution amounts are no longer applicable and will now be recalculated annually.

The following chart illustrates the dramatic increases in the City’s pensions costs:



The increases described above (and shaded atop the chart bars in years 2024-2027 on the preceding figure) were not factored into the May calculation of the City’s \$183 million budget gap. Including these new costs increases the budget gap to \$255 million.

Act 12 Public Safety Staffing Mandates

Although the pension funding mandates are the most fiscally significant and immediate, Act 12 also includes other fiscal and policy mandates that further increase the budget gap in 2024 and in future years. Most notably, Act 12 establishes annual staffing minimums for sworn police and fire employees with several overlapping provisions:

- 1) A 15% penalty provision on the entire amount of shared revenue for any year in which public safety sworn staffing is reduced from a prior year.
- 2) Within ten years, the City must increase Milwaukee Police Department (MPD) total sworn staffing to 1,725 and Milwaukee Fire Department (MFD) daily minimum sworn staffing to 218. MFD works in a rotation of three 24-hour shifts so the actual total sworn staffing at any given time, factoring in vacations and sick time, is more than three times the daily minimum.
- 3) After the 2024 baseline of local sales tax collections is established, then in every subsequent year any increase in total collections from the 2024 baseline must be spent in the furtherance of increasing sworn staffing levels until the above requirements are reached. The State DOR estimates that this increase will be about 3%

annually, projecting an increase of \$5.7 million in 2025 and then compounding slightly higher each year thereafter.

- 4) 10% of the sales tax collections in 2024 can be spent on maintaining sworn strength levels, while the other 90% must be spent on the City's Unfunded Actuarially Accrued Liability (UAAL) owed to CMERS, the increase in normal costs from the 2022 baseline for all CMERS agencies (including the City), and then anything remaining in that 90% must be spent in the furtherance of increasing sworn staffing levels until the above requirements are reached.

The current funded level of sworn police in the 2023 MPD budget is 1,630; therefore Act 12 mandates an increase of 95 sworn police employees. The current funded daily minimum staffing in the 2023 MFD budget is 192; therefore Act 12 mandates an increase of 26 daily sworn staff.

The combined estimated annual cost of these mandated increases is about \$23 million. Therefore, it is likely that the 3rd and 4th Act 12 provisions listed above will force the City to reach the sworn staffing requirements long before the ten-year timeline described in the 2nd provision. In anticipation of that quicker-than-ten-year timeline, the 2024 proposed budget increases police and fire sworn staffing at a corresponding pace.

The 2024 proposed budget funds the maximum number of annual police classes (3) each at the maximum level of recruits per class (65). Factoring in expected attrition levels based on historical models, this will provide an average annual strength of 1,645 sworn officers, an increase of 15 over 2023 funding levels.

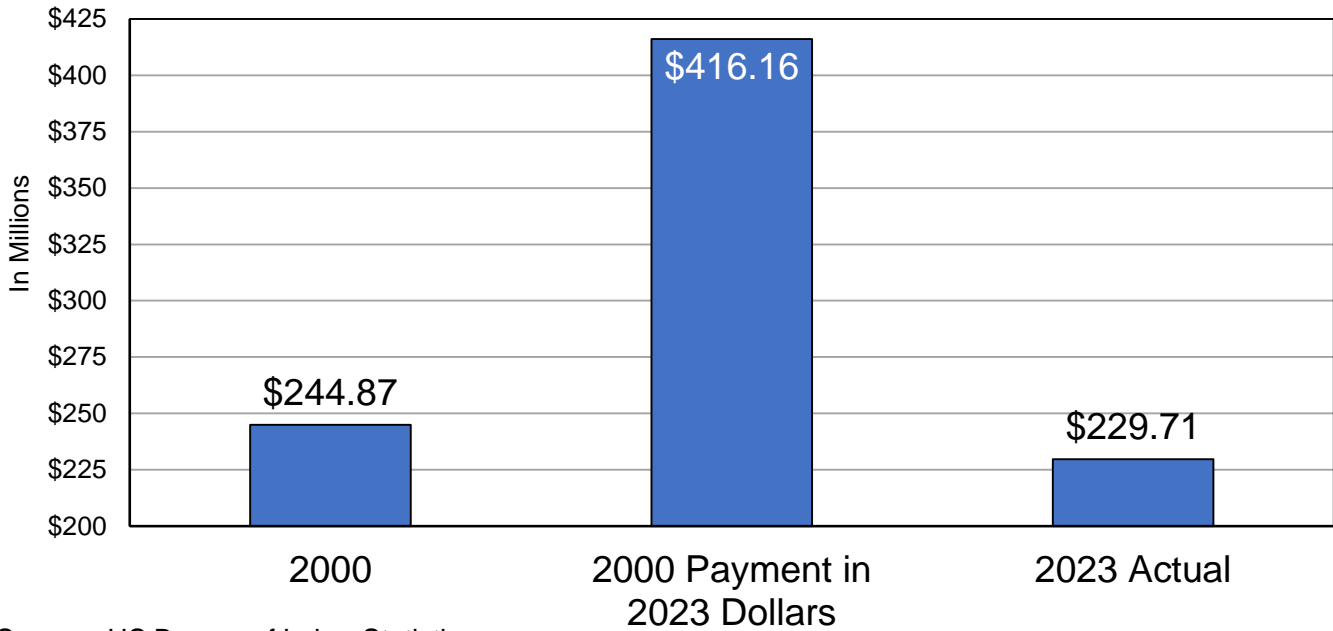
The 2024 proposed budget funds an increase in fire daily sworn staffing levels of 6 positions - an increase from 192 to 198, more than a fifth of the increase eventually mandated by Act 12. This funding will allow for a decommissioned fire engine to be restored to service and a new MED unit to be deployed in 2024.

The increased annual costs in 2024 as a result of these combined increases to police and fire sworn staffing is about \$7 million, which increases the budget gap for 2024 to more than \$260 million. This means that, even after the \$205 million in new revenue from Act 12 is factored in, there remains a gap of at least \$55 million for the 2024 budget.

Historical Trends That Have Finally Caught Up to Us: Departing Workers, Depleted Reserves, and Deferred Maintenance

The fact that State shared revenue has been reduced and/or frozen in every biennial State budget since the 1990s has created a growing structural gap in City budgets. The chart from last year's budget introduction showed that, compared to 2000, our inflation-adjusted reduction of State shared revenue was over \$155 million. The updated chart on the following page shows that after year-end 2022 data is included, the 2023 budget received \$186.5 million *fewer* dollars than the 2000 budget from the State.

State Shared Revenue/ERP Trend
 Decline in State Shared Revenue and Expenditure
 Restraint Program (ERP) Payments to Milwaukee 2000 and 2023



Source: US Bureau of Labor Statistics: CPI-U Tables; City Budget Documents; WI Legislative Fiscal Bureau.

A variety of strategies have been utilized over the past two decades to close these growing gaps every year. In some cases, innovations, consolidations, and efficiencies were created, allowing selected cost savings to occur without a reduction in services for residents. However, most of the more than 1,000 funded positions that were eliminated since 2000 have caused vital services to decline.

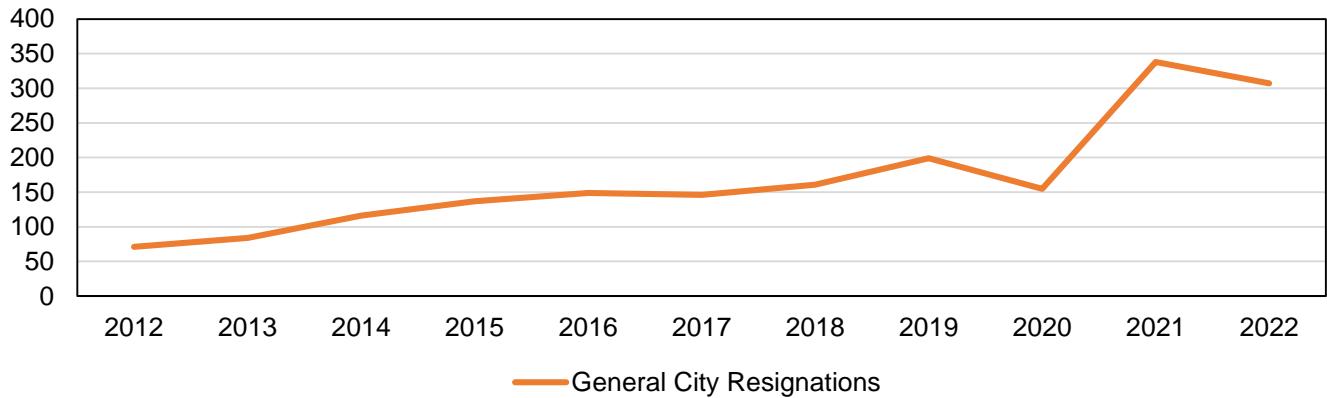
In order to minimize the effects these cuts were having on public health, safety, and neighborhood stability, three techniques were utilized to reduce costs without reducing employees. All three of these strategies were unsustainable, and the trend lines they shifted are now catching up to us.

- 1) Freezing Wages
- 2) Depleting Reserves
- 3) Deferring Needed Capital Investments

Freezing Wages

The City began utilizing wage freezes in 2011 after an earlier State law removed the right of non-sworn City employees to collectively bargain over wages. This meant annual raises were reduced or eliminated in most years, and the step system of pay progression was eliminated. This created annual savings, but after the private job market recovered, and as the lack of salary advancement compounded for most City employees, many City employees started leaving, as the following chart illustrates:

General City Resignations



By the spring of 2023 our City-wide vacancy rate was at an historically high rate. This led to savings in some departments, but in order to maintain budgeted services it just as often led to an increase in costs, because many services were contracted out, performed by temporary or recently retired workers, or billed to overtime for the employees that remained.

To make it possible for core services to function, the City's Department of Employee Relations (DER) has begun an aggressive strategy of increasing salaries by reclassifying hundreds of position titles affecting thousands of employees. This will stabilize our workforce, but will also cost millions of dollars annually in increased wages.

Reclassifications and other wage adjustments from June and July are reflected in proposed departmental budgets. Many departments' proposed budgets would therefore be higher than their requested budgets without ARPA deductions. DER anticipates additional increases in the coming months as well – these adjustments are reflected in the Wage & Supplement Fund. Correcting this unsustainable historical trend will put increasing expenditure pressure on this and future budgets.

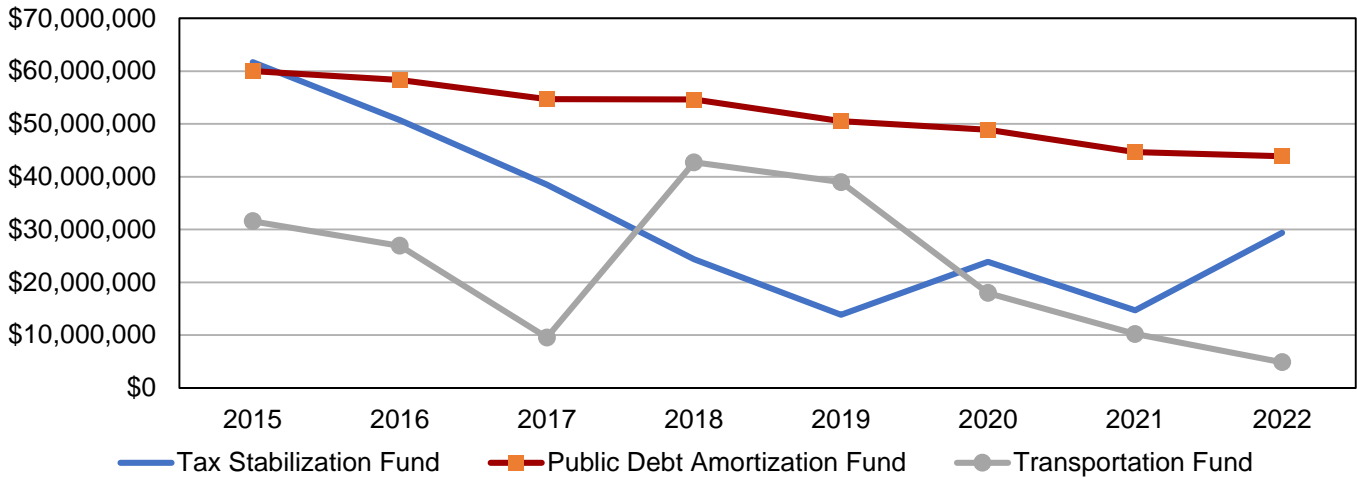
Depleting Reserves

The City has drawn down from three major reserve funds in recent years:

1. The Tax Stabilization Fund (TSF), which is used to minimize volatility in the property tax levy.
2. The Public Debt Amortization Fund (PDAF), which is managed by the Public Debt Commission, is used to stabilize the tax levy for debt service.
3. The Transportation Fund, which funds the City's parking and Streetcar through revenues generated by these services.

Drawing down these reserves is not a sustainable strategy, as the following chart demonstrates:

Reserve Fund Balances History



All three of the major reserve funds shown above allow transfers to the general fund, but withdrawals must be aligned with revenues to maintain stability. The 2023 budget transferred \$3 million from the PDAF and \$10 million from the Transportation Fund. The 2023 budget did not make a withdrawal from the TSF. No withdrawals are proposed from any of these funds in the 2024 budget to stabilize the funds and assist future budgets with sustainable withdrawal levels. The improved financial health of reserve funds will also assist in improving the City’s bond ratings.

Deferring Needed Capital Investments

The third strategy was to shift some annual operating costs - like vehicle purchases - over to the capital budget, and to make room for those purchases in the capital budget by delaying or deferring other capital projects like roofs, roads, and other needed infrastructure maintenance and repair. Several recent large projects - like replacing public safety radios and financial management software - have had a similar effect: crowding out many of the other necessary line items from recent capital budgets. These projects can sometimes be delayed for a few years but not indefinitely. Delays can also compound the eventual costs in some cases. These compounded costs mean that we will need to either create room in the capital budget or borrow more, increasing interest expenses and potentially harming the City’s bond ratings.

Therefore the 2024 Budget significantly increases City cash-financing of capital needs (from \$1 million in 2023 to \$36.8 million in 2024), allowing the City to catch up on accumulated deferred maintenance while reducing borrowing levels from \$96 million in 2023 to \$95 million in 2024. This level of cash-financing will likely not be able to be repeated in future years due to the expiration of American Rescue Plan Act (ARPA) funding, but it will create more room in future capital budgets to fund necessary projects while keeping borrowing at sustainable levels.

Using ARPA to Fill the Gap and Right the Ship

The increased costs of the pension and public safety Act 12 mandates combined with the necessary reversal of the unsustainable trends listed above, means that the 2024 budget has a significant remaining gap, even after the new revenue from Act 12 is factored in. Fortunately, there is nearly \$93 million remaining of unallocated ARPA dollars that must be spent in the 2024 budget or risk being returned to the federal government.

This budget utilizes the City’s remaining \$92,737,548 of unallocated ARPA funds, and an additional \$17,516,599 of reprogrammed ARPA funds, to fund a total of \$110,254,147 of city salaries in 2024 under the “Revenue Replacement” category of allowable ARPA expenditures. Reprogrammed funds will be removed from the budgets of projects that had realized or projected a budget surplus, or were at risk of not spending their entire budgets within statutorily established timeframes. Using ARPA funds in this way fills the remaining budget gap for 2024, and also frees up a portion of levy funding to continue the important work of many of these ARPA projects through 2024 and beyond. These projects will continue under the umbrella of the One Milwaukee Fund, and funding for these programs has been preserved – and in some cases increased – through special funds imbedded within their parent department’s budgets. Specifically, these programs include:

One Milwaukee Fund Program	Department	Amount
City of Milwaukee Diversity, Equity, Inclusion, and African American Affairs	DOA - OAAA, OEI	\$400,000
Housing and home ownership		
In Rem Property	DCD	\$400,000
Strong Homes Loans	DCD	\$1,000,000
Down Payment Assistance	DCD	\$2,000,000
Targeted Demolition	DPW	\$1,782,531
Multilingual Access to City Resources	City Clerk	\$196,064
Lead Hazard Reduction	MHD	\$2,092,222
Citizen-Led Transformational Grants Fund		\$5,000,000

Other programs funded by ARPA through 2023 have been placed back on the capital budget, including DNS’s Targeted Demolition (\$3,064,000) and Code Compliance Loan (\$1 million) programs. The remaining funding allocated to the City Clerk’s Big Clean program has been preserved through a special fund of \$350,064 housed within the Office of the City Clerk. The Mayor’s commitment to completing the important work of these programs continues through these alternate funding mechanisms, while insuring compliance with the complex rules and regulations governing ARPA spending.

The Years Ahead

The 2024 budget is a pivot year in many ways. State shared revenue is unfrozen for the first time in decades, the City has a new revenue source in the 2% City sales tax, and the City’s 86-year old pension system is being phased out. As summarized above, these three factors are causing conflicting pressures – new revenue *and* new expenses – on this and future budgets.

While these three factors will have an impact on budgets beyond 2024, there are also several factors unique to the 2024 budget – the \$25.5 million catch-up pension payment leftover from 2023, the stabilization of reserves by freezing withdrawals, and the unprecedented \$36.8 million of cash-financing for capital needs. These three factors put pressure on the 2024 budget that will not be repeated in future years.

Therefore, we expect that when the 2025 budget requests are submitted in May 2024, it will be the first time in many years that our budget gap is lower than the prior year. However, we do expect there will be a significant gap, and once again tough budgetary decisions will be necessary. We have structured the 2024 budget with future years’ budgets in mind. Many of our decisions this year position the City to have good, sustainable options during future budget deliberations.

A Guide to Reading This Budget Book

As you thumb through the summaries of each departmental budget in the pages that follow, please keep in mind that there are several changes to this year's budget book format.

All summaries begin with that department's clearly stated mission, followed immediately by a budget summary table with columns for the 2022 actual expenditures, the 2023 adopted budgets, the 2024 requested and adopted budgets, and two comparison columns. Expenditures are then broken down by category in the rows below.

"Budget" in these tables has always meant net operating costs, and therefore has never included grant, capital, or reimbursable funds. (Those funding sources are separately summarized in other sections of this book.)

This format is unchanged this year, but includes a footnote in most departments' summary tables attached to the "2024 Proposed Budget" column title. That footnote explains an unusual circumstance in the 2024 budget: due to the ARPA allocation strategy described earlier in this introduction, most non-enterprise fund departments will have a significant portion of their salaries funded by ARPA grants in 2024. The footnote provides the exact amount of that particular grant funding, which should assist the reader when attempting to make sense of the apparent shifts in the comparison columns that come immediately after that column – especially in the "FTEs" and "Salaries and Wages" and "Fringe Benefits" rows.

A new feature in this year's budget book comes immediately after those budget summary tables. The "Summary of Services" section provides a listing of the services provided by that department, along with two columns showing the budget and the number of FTEs that deliver that service. Please understand that "Budget" does not include salaries charged to ARPA grants, other grants, reimbursable services, or capital funding. Therefore, in some cases the budget number may appear much lower than the actual total cost of delivering that particular service. The intent of this section is to provide greater transparency about what each department does and how much it costs. In future years, other funding sources will be included in the service summary tables of budget books. As stated earlier in the "The Years Ahead" section of this introduction, 2024 is in many ways a pivot year.

2024 PROPOSED BUDGET AND TAX RATE COMPARED TO PRIOR YEAR

Purpose Of Expenditure And Funding Source	2023 Adopted Budget	2024 Proposed Budget	CHANGE 2024 Minus 2023 Adopted	2023 Adopted Budget	2024 Proposed Budget	CHANGE 2024 Minus 2023 Adopted
A. GENERAL CITY PURPOSES						
1. Budget (Expenditure Authority)	\$639,550,129	\$699,215,245	\$59,665,116			
2. Non Tax Levy Funding	551,088,600	600,578,282	49,489,682			
3. Tax Levy Funding	88,461,529	98,636,963	10,175,434	\$2.61	\$2.94	\$0.33
B. EMPLOYEE RETIREMENT						
1. Budget (Expenditure Authority)	\$143,868,851	\$253,536,227	\$109,667,376			
2. Non Tax Levy Funding	25,638,180	183,178,282	157,540,102			
3. Tax Levy Funding	118,230,671	70,357,945	-47,872,726	\$3.48	\$2.10	-\$1.39
C. CAPITAL IMPROVEMENTS						
1. Budget (Expenditure Authority)	\$164,038,000	\$193,784,258	\$29,746,258			
2. Non Tax Levy Funding	163,073,000	157,005,258	-6,067,742			
3. Tax Levy Funding	965,000	36,779,000	35,814,000	\$0.03	\$1.10	\$1.07
D. CITY DEBT						
1. Budget (Expenditure Authority)	\$325,093,090	\$268,808,763	-\$56,284,327			
2. Non Tax Levy Funding	226,547,464	162,155,944	-64,391,520			
3. Tax Levy Funding	98,545,626	106,652,819	8,107,193	\$2.90	\$3.18	\$0.28
F. CONTINGENT FUND						
1. Budget (Expenditure Authority)	\$5,000,000	\$5,000,000	\$0			
2. Non Tax Levy Funding	0	0	0			
3. Tax Levy Funding	5,000,000	5,000,000	0	\$0.15	\$0.15	\$0.00
SUBTOTAL (A+B+C+D+F)						
1. Budget (Expenditure Authority)	\$1,277,550,070	\$1,420,344,493	\$142,794,423			
2. Non Tax Levy Funding	\$966,347,244	\$1,102,917,766	\$136,570,522			
3. Tax Levy Funding	\$311,202,826	\$317,426,727	\$6,223,901	\$9.16	\$9.46	\$0.30
G. TRANSPORTATION FUND						
1. Budget (Expenditure Authority)	\$42,186,125	\$39,271,784	-\$2,914,341			
2. Non Tax Levy Funding	42,186,125	39,271,784	-2,914,341			
3. Tax Levy Funding	0	0	0	\$0.00	\$0.00	\$0.00
H. GRANT AND AID FUND						
1. Budget (Expenditure Authority)	\$116,841,112	\$166,900,995	\$50,059,883			
2. Non Tax Levy Funding	116,841,112	166,900,995	50,059,883			
3. Tax Levy Funding	0	0	0	\$0.00	\$0.00	\$0.00
I. ECONOMIC DEVELOPMENT FUND						
1. Budget (Expenditure Authority)	\$0	\$0	\$0			
2. Non Tax Levy Funding	0	0	0			
3. Tax Levy Funding	0	0	0	\$0.00	\$0.00	\$0.00
J. WATER WORKS						
1. Budget (Expenditure Authority)	\$159,756,683	\$174,598,341	\$14,841,658			
2. Non Tax Levy Funding	159,756,683	174,598,341	14,841,658			
3. Tax Levy Funding	0	0	0	\$0.00	\$0.00	\$0.00
K. SEWER MAINTENANCE FUND						
1. Budget (Expenditure Authority)	\$109,976,203	\$107,904,057	-\$2,072,146			
2. Non Tax Levy Funding	109,976,203	107,904,057	-2,072,146			
3. Tax Levy Funding	0	0	0	\$0.00	\$0.00	\$0.00
M. COUNTY DELINQUENT TAXES FUND						
1. Budget (Expenditure Authority)	\$9,505,000	\$10,619,045	\$1,114,045			
2. Non Tax Levy Funding	9,505,000	10,619,045	1,114,045			
3. Tax Levy Funding	0	0	0	\$0.00	\$0.00	\$0.00
SUBTOTAL (G+H+I+J+K+M)						
1. Budget (Expenditure Authority)	\$438,265,123	\$499,294,222	\$61,029,099			
2. Non Tax Levy Funding	\$438,265,123	\$499,294,222	\$61,029,099			
3. Tax Levy Funding	\$0	\$0	\$0	\$0.00	\$0.00	\$0.00
TOTAL (A thru M)						
1. Budget (Expenditure Authority)	\$1,715,815,193	\$1,919,638,715	\$203,823,522			
2. Non Tax Levy Funding	\$1,404,612,367	\$1,602,211,988	\$197,599,621			
3. Tax Levy Funding	\$311,202,826	\$317,426,727	\$6,223,901	\$9.16	\$9.46	\$0.30

Tax Rates and Assessed Value - 2024 rate column is based on an estimated assessed value of: \$33,555,356,790 as of August 21, 2023.

Comparisons by Budget Sections Between 2024 Proposed Budget Versus 2023 Adopted and 2024 Requested Budgets, Revenues, Tax Levies, and Resulting Changes

	2023 Adopted Budget	2024 Requested Budget	2024 Proposed Budget	Change 2024 Proposed Budget Versus	
				2023 Adopted	2024 Requested
A. General City Purposes					
Appropriations					
Salaries and Wages	\$358,321,274	\$467,270,105	\$396,254,091	\$37,932,817	\$-71,016,014
Fringe Benefits	163,674,341	207,928,613	179,312,379	15,638,038	-28,616,234
Operating Expenditures	87,671,699	80,898,558	81,807,535	-5,864,164	908,977
Equipment Purchases	6,340,301	7,564,428	11,756,192	5,415,891	4,191,764
Special Funds	32,672,600	41,010,867	46,315,686	13,643,086	5,304,819
Special Purpose Account Miscellaneous*	19,494,255	22,707,560	28,081,741	8,587,486	5,374,181
Workers Compensation Special Purpose Accounts	11,500,000	11,500,000	11,500,000	0	0
Employee Health Care Special Purpose Accounts	123,550,000	123,500,000	123,500,000	-50,000	0
Fringe Benefit Offset	-163,674,341	-207,928,613	-179,312,379	-15,638,038	28,616,234
Total Appropriations	\$639,550,129	\$754,451,518	\$699,215,245	\$59,665,116	\$-55,236,273
Funding Sources					
General City Revenues	\$551,088,600	\$516,283,000	\$566,378,282	\$15,289,682	\$50,095,282
Tax Stabilization Fund Withdrawal	0	0	34,200,000	34,200,000	34,200,000
Property Tax Levy	88,461,529	238,168,518	98,636,963	10,175,434	-139,531,555
Total Revenues	\$639,550,129	\$754,451,518	\$699,215,245	\$59,665,116	\$-55,236,273
B. Employee Retirement					
Total Appropriations	\$143,868,851	\$179,899,552	\$253,536,227	\$109,667,376	\$73,636,675
Funding Sources					
Non-Property Tax Revenue	\$25,638,180	\$26,757,185	\$183,178,282	\$157,540,102	\$156,421,097
Property Tax Levy	118,230,671	153,142,367	70,357,945	-47,872,726	-82,784,422
Total Revenues	\$143,868,851	\$179,899,552	\$253,536,227	\$109,667,376	\$73,636,675
C. Capital Improvements					
Total Capital Improvements Program					
Appropriations	\$164,038,000	\$277,074,380	\$193,784,258	\$29,746,258	\$-83,290,122
Funding Sources					
1. Borrowing (General Obligation)					
a. New	\$96,073,000	\$214,339,380	\$94,999,084	\$-1,073,916	\$-119,340,296
2. Borrowing (Tax Incremental Districts)					
a. New	\$25,000,000	\$25,000,000	\$25,000,000	\$0	\$0
3. Special Assessments (Internal Borrowing)					
a. New	\$3,720,000	\$3,710,000	\$5,510,000	\$1,790,000	\$1,800,000
4. Cash Financed					
a. From Revenues	\$38,280,000	\$33,410,000	\$31,496,174	\$-6,783,826	\$-1,913,826
c. From Tax Levy	965,000	615,000	36,779,000	35,814,000	36,164,000
d. Total Cash Financed	39,245,000	34,025,000	68,275,174	29,030,174	34,250,174
Total Revenues (Capital Improvements)	\$164,038,000	\$277,074,380	\$193,784,258	\$29,746,258	\$-83,290,122

	2023 Adopted Budget	2024 Requested Budget	2024 Proposed Budget	Change 2024 Proposed Budget Versus 2023 Adopted 2024 Requested	
D. City Debt					
Total Appropriations					
(Includes Borrowing for Milwaukee Public Schools)	\$325,093,090	\$265,808,763	\$268,808,763	\$-56,284,327	\$3,000,000
Funding Sources					
Revenues	\$14,901,430	\$9,683,195	\$9,683,195	\$-5,218,235	\$0
TID Increments	22,128,326	22,466,123	22,466,123	337,797	0
Delinquent Tax Revenue	13,892,708	16,006,626	16,006,626	2,113,918	0
Offset and Premium	114,500,000	114,000,000	114,000,000	-500,000	0
Transfers In	61,125,000	0	0	-61,125,000	0
Property Tax Levy	98,545,626	103,652,819	106,652,819	8,107,193	3,000,000
Total Revenues	\$325,093,090	\$265,808,763	\$268,808,763	\$-56,284,327	\$3,000,000
F. Common Council Contingent Fund					
Total Appropriations	\$5,000,000	\$5,000,000	\$5,000,000	\$0	\$0
Funding Sources					
Total Revenue (Property Tax Levy)	\$5,000,000	\$5,000,000	\$5,000,000	\$0	\$0
Subtotals (Items A through F)					
City Budget Appropriations	\$1,277,550,070	\$1,482,234,213	\$1,420,344,493	\$142,794,423	\$-61,889,720
Less: Non-Property Tax Revenues	\$966,347,244	\$981,655,509	\$1,102,917,766	\$136,570,522	\$121,262,257
Property Tax Levies	\$311,202,826	\$500,578,704	\$317,426,727	\$6,223,901	\$-183,151,977
Special Revenue Accounts (Items G through M)					
G. Transportation Fund					
Total Appropriations	\$42,186,125	\$38,063,463	\$39,271,784	\$-2,914,341	\$1,208,321
Funding Sources					
Current Revenues	\$24,776,125	\$27,427,520	\$27,475,487	\$2,699,362	\$47,967
Withdrawal from Reserves	0	-8,676,046	-6,615,692	-6,615,692	2,060,354
Citation Revenue and Processing	15,000,000	15,000,000	15,000,000	0	0
New Borrowing	2,410,000	4,311,989	3,411,989	1,001,989	-900,000
Total Revenues	\$42,186,125	\$38,063,463	\$39,271,784	\$-2,914,341	\$1,208,321
H. Grant and Aid					
Total Appropriations	\$116,841,112	\$92,004,432	\$166,900,995	\$50,059,883	\$74,896,563
Funding Sources					
Grantor Share	\$116,841,112	\$92,004,432	\$166,900,995	\$50,059,883	\$74,896,563
Total Revenues	\$116,841,112	\$92,004,432	\$166,900,995	\$50,059,883	\$74,896,563
J. Water Works					
Appropriations					
Operating Budget	\$104,122,383	\$111,515,407	\$113,170,341	\$9,047,958	\$1,654,934
Capital Improvements Program	47,010,000	50,495,000	50,495,000	3,485,000	0
Debt Service (Principal and Interest)	8,624,300	7,824,104	10,933,000	2,308,700	3,108,896
Capital Funding from Retained Earnings	0	0	0	0	0
Total Appropriations	\$159,756,683	\$169,834,511	\$174,598,341	\$14,841,658	\$4,763,830

	2023 Adopted Budget	2024 Requested Budget	2024 Proposed Budget	Change 2024 Proposed Budget Versus 2023 Adopted 2024 Requested	
				2023 Adopted	2024 Requested
Funding Sources					
Current Operating Revenues	\$93,179,600	\$105,336,700	\$105,436,674	\$12,257,074	\$99,974
Non-Operating Revenues	13,443,000	14,827,000	17,077,000	3,634,000	2,250,000
Proceeds from Borrowing	47,000,000	50,485,000	50,485,000	3,485,000	0
Use of Retained Earnings	6,134,083	-814,189	1,599,667	-4,534,416	2,413,856
Total Revenues	\$159,756,683	\$169,834,511	\$174,598,341	\$14,841,658	\$4,763,830
K. Sewer Maintenance					
Appropriations					
Operating Budget	\$81,576,203	\$81,841,626	\$81,504,057	\$-72,146	\$-337,569
Capital Improvements Program	28,400,000	26,900,000	26,400,000	-2,000,000	-500,000
Total Appropriations	\$109,976,203	\$108,741,626	\$107,904,057	\$-2,072,146	\$-837,569
Funding Sources					
Sewer User Fee	\$33,762,234	\$33,034,400	\$32,818,500	\$-943,734	\$-215,900
Storm Water Management Fee	40,230,290	39,691,000	40,934,150	703,860	1,243,150
Charges for Services	1,749,000	1,700,000	1,700,000	-49,000	0
Miscellaneous Revenue and Retained Earnings	11,534,679	12,616,226	9,751,407	-1,783,272	-2,864,819
Proceeds from Borrowing	22,700,000	21,700,000	22,700,000	0	1,000,000
Total Revenues	\$109,976,203	\$108,741,626	\$107,904,057	\$-2,072,146	\$-837,569
M. County Delinquent Taxes					
Appropriations					
Operating Budget	\$9,505,000	\$10,619,045	\$10,619,045	\$1,114,045	\$0
Total Appropriations	\$9,505,000	\$10,619,045	\$10,619,045	\$1,114,045	\$0
Funding Sources					
Operating Revenue	\$9,505,000	\$10,619,045	\$10,619,045	\$1,114,045	\$0
Total Revenues	\$9,505,000	\$10,619,045	\$10,619,045	\$1,114,045	\$0
Subtotals Special Revenue Account Budgets (Items G through M)					
Total Budgets	\$438,265,123	\$419,263,077	\$499,294,222	\$61,029,099	\$75,896,563
Total Revenues (Non-Property Tax)	\$438,265,123	\$419,263,077	\$499,294,222	\$61,029,099	\$80,031,145
Grand Totals (Items A through M)					
Budget Appropriations	\$1,715,815,193	\$1,901,497,290	\$1,919,638,715	\$203,823,522	\$14,006,843
Less: Non-Property Tax Revenues	\$1,404,612,367	\$1,400,918,586	\$1,602,211,988	\$197,599,621	\$197,158,820
Property Tax Levies	\$311,202,826	\$500,578,704	\$317,426,727	\$6,223,901	\$-183,151,977

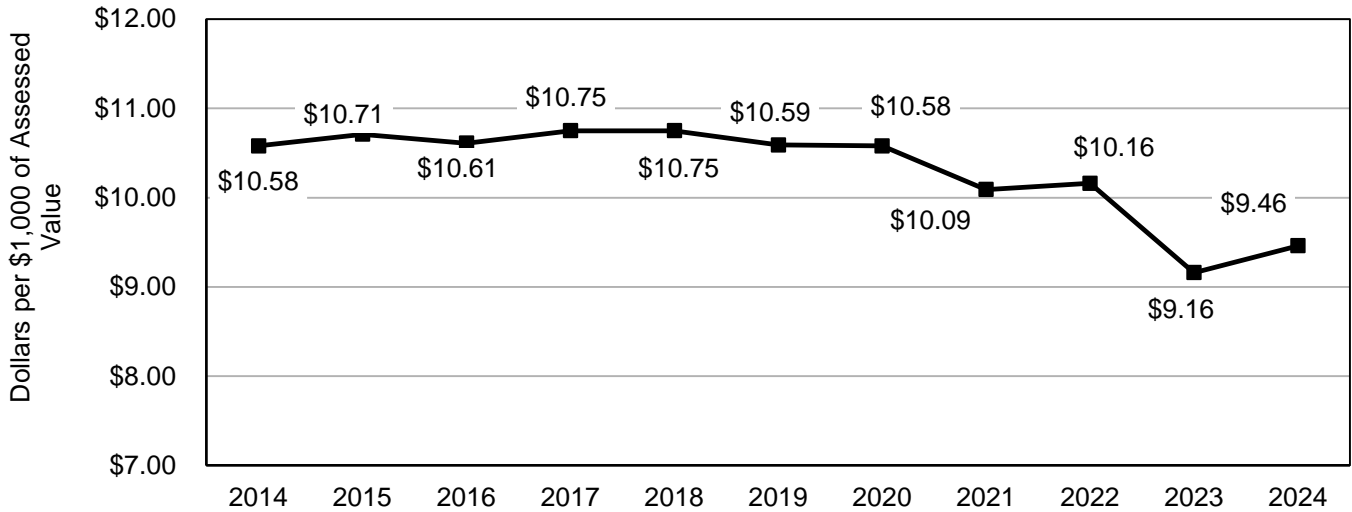
Note: All adopted budgets for governmental funds are prepared in accordance with the modified accrual basis of accounting, except for the treatment of the fund balance reserved for tax stabilization. For budget purposes, the fund balance reserved for tax stabilization is reflected as other financing sources. However, for accounting purposes it is reflected as part of the overall fund balance.

* The Wages Supplement Fund appropriation for pending labor agreements is shown in this table under "Salaries and Wages" but is budgeted under "Special Purpose Accounts Miscellaneous" in the line item budget.

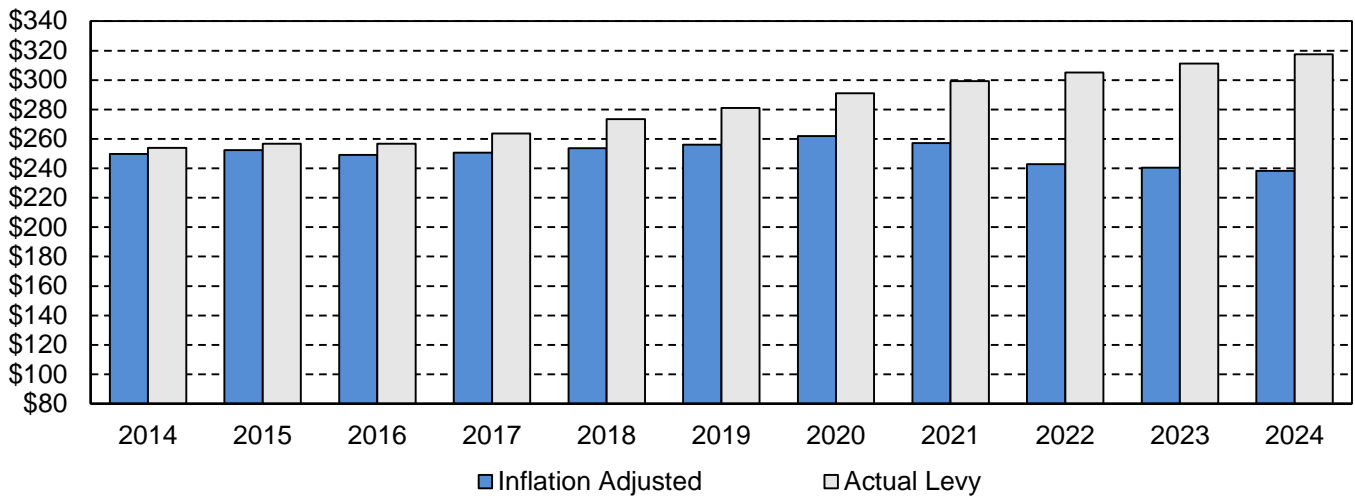
PROPERTY TAX RATE AND LEVY COMPARISON

The graphs below show property tax rates and levies for the City of Milwaukee from 2014 through the 2024 budget. The 2024 tax rate of \$9.46 is \$.30 higher than the 2023 rate of \$9.16. The 2024 tax levy of \$317.4 million is \$6.2 million higher than the 2023 levy. The property tax rate has decreased by \$1.12 from \$10.58 in 2014 to the 2024 rate of \$9.46. During this same period, the actual levy has increased by \$63.6 million while the “real” or inflation adjusted property tax levy has decreased by \$11.6 million.

Property Tax Rates 2014 through 2024



Property Tax Levies 2014 through 2024 (In Millions)

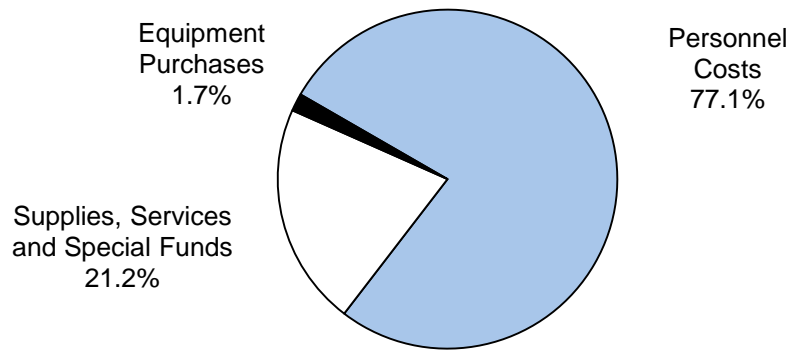


GENERAL CITY PURPOSES SPENDING

The pie chart below depicts the proportions of general city purposes spending allocated to personnel costs (77.1%), supplies, services, and special funds (21.2%), and equipment purchases (1.7%) in the 2023 budget.

It should be noted that the 2024 budget also funds approximately \$17.5 million (DPW, Fire, Police) of major equipment purchases.

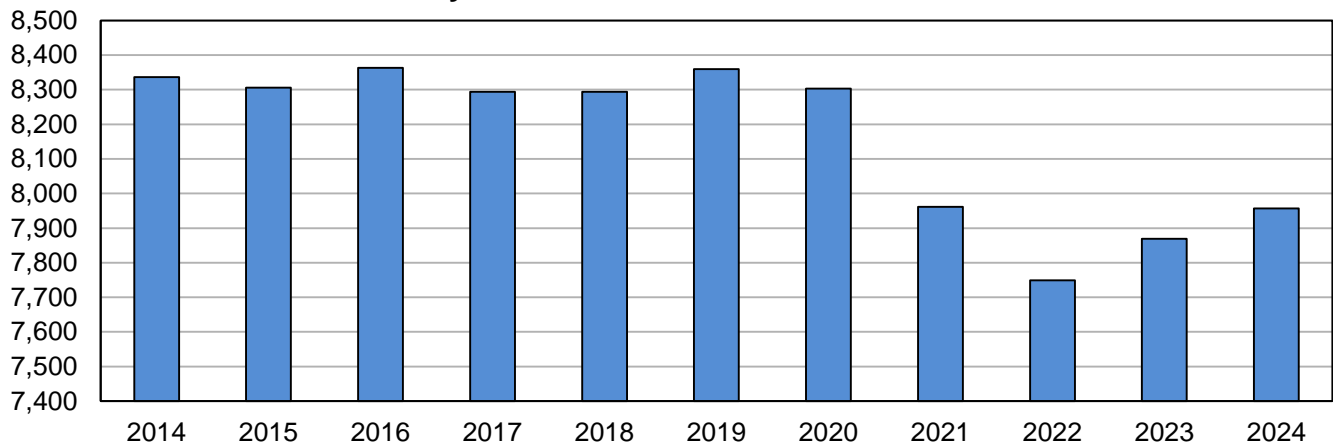
2024 Budget for General City Purposes by Category



AUTHORIZED POSITIONS

The following bar graph indicates changes in authorized positions from 2014 to 2024. Funding for personnel costs (which include salary and wages) relates directly to the number of positions authorized citywide. Excluding temporary and seasonal staff, the 2024 budget reflects an increase of 88 positions from 2023 levels (7,869 in 2023 to 7,957 in 2024).

City of Milwaukee Authorized Positions



CHANGE IN POSITIONS

	2023 Adopted Budget	2024 Requested Budget	2024 Proposed Budget	Change	
				2024 Proposed Budget Versus 2023 Adopted	2024 Requested
General City Purposes					
Administration, Dept. of	183	188	225	42	37
Assessor's Office	58	57	56	-2	-1
City Attorney	64	64	64	0	0
City Development, Dept. of	122	122	122	0	0
City Treasurer	50	45	45	-5	0
Common Council City Clerk	125	125	123	-2	-2
Comptroller's Office	56	56	56	0	0
Election Commission	1,047	2,330	2,331	1,284	1
Emergency Communications, Dept. of	27	241	241	214	0
Employee Relations, Dept. of	85	84	84	-1	0
Fire and Police Commission	34	35	35	1	0
Fire Department	924	891	912	-12	21
Health Department	381	357	342	-39	-15
Library	347	375	376	29	1
Mayor's Office	17	17	16	-1	-1
Municipal Court	37	30	30	-7	0
Neighborhood Services, Dept. of	288	288	286	-2	-2
Police Department	2,804	2,618	2,666	-138	48
Port Milwaukee	35	35	35	0	0
Public Works, Dept. of (Total)	(1,664)	(1,666)	(1,671)	(7)	(5)
Administrative Services Division	44	44	44	0	0
Infrastructure Services Division	820	820	820	0	0
Operations Division	800	802	807	7	5
Special Purpose Account	11	12	0	-11	-12
General City Purposes Total	8,359	9,636	9,716	1,357	80
General City Purposes Total *	7,325			-7,325	0
Pensions					
Deferred Compensation	3	3	3	0	0
Employees' Retirement System	59	59	59	0	0
Pensions Total	62	62	62	0	0
Special Revenue Funds					
Transportation Fund	123	134	135	12	1
Sewer Maintenance Fund	165	166	166	1	0
Water Works	435	436	436	1	0
Special Revenue Funds Total	723	736	737	14	1
Subtotal Budgeted Positions	9,144	10,434	10,515	1,371	81
Less Temporary Positions	1,275	2,558	2,558	1,283	0
Total Budgeted Positions	7,869	7,876	7,957	88	81

* Does not include Election Commission temporary election workers (1,034 in 2023 and 2,317 in 2024) due to staffing fluctuations between election and non-election years.

ESTIMATED FULL TIME EQUIVALENTS O&M Funded

	2023 Adopted Budget	2024 Requested Budget	2024 Proposed Budget	Change	
				2024 Proposed Budget Versus 2023 Adopted	2024 Requested
General City Purposes					
Administration, Department of	106.37	121.75	45.21	-61.16	-76.54
Assessor's Office	49.00	48.90	16.80	-32.20	-32.10
City Attorney	56.50	56.50	21.86	-34.64	-34.64
City Development, Dept. of	47.43	47.91	16.23	-31.20	-31.68
City Treasurer	30.08	30.28	11.11	-18.97	-19.17
Common Council City Clerk	96.07	96.07	36.32	-59.75	-59.75
Comptroller's Office	41.00	42.00	14.39	-26.61	-27.61
Election Commission *	9.75	9.00	7.11	-2.64	-1.89
Emergency Communications, Dept. of	25.20	233.77	75.29	50.09	-158.48
Employee Relations, Dept. of	44.70	47.78	17.33	-27.37	-30.45
Fire and Police Commission	25.10	26.20	9.34	-15.76	-16.86
Fire Department	359.50	953.00	943.65	584.15	-9.35
Health Department	172.36	180.82	157.34	-15.02	-23.48
Library	265.23	286.12	101.49	-163.74	-184.63
Mayor's Office	13.75	14.00	5.47	-8.28	-8.53
Municipal Court	30.00	30.00	9.75	-20.25	-20.25
Neighborhood Services, Dept. of	189.88	189.88	66.06	-123.82	-123.82
Police Department	2,457.14	2,514.19	2,210.94	-246.20	-303.25
Port Milwaukee	21.00	21.00	21.00	0.00	0.00
Public Works, Department of (Total)	(1,036.29)	(1,037.39)	(942.09)	(-94.20)	(-95.30)
Administrative Services Division	33.90	34.00	12.50	-21.40	-21.50
Infrastructure Services Division	332.31	332.31	252.01	-80.30	-80.30
Operations Division	670.08	671.08	677.58	7.50	6.50
Special Purpose Accounts	4.33	5.33	0.00	-4.33	-5.33
General City Purposes Total	5,080.68	5,991.89	4,728.78	-351.90	-1,263.11
Pensions					
Deferred Compensation	3.00	3.00	3.00	0.00	0.00
Employees' Retirement System	51.00	51.00	51.00	0.00	0.00
Pensions Total	54.00	54.00	54.00	0.00	0.00
Special Revenue Funds					
Transportation Fund	119.00	134.00	135.00	16.00	1.00
Sewer Maintenance Fund	115.65	115.45	114.95	-0.70	-0.50
Water Works	402.38	402.38	402.88	0.50	0.50
Special Revenue Funds Total	637.03	651.83	652.83	15.80	1.00
Grand Total	5,771.71	6,697.72	5,435.61	-336.10	-1,262.11

* Election Commission does not include temporary election workers (14.24 FTEs in 2023 and 17.43 FTEs in 2024) due to staffing fluctuations between election and non-election years.

ESTIMATED FULL TIME EQUIVALENTS Non-O&M Funded

	2023 Adopted Budget	2024 Requested Budget	2024 Proposed Budget	Change	
				2024 Proposed Budget Versus 2023 Adopted	2024 Requested
General City Purposes					
Administration, Department of	45.14	36.25	134.37	89.23	98.12
Assessor's Office	0.00	0.00	32.70	32.70	32.70
City Attorney	2.50	2.50	37.14	34.64	34.64
City Development, Dept. of	45.32	44.84	76.52	31.20	31.68
City Treasurer	0.00	0.00	19.17	19.17	19.17
Common Council City Clerk	1.40	1.40	68.08	66.68	66.68
Comptroller's Office	10.00	10.00	37.61	27.61	27.61
Election Commission	0.00	0.00	3.89	3.89	3.89
Emergency Communications, Dept. of	0.00	0.00	156.07	156.07	156.07
Employee Relations, Dept. of	17.67	16.67	46.58	28.91	29.91
Fire and Police Commission	0.00	0.00	16.76	16.76	16.76
Fire Department	529.50	3.00	33.35	-496.15	30.35
Health Department	178.15	163.29	170.77	-7.38	7.48
Library	39.67	23.45	209.08	169.41	185.63
Mayor's Office	0.00	0.00	9.00	9.00	9.00
Municipal Court	0.00	0.00	20.25	20.25	20.25
Neighborhood Services, Dept. of	60.30	60.30	180.44	120.14	120.14
Police Department	103.81	103.81	179.01	75.20	75.20
Port Milwaukee	0.00	0.00	0.00	0.00	0.00
Public Works, Department of (Total)	(379.78)	(379.68)	(509.31)	(129.53)	(129.63)
Administrative Services Division	9.10	9.00	30.50	21.40	21.50
Infrastructure Services Division	309.42	309.42	417.55	108.13	108.13
Operations Division	61.26	61.26	61.26	0.00	0.00
Special Purpose Accounts	0.00	0.00	0.00	0.00	0.00
General City Purposes Total	1,413.24	845.19	1,940.10	526.86	1,094.91
Pensions					
Deferred Compensation	0.00	0.00	0.00	0.00	0.00
Employees' Retirement System	0.00	0.00	0.00	0.00	0.00
Pensions Total	0.00	0.00	0.00	0.00	0.00
Special Revenue Funds					
Transportation Fund	0.00	0.00	0.00	0.00	0.00
Sewer Maintenance Fund	26.85	27.05	27.05	0.20	0.00
Water Works	21.54	21.54	21.54	0.00	0.00
Special Revenue Funds Total	48.39	48.59	48.59	0.20	0.00
Grand Total	1,461.63	893.78	1,988.69	527.06	1,094.91

ESTIMATED FULL TIME EQUIVALENTS All Funding Sources

	2023 Adopted Budget	2024 Requested Budget	2024 Proposed Budget	Change	
				2024 Proposed Budget Versus 2023 Adopted	2024 Requested
General City Purposes					
Administration, Department of	151.51	158.00	179.58	28.07	21.58
Assessor's Office	49.00	48.90	49.50	0.50	0.60
City Attorney	59.00	59.00	59.00	0.00	0.00
City Development, Dept. of	92.75	92.75	92.75	0.00	0.00
City Treasurer	30.08	30.28	30.28	0.20	0.00
Common Council City Clerk	97.47	97.47	104.40	6.93	6.93
Comptroller's Office	51.00	52.00	52.00	1.00	0.00
Election Commission *	9.75	9.00	11.00	1.25	2.00
Emergency Communications, Dept. of	25.20	233.77	231.36	206.16	-2.41
Employee Relations, Dept. of	62.37	64.45	63.91	1.54	-0.54
Fire and Police Commission	25.10	26.20	26.10	1.00	-0.10
Fire Department	889.00	956.00	977.00	88.00	21.00
Health Department	350.51	344.11	328.11	-22.40	-16.00
Library	304.90	309.57	310.57	5.67	1.00
Mayor's Office	13.75	14.00	14.47	0.72	0.47
Municipal Court	30.00	30.00	30.00	0.00	0.00
Neighborhood Services, Dept. of	250.18	250.18	246.50	-3.68	-3.68
Police Department	2,560.95	2,618.00	2,389.95	-171.00	-228.05
Port Milwaukee	21.00	21.00	21.00	0.00	0.00
Public Works, Department of (Total)	(1,416.07)	(1,417.07)	(1,451.40)	(35.33)	(34.33)
Administrative Services Division	43.00	43.00	43.00	0.00	0.00
Infrastructure Services Division	641.73	641.73	669.56	27.83	27.83
Operations Division	731.34	732.34	738.84	7.50	6.50
Special Purpose Accounts	4.33	5.33	0.00	-4.33	-5.33
General City Purposes Total	6,493.92	6,837.08	6,668.88	174.96	-168.20
Pensions					
Deferred Compensation	3.00	3.00	3.00	0.00	0.00
Employees' Retirement System	51.00	51.00	51.00	0.00	0.00
Pensions Total	54.00	54.00	54.00	0.00	0.00
Special Revenue Funds					
Transportation Fund	119.00	134.00	135.00	16.00	1.00
Sewer Maintenance Fund	142.50	142.50	142.00	-0.50	-0.50
Water Works	423.92	423.92	424.42	0.50	0.50
Special Revenue Funds Total	685.42	700.42	701.42	16.00	1.00
Grand Total	7,233.34	7,591.50	7,424.30	190.96	-167.20

* Election Commission does not include temporary election workers (14.24 FTEs in 2023 and 17.43 FTEs in 2024) due to staffing fluctuations between election and non-election years.

Comparison of 2024 Proposed Expenditures and Funding Sources with Prior Years by Major Budget Sections and Subsections

Section 1. City Budgets Under Control of the Common Council

	2021 Actual**	2022 Actual**	2023 Adopted Budget	2024 Proposed Budget	Change 2024 Proposed Versus 2023 Adopted
	<u>Expenditures</u>	<u>Expenditures</u>			<u>2023 Adopted</u>
A. General City Purposes					
1. Budgets for General City Purposes					
Administration, Department of	\$13,137,036	\$13,744,536	\$16,299,963	\$14,213,213	\$-2,086,750
Assessor's Office	4,360,782	4,435,651	4,455,048	2,142,959	-2,312,089
City Attorney	7,178,299	6,819,252	6,987,527	3,321,967	-3,665,560
City Development, Department of	4,994,249	4,995,573	5,145,180	2,178,454	-2,966,726
City Treasurer	3,740,110	3,774,162	3,968,746	2,458,640	-1,510,106
Common Council City Clerk	9,037,331	9,635,854	9,689,900	4,986,624	-4,703,276
Comptroller	4,443,143	4,579,169	4,418,537	1,924,083	-2,494,454
Election Commission	1,538,317	4,044,950	1,980,569	4,631,013	2,650,444
Emergency Communications, Department of	0	8,285,021	18,408,014	10,366,425	-8,041,589
Employee Relations, Department of	4,032,696	4,515,244	5,129,316	2,240,928	-2,888,388
Fire and Police Commission	2,550,788	3,051,060	4,518,365	3,253,099	-1,265,266
Fire Department	118,999,571	93,891,167	49,003,727	143,047,117	94,043,390
Health Department	15,959,155	8,876,925	16,394,174	19,431,271	3,037,097
Library	23,735,868	24,888,973	25,792,779	13,923,506	-11,869,273
Mayor's Office	1,339,613	1,382,240	1,531,854	661,182	-870,672
Municipal Court	2,668,723	2,801,275	3,132,137	1,438,166	-1,693,971
Neighborhood Services, Department of	18,610,518	16,540,754	19,742,706	10,300,142	-9,442,564
Police Department	294,931,982	290,609,364	299,922,318	305,074,605	5,152,287
Port Milwaukee	6,296,980	6,026,539	6,423,600	6,743,282	319,682
Public Works Department (Total)	(130,155,737)	(118,639,712)	(136,050,256)	(145,813,707)	9,763,451
Administrative Services Division	3,195,140	3,167,377	3,054,004	2,063,831	-990,173
Infrastructure Services Division	39,177,176	36,763,727	42,741,468	39,321,573	-3,419,895
Operations Division	87,783,421	78,708,608	90,254,784	104,428,303	14,173,519
Special Purpose Accounts***	144,335,474	139,706,424	164,229,754	180,377,241	16,147,487
Fringe Benefit Offset	-169,910,737	-173,802,260	-163,674,341	-179,312,379	-15,638,038
Total Budgets for General City Purposes	\$642,135,635	\$597,441,585	\$639,550,129	\$699,215,245	\$59,665,116
*** Special Purpose Account expenditures do not include wage supplement funding. These funds are reflected in departmental expenditures.					
2. Source of Funds for General City Purposes					
Revenues					
Taxes and Payment in Lieu of Taxes	\$21,050,715	\$18,822,316	\$20,489,000	\$47,834,000	\$27,345,000
Licenses and Permits	17,196,380	19,799,978	17,830,000	17,857,000	27,000
Intergovernmental Revenue	272,837,196	273,305,773	273,039,000	294,561,000	21,522,000
Charges for Services	139,355,868	151,619,827	148,538,600	147,132,282	-1,406,318
Fines and Forfeitures	2,578,336	3,162,136	3,302,000	3,001,000	-301,000
Miscellaneous Revenue	37,002,849	39,236,062	35,890,000	30,993,000	-4,897,000
Fringe Benefits	22,378,953	31,771,533	52,000,000	25,000,000	-27,000,000
Total Revenues	\$512,400,297	\$537,717,625	\$551,088,600	\$566,378,282	\$15,289,682
Tax Stabilization Fund Withdrawals	\$6,500,000	\$0	\$0	\$34,200,000	\$34,200,000
Property Tax Levy	112,786,102	85,038,772	88,461,529	98,636,963	10,175,434
Total Financing for General City Purposes	\$631,686,399	\$622,756,397	\$639,550,129	\$699,215,245	\$59,665,116

	<u>2021 Actual** Expenditures</u>	<u>2022 Actual** Expenditures</u>	<u>2023 Adopted Budget</u>	<u>2024 Proposed Budget</u>	<u>Change 2024 Proposed Versus 2023 Adopted</u>
B. Employees' Retirement					
1. Budgets for Employees' Retirement					
Firemen's Pension Fund					
Pension Contribution	\$0	\$0	\$0	\$0	0
Lump Sum Supplement Contribution	18,000	18,000	18,000	18,000	0
Policemen's Pension Fund					
Pension Contribution	\$58,006	\$22,709	\$24,000	\$12,000	-12,000
Lump Sum Supplement Contribution	10,000	10,000	10,000	2,000	-8,000
Employees' Retirement Fund					
Pension Contribution	\$70,045,262	\$70,014,039	\$100,000,000	\$206,710,000	106,710,000
Administration	16,278,228	17,289,833	23,383,349	24,271,800	888,451
Employers' Share of Employees' Annuity Contribution	0	0	0	0	0
Annuity Contribution Employer's Reserve Fund	8,000,000	0	0	0	0
Social Security					
Social Security Tax	\$18,975,427	\$20,216,281	\$20,000,000	\$22,000,000	2,000,000
Former Town of Lake Employees' Retirement Fund					
Pension Contribution	\$0	\$0	\$0	\$0	0
Deferred Compensation	217,247	278,679	433,502	522,427	88,925
Total Budgets for Employees' Retirement	<u>\$113,602,170</u>	<u>\$107,849,541</u>	<u>\$143,868,851</u>	<u>\$253,536,227</u>	<u>\$109,667,376</u>
2. Source of Funds for Employees' Retirement					
Fringe Benefits Pension	\$1,395,387	\$1,522,165	\$1,687,329	\$2,251,055	\$563,726
Charges to Retirement Fund	15,841,942	17,297,098	23,383,349	24,271,800	888,451
Charges to Deferred Compensation	217,688	279,122	433,502	522,427	88,925
Miscellaneous and Other	115,925	117,100	134,000	165,000	31,000
Reserve Fund	0	0	0	0	0
Local Sales Tax	0	0	0	155,968,000	155,968,000
Property Tax Levy	97,347,853	88,634,499	118,230,671	70,357,945	-47,872,726
Total Financing for Employees' Retirement	<u>\$114,918,795</u>	<u>\$107,849,984</u>	<u>\$143,868,851</u>	<u>\$253,536,227</u>	<u>\$109,667,376</u>
C. Capital Improvements					
1. Budgets for Capital Improvements					
Special Capital Projects or Purposes	\$760,350	\$459,191	\$10,115,000	\$10,515,000	\$400,000
Administration, Department of	1,594,823	1,818,394	2,095,000	8,945,000	6,850,000
Assessor's Office	0	0	0	0	\$0
City Attorney	0	0	750,000	0	-\$750,000
City Development, Department of	56,336,468	18,298,609	40,100,000	42,600,000	2,500,000
Common Council City Clerk	0	0	0	95,000	95,000
Election Commission	0	0	0	0	0
Emergency Communications, Department of	0	0	789,000	113,000	-676,000
Fire and Police Commission	3,113,368	357,874	0	0	0
Fire Department	3,473,556	2,959,776	3,000,000	6,260,000	3,260,000
Health Department	624,313	742,073	0	0	0
Library	1,853,507	1,146,290	1,600,000	3,470,000	1,870,000
Municipal Court	0	11,554	265,000	760,000	495,000
Neighborhood Services, Department of	2,813,601	1,140,188	3,200,000	4,064,000	864,000
Police Department	5,955,583	5,488,453	17,930,000	20,335,000	2,405,000
Port Milwaukee	1,049,700	329,918	3,319,000	3,589,714	270,714
Public Works, Department of (Total)	(71,273,391)	(59,252,472)	(80,875,000)	(93,037,544)	(12,162,544)
Administration Division	0	0	0	0	0
Infrastructure Services Division	61,002,535	55,725,300	69,058,000	79,816,370	10,758,370

	<u>2021 Actual** Expenditures</u>	<u>2022 Actual** Expenditures</u>	<u>2023 Adopted Budget</u>	<u>2024 Proposed Budget</u>	<u>Change 2024 Proposed Versus 2023 Adopted</u>
Operations Division	10,270,856	3,527,172	11,817,000	13,221,174	1,404,174
Total Budgets for Capital Improvements					
(Other than Transportation, Water Works and Sewer Maint.)	\$148,848,660	\$92,004,792	\$164,038,000	\$193,784,258	\$29,746,258
2. Source of Funds for Capital Improvements					
General Obligation Borrowings					
New Borrowing	\$90,019,099	\$69,480,753	\$96,073,000	\$94,999,084	\$-1,073,916
Tax Increment District Public Improvements					
New Borrowing	\$45,363,622	\$10,811,335	\$25,000,000	\$25,000,000	\$0
Anticipated Special Assessments					
New Authorizations	\$1,904,739	\$1,505,109	\$3,720,000	\$5,510,000	\$1,790,000
Capital Improvement Revenues					
Cash Revenues	\$11,239,950	\$9,888,985	\$38,280,000	\$31,496,174	\$-6,783,826
Property Tax Levy	321,250	318,610	965,000	36,779,000	35,814,000
Total Financing for Capital Improvements					
(Other than Transportation, Water Works and Sewer Maint.)	\$148,848,660	\$92,004,792	\$164,038,000	\$193,784,258	\$29,746,258
* Does not include School Board expenditures.					
D. City Debt (Including School Purposes)					
1. Budget for City Debt					
Bonded Debt (Principal)	\$202,800,882	\$140,370,576	\$276,488,761	\$220,030,000	\$-56,458,761
Bonded Debt (Interest)	48,550,676	46,810,059	50,560,579	47,672,513	-2,888,066
Bonded Debt (Fees)	763,514	119,530	187,500	250,000	62,500
Bonded Debt (Issuance Expenses)	899,340	2,068,082	856,250	856,250	0
Transfers out	6,983,228	766,189	0	0	0
Subtotal	\$259,997,640	\$190,134,436	\$328,093,090	\$268,808,763	\$-59,284,327
Less: Prepayment					
Prepayment Deduction (PDAF)	\$-5,000,000	\$-3,000,000	\$-3,000,000	\$0	\$3,000,000
Special Assessment	0	0	0	0	0
Total Budget for City Debt	\$254,997,640	\$187,134,436	\$325,093,090	\$268,808,763	\$-56,284,327
2. Source of Funds for City Debt					
Revenues	\$18,809,753	\$12,163,711	\$14,901,430	\$9,683,195	\$-5,218,235
TID Increments from Prior Year	35,749,559	26,864,885	22,128,326	22,466,123	337,797
Delinquent Tax Revenues	11,930,076	15,022,847	13,892,708	16,006,626	2,113,918
Offsets and Premium	105,061,752	46,879,430	114,500,000	114,000,000	-500,000
Transfers In	0	6,150,730	61,125,000	0	-61,125,000
Property Tax Levy	83,446,500	85,434,549	98,545,626	106,652,819	8,107,193
Total Financing for City Debt	\$254,997,640	\$192,516,152	\$325,093,090	\$268,808,763	\$-56,284,327
F. Common Council Contingent Fund					
1. Budget for Common Council Contingent Fund					
Common Council Contingent Fund	[4,983,523]	[5,000,000]	\$5,000,000	\$5,000,000	\$0
2. Source of Funds for Common Council Contingent Fund					
Property Tax Levy	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$0
* 2021 and 2022 experience shown for informational purposes only.					
Expenditure experience represents transfers and expenditures authorized by resolution.					
Subtotal Budget Authorizations Common Council Controlled Purposes					
(Except Water and Special Revenue Accounts)	\$1,159,584,105	\$984,430,354	\$1,277,550,070	\$1,420,344,493	\$142,794,423
Non-Tax Levy	\$856,549,789	\$755,700,895	\$966,347,244	\$1,102,917,766	\$136,570,522
Tax Levy	\$298,901,705	\$264,426,430	\$311,202,826	\$317,426,727	\$6,223,901
Subtotal Financing for (Estimated Revenues) Common Council Controlled Budgets					
(Except Water and Special Revenue Accounts)	\$1,155,451,494	\$1,020,127,325	\$1,277,550,070	\$1,420,344,493	\$142,794,423

	<u>2021</u> <u>Actual**</u> <u>Expenditures</u>	<u>2022</u> <u>Actual**</u> <u>Expenditures</u>	<u>2023</u> <u>Adopted</u> <u>Budget</u>	<u>2024</u> <u>Proposed</u> <u>Budget</u>	<u>Change</u> <u>2024 Proposed</u> <u>Versus</u> <u>2023 Adopted</u>
Special Revenue Accounts Sections G through M					
G. Transportation Fund					
1. Budget for Transportation Fund					
Operating and Maintenance Expense	\$28,999,324	\$27,777,060	\$29,776,125	\$35,859,795	\$6,083,670
Transfer to General Fund	16,000,000	10,000,000	10,000,000	0	-10,000,000
Capital Improvement Program	2,886,105	2,291,777	2,410,000	3,411,989	1,001,989
Total Budget for Transportation Fund	<u>\$47,885,429</u>	<u>\$40,068,837</u>	<u>\$42,186,125</u>	<u>\$39,271,784</u>	<u>\$-2,914,341</u>
2. Source of Funds for Transportation					
Parking Permits	\$3,934,356	\$3,217,974	\$3,941,000	\$4,010,000	\$69,000
Meters	4,254,184	4,316,050	4,795,000	6,057,000	1,262,000
Rental and Lease of Facilities	4,647,354	5,341,745	5,415,716	5,996,300	580,584
Towing of Vehicles	3,659,452	3,772,710	3,500,100	4,000,000	499,900
Vehicle Disposal	3,178,732	1,437,407	3,100,000	2,500,000	-600,000
Miscellaneous and Other	1,768,494	3,452,560	4,024,309	4,912,187	887,878
Subtotal Financing for Transportation	<u>\$21,442,572</u>	<u>\$21,538,446</u>	<u>\$24,776,125</u>	<u>\$27,475,487</u>	<u>\$2,699,362</u>
Other Funding Sources					
Withdrawal from Reserves	\$10,402,381	\$0	\$0	\$-6,615,692	\$-6,615,692
Citation Revenue	13,154,371	14,219,337	15,000,000	15,000,000	0
Capital Improvements to be Financed from Available:					
Cash Reserves	\$0	\$0	\$0	\$0	\$0
New Borrowing	2,886,105	2,291,777	2,410,000	3,411,989	1,001,989
Subtotal Other Funding Sources	<u>\$26,442,857</u>	<u>\$16,511,114</u>	<u>\$17,410,000</u>	<u>\$11,796,297</u>	<u>\$-5,613,703</u>
Total Financing for Transportation	<u>\$47,885,429</u>	<u>\$38,049,560</u>	<u>\$42,186,125</u>	<u>\$39,271,784</u>	<u>\$-2,914,341</u>
H. Grants and Aids Projects (Except Capital Projects)					
1. Budget for Grants and Aids Projects					
Grantor Share (Non-City)	\$115,309,990	\$188,240,847	\$116,841,112	\$166,900,995	\$50,059,883
Total for Grants and Aids Projects	<u>\$115,309,990</u>	<u>\$188,240,847</u>	<u>\$116,841,112</u>	<u>\$166,900,995</u>	<u>\$50,059,883</u>
2. Source of Funds for Grants and Aids Projects					
Grantor Share (Non-City)	\$115,309,990	\$188,240,847	\$116,841,112	\$166,900,995	\$50,059,883
Total Financing for Grants and Aids Projects (Except Capital Projects)	<u>\$115,309,990</u>	<u>\$188,240,847</u>	<u>\$116,841,112</u>	<u>\$166,900,995</u>	<u>\$50,059,883</u>
I. Economic Development Fund					
1. Budget for Economic Development Fund					
Business Improvement Districts	\$5,396,207	\$1,125,891	\$0	\$0	\$0
Total Budget for Economic Development Fund	<u>\$5,396,207</u>	<u>\$1,125,891</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
2. Source of Funds for Economic Development Fund					
Business Improv. District Assessments/Excess TID Revenue	\$5,396,207	\$1,125,891	\$0	\$0	\$0
Total Source of Funds for Economic Development Fund	<u>\$5,396,207</u>	<u>\$1,125,891</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
J. Water Works					
1. Budget for Water Works, Department of Public Works					
Operating Budget	\$101,102,073	\$89,906,125	\$112,746,683	\$124,103,341	\$11,356,658
Capital Improvements Program	16,689,832	17,017,911	47,010,000	50,495,000	3,485,000
Retained Earnings, Borrowing, and Other Accounts	0	0	0	0	0
Total Expenditures and Deposits	<u>\$117,791,905</u>	<u>\$106,924,036</u>	<u>\$159,756,683</u>	<u>\$174,598,341</u>	<u>\$14,841,658</u>
2. Source of Funds for Water Works					
Operating Revenue	\$94,018,359	\$93,085,200	\$93,179,600	\$105,436,674	\$12,257,074
Non-Operating Revenue	7,574,740	6,816,700	7,683,000	7,167,000	-516,000
Proceeds from Borrowing	16,689,832	4,810,771	47,000,000	50,485,000	3,485,000

	2021 Actual** <u>Expenditures</u>	2022 Actual** <u>Expenditures</u>	2023 Adopted <u>Budget</u>	2024 Proposed <u>Budget</u>	Change 2024 Proposed Versus <u>2023 Adopted</u>
Retained Earnings/Miscellaneous	3,535,810	15,553,640	11,894,083	11,509,667	-384,416
Total Source of Funds for Water Works	\$121,818,741	\$120,266,311	\$159,756,683	\$174,598,341	\$14,841,658
K. Sewer Maintenance					
1. Budget for Sewer Maintenance					
Operating Budget	\$50,257,801	\$47,843,593	\$81,576,203	\$81,504,057	\$-72,146
Capital Budget	23,726,780	20,616,323	28,400,000	26,400,000	-2,000,000
Deposit to Retained Earnings	0	24,290,239	0	0	0
Total Budget for Sewer Maintenance	\$73,984,581	\$92,750,155	\$109,976,203	\$107,904,057	\$-2,072,146
2. Source of Funds for Sewer Maintenance					
Sewer User Fee	\$32,047,747	\$31,733,436	\$33,762,234	\$32,818,500	\$-943,734
Storm Water Fee	38,202,008	38,239,451	40,230,290	40,934,150	703,860
Charges for Services	16,114	1,761,360	1,749,000	1,700,000	-49,000
Miscellaneous Revenue	6,405,425	3,351,308	4,906,000	4,025,000	-881,000
Retained Earnings	-24,081,197	0	6,628,679	5,726,407	-902,272
Proceeds from Borrowing	21,394,484	17,664,600	22,700,000	22,700,000	0
Total Source of Funds for Sewer Maintenance	\$73,984,581	\$92,750,155	\$109,976,203	\$107,904,057	\$-2,072,146
M. Delinquent County Taxes					
1. Budget for Delinquent County Taxes					
Delinquent County Taxes and Tax Certificate Purchases	\$8,253,663	\$10,187,976	\$9,505,000	\$10,619,045	\$1,114,045
Total Budget for Delinquent County Taxes	\$8,253,663	\$10,187,976	\$9,505,000	\$10,619,045	\$1,114,045
2. Source of Funds for Delinquent County Taxes					
Purchase of Milwaukee County Delinquent Taxes	\$8,253,663	\$10,187,976	\$9,505,000	\$10,619,045	\$1,114,045
Total Source of Funds for Delinquent County Taxes	\$8,253,663	\$10,187,976	\$9,505,000	\$10,619,045	\$1,114,045
Subtotal Budget Authorization for Special Revenue Accounts	\$368,621,775	\$439,297,742	\$438,265,123	\$499,294,222	\$61,029,099
Subtotal Estimated Revenues for Special Revenue Accounts	\$372,648,611	\$450,620,740	\$438,265,123	\$499,294,222	\$61,029,099
Total All Budgets Under the Control of the Common Council					
(Includes Water and Special Revenue Accounts)	\$1,528,205,880	\$1,423,728,096	\$1,715,815,193	\$1,919,638,715	\$203,823,522
Total Financing Revenues of Budgets Under the Control of the Common Council					
(Includes Water and Special Revenue Accounts)	\$1,528,100,105	\$1,470,748,065	\$1,715,815,193	\$1,919,638,715	\$203,823,522

** Expenditures include funding carried over from prior year.

DEPARTMENT APPROPRIATIONS BY FUNDING CATEGORY

The following table shows the 2024 appropriations for departments by funding category. Funding in the Operating category is from departmental operating budgets in the general fund, the enterprise funds, and from various special purpose accounts. Estimated employee fringe benefit amounts are included in the Operating category. Funding in the Capital category is from capital improvement projects in the capital funds, including enterprise fund capital funds. Funding in the Grant category includes both operating and capital grants. The table only includes department specific appropriations and anticipated funding and excludes non-department specific contingency appropriations as well as anticipated appropriations that are not allocated to specific departments.

Department	Operating	Capital	Grant	ARPA*	Total
Administration, Dept. of	\$15,944,463	\$8,945,000	\$23,529,060	\$9,425,000	\$57,843,523
Assessor's Office	3,642,959	0		3,480,000	\$7,122,959
City Attorney	8,332,356	0	0	4,640,000	\$12,972,356
City Development, Dept. of	3,453,454	43,025,000	25,000	3,335,000	\$49,838,454
City Treasurer	2,458,640	0	0	1,740,000	\$4,198,640
Common Council City Clerk	5,483,624	185,000	309,989	5,945,000	\$11,923,613
Comptroller	2,137,184	0	0	3,045,000	\$5,182,184
Election Commission	4,631,013	0	0	725,000	\$5,356,013
Emergency Communications, Dept. of	10,366,425	113,000		16,530,000	\$27,009,425
Employee Relations, Dept. of	4,437,928	0	0	3,190,000	\$7,627,928
Fire and Police Commission	3,253,099	0	0	1,885,000	\$5,138,099
Fire Department	143,047,117	6,260,000	600,000	2,900,000	\$152,807,117
Health Department	20,856,271	0	18,307,310	1,450,000	\$40,613,581
Library	13,923,506	3,470,000	1,261,700	14,645,000	\$33,300,206
Mayor's Office	661,182	0	0	1,015,000	\$1,676,182
Municipal Court	1,926,166	760,000	0	1,885,000	\$4,571,166
Neighborhood Services, Dept. of	10,420,142	4,064,000	0	12,180,000	\$26,664,142
Police Department	305,074,605	20,335,000	5,153,186	8,164,148	\$338,726,939
Port Milwaukee	6,743,282	3,589,714	800,000	0	\$11,132,996
Public Works, Dept. of	145,813,707	93,037,544	69,338,231	14,065,000	\$322,254,482
Board of Zoning Appeals	0	0	0	0	\$0
ERS Administration	28,496,800	0	0	0	\$28,496,800
Deferred Compensation	253,536,227	0	0	0	\$253,536,227
Transportation Fund	35,859,795	3,411,989	0	0	\$39,271,784
Water Works	124,103,341	50,495,000	0	0	\$174,598,341
Sewer Maintenance Fund	81,504,057	26,400,000	0	0	\$107,904,057

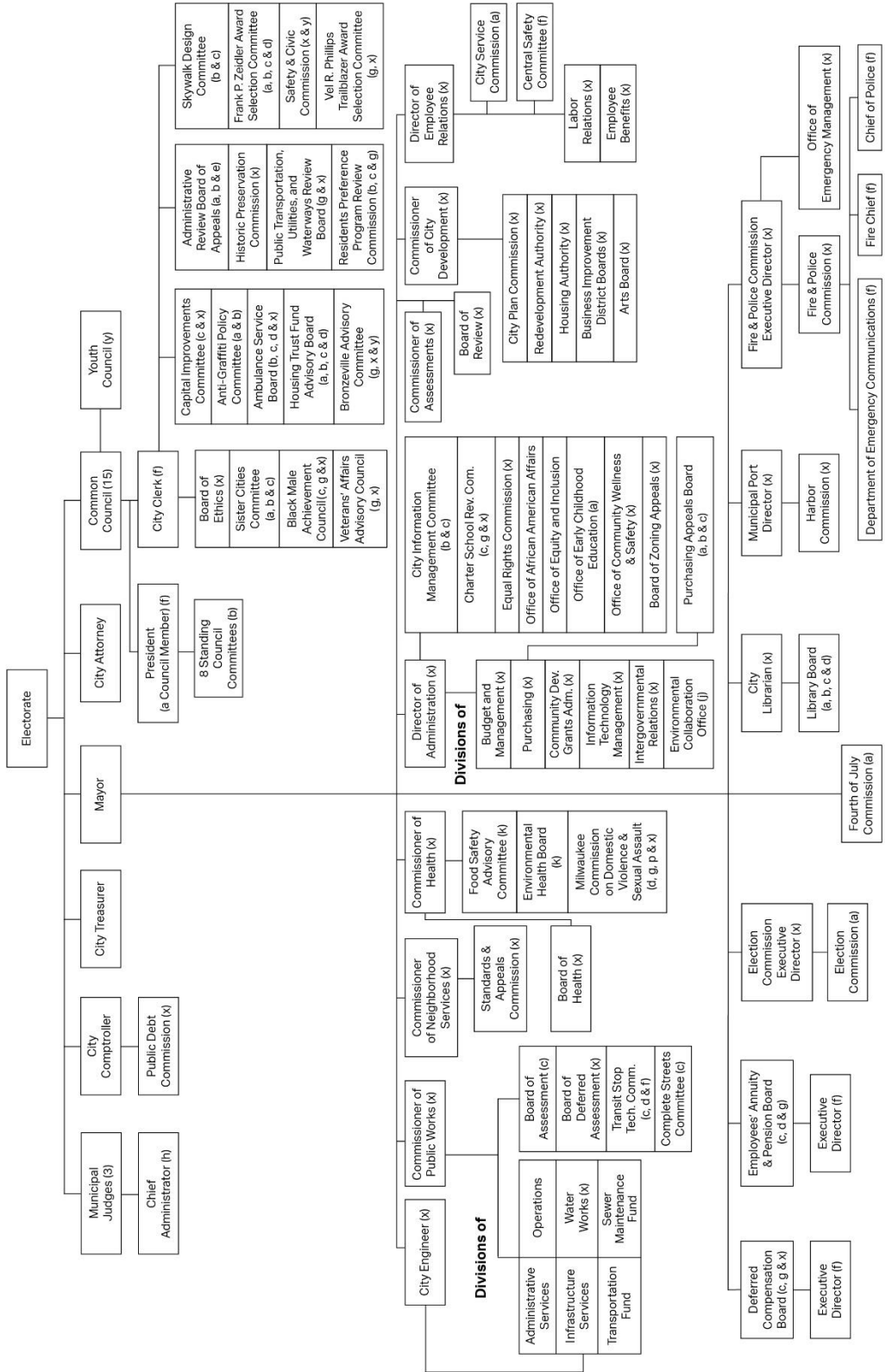
* Includes salary and fringe amounts.

SECTION II. SUMMARY OF BORROWING AUTHORIZATIONS (Including School Purposes)

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
General Obligation Bonds or Short Term Notes				
New Borrowing				
General City Purposes	\$84,566,300	\$86,256,000	\$97,983,000	\$94,999,084
Schools	2,000,000	2,000,000	2,000,000	2,000,000
Subtotal	\$86,566,300	\$88,256,000	\$99,983,000	\$96,999,084
Special Assessment Borrowing				
New Borrowing	\$0	\$0	\$0	\$0
Subtotal	\$0	\$0	\$0	\$0
Contingency Borrowing				
New Borrowing	\$200,000,000	\$200,000,000	\$200,000,000	\$200,000,000
Subtotal	\$200,000,000	\$200,000,000	\$200,000,000	\$200,000,000
Tax Incremental District Borrowing				
New Borrowing	\$25,000,000	\$25,000,000	\$25,000,000	\$25,000,000
Subtotal	\$25,000,000	\$25,000,000	\$25,000,000	\$25,000,000
Delinquent Taxes Borrowing				
New Borrowing	\$37,000,000	\$37,000,000	\$37,000,000	\$37,000,000
Subtotal	\$37,000,000	\$37,000,000	\$37,000,000	\$37,000,000
Revenue Anticipation Borrowing				
New Borrowing	\$400,000,000	\$400,000,000	\$400,000,000	\$400,000,000
Subtotal	\$400,000,000	\$400,000,000	\$400,000,000	\$400,000,000
Water Works Borrowing				
New Borrowing	\$40,290,000	\$43,050,000	\$47,000,000	\$50,485,000
Subtotal	\$40,290,000	\$43,050,000	\$47,000,000	\$50,485,000
Sewer Maintenance Fund Borrowing				
New Borrowing	\$34,500,000	\$29,000,000	\$22,700,000	\$22,700,000
Subtotal	\$34,500,000	\$29,000,000	\$22,700,000	\$22,700,000
Total All Borrowing				
New Borrowing	\$823,356,300	\$822,306,000	\$831,683,000	\$832,184,084
Total	\$823,356,300	\$822,306,000	\$831,683,000	\$832,184,084

CITY OF MILWAUKEE ORGANIZATION CHART

Source: City Clerk's Office • September 2023



K E Y

(a) Appointment by Mayor, not confirmed by Common Council
 (b) Members appointed by Common Council President
 (c) Members serve ex-officio, by law or department
 (d) Members selected by other external bodies
 (e) Appointment by City Attorney
 (f) Appointment by connected board or department
 (g) Appointment by Common Council President, confirmed by Common Council
 (h) Appointment by Chief Municipal Judge, confirmed by Common Council
 (i) Appointment by Director of Administration
 (j) Appointment by Health Commissioner
 (k) Appointment by Common Council

I. CITY BUDGETS UNDER THE CONTROL OF THE COMMON COUNCIL

PROPERTY TAX SUPPLEMENTED FUNDS SUMMARY OF EXPENDITURES

Expense Category	2022 Actual Expenditures	2023 Adopted Budget	2024 Requested Budget	2024 Proposed Budget	Change 2024 Proposed Budget Versus	
					2023 Adopted	2024 Requested
A. General City Purposes	\$597,441,585	\$639,550,129	\$754,451,518	\$699,215,245	\$59,665,116	\$-55,236,273
B. Employes' Retirement	107,849,541	143,868,851	179,899,552	253,536,227	109,667,376	73,636,675
C. Capital Improvements	92,004,792	164,038,000	277,074,380	193,784,258	29,746,258	-83,290,122
D. City Debt	187,134,436	325,093,090	265,808,763	268,808,763	\$-56,284,327	3,000,000
F. Contingent Fund	[5,000,000]	5,000,000	5,000,000	5,000,000	\$0	\$0
Total	\$984,430,354	\$1,277,550,070	\$1,482,234,213	\$1,420,344,493	\$142,794,423	\$-61,889,720

* Contingent Fund experience shown for informational purposes only. Expenditure experience represents transfers to other expense categories and is not included in the total to prevent double counting.

A. GENERAL CITY PURPOSES

1. BUDGET APPROPRIATIONS AND EXPENDITURES

DEPARTMENT OF ADMINISTRATION

MISSION: To make Milwaukee one of the nation’s most attractive cities in which to live, work, and do business.

BUDGET SUMMARY

	2022 Actual Expenditures	2023 Adopted Budget	2024 Requested Budget	2024 Proposed Budget*	Change 2024 Proposed Versus	
					2023 Adopted	2024 Requested
<u>Personnel</u>						
FTEs - Operations & Maintenance	103.29	106.37	121.75	45.21	-61.16	-76.54
FTEs - Other	36.71	45.14	36.25	134.37	89.23	98.12
Total Positions Authorized	173	183	188	225	42	37
<u>Expenditures</u>						
Salaries and Wages	\$6,034,646	\$6,840,579	\$8,548,154	\$3,633,322	\$-3,207,257	\$-4,914,832
Fringe Benefits	2,576,728	3,078,261	3,846,669	1,634,995	-1,443,266	-2,211,674
Operating Expenditures	3,220,619	4,011,213	4,167,640	4,845,140	833,927	677,500
Equipment	8,456	25,000	25,000	25,000	0	0
Special Funds	1,904,087	2,344,910	2,603,502	4,074,756	1,729,846	1,471,254
Total	\$13,744,536	\$16,299,963	\$19,190,965	\$14,213,213	\$-2,086,750	\$-4,977,752
<u>Revenues</u>						
License & Permits	\$0	\$0	\$0	\$235,000	\$235,000	\$235,000
Charges for Services	121,896	82,000	91,000	91,000	9,000	0
Miscellaneous	458,959	370,000	406,000	406,000	36,000	0
Total	\$580,855	\$452,000	\$497,000	\$732,000	\$280,000	\$235,000

* The 2024 Proposed Budget funds \$6,500,000 of salaries and wages with ARPA revenue replacement funds.

The Department of Administration supports the city’s mission delivery goals through policy, planning, financial management, procurement, sustainability, and information technology services. The city’s goals are:

1. Responsible fiscal stewardship and a stable budgetary future for our city
2. Ensuring public safety
3. Advancing community and economic development through affordable housing and family-supporting jobs
4. Maintaining a clean and healthy environment
5. Connecting our city through safe and equitable transportation

The Department of Administration (DOA) provides planning, policy, and management functions that assist the Mayor, Common Council, and city departments. Through these efforts, DOA supports the city’s community goals. Key functions include promoting equity and inclusion, providing analysis and recommendations on fiscal issues that affect the city, developing the annual city budget, influencing local, state and federal government policy actions, increasing grant funding, distributing grant funding to city agencies and neighborhood organizations, managing citywide procurement processes, supporting the growth of emerging and local businesses, developing policy and programs for environmental sustainability, and supporting the development of information technology and use of technology in delivering city services.

Description of Services Provided	Budget*	FTEs
Office of the Director (includes OEI, OAAA, and Vision Zero)	\$2,021,039	24.00
Budget & Management Division	\$796,961	11.00
Environmental Collaboration Office	\$345,647	7.00
Community Block Grant Administration (includes OEI)	\$1,035,722	23.00
Purchasing	\$464,747	12.00
Intergovernmental Relations	\$255,813	3.25
Information & Technology Management Division	\$8,303,116	79.00
Board of Zoning Appeals	\$322,384	5.33
Office of Community Wellness & Safety	\$667,784	15.00
Total *Does not include grant (including ARPA), capital, or reimbursable funding sources.	\$14,213,213	179.58

OFFICE OF THE DIRECTOR

The Office of the Director supports the internal operations of all Department of Administration Divisions and provides leadership to improve service delivery models and methods citywide. The office also includes the Office of Equity and Inclusion, the Office of African American Affairs, and is responsible for implementing Vision Zero.

Key Performance Measures	2022 Actual	2023 Projected	2024 Planned
Increase one on one consultations with department and division heads to collaborate on identifying and remediating equity and inclusion deviations	-	10	34
Finalize a Mayor-Council approved Disparity Study with prior opinion from City Attorney and Chambers of Commerce	45%	75%	100%
Leadership trainings for City managers	NA	NA	2
Achieve 10,000 Vision Zero contacts through classes and outreach events	NA	NA	10,000
Achieve 200,000 Vision Zero impressions through media campaign	NA	NA	200,000

SERVICE HIGHLIGHTS

- Hold 34 one-on-one Division/Department safe confidential meetings to strategize on closing REI deviations as a response to developing basic standards of equity and inclusion.
- Coordinate standardized REI training for 136 supervisors and staff.
- Train 10 DOA leaders on the Balanced Score Card REI Process Mapping System

- Map Citywide and Municipal Demographic Equity Data & post it on [OEI Landing Page](#)
- Update the citywide Racial Equity Plan from a 2-year to a 5-year plan
- Complete and update an interactive map of all 160+ certified small business enterprises
- Maintain 160+ small business certification renewals and approve an additional 40 new certifications
- Maintain 122 prime requests, 60 prime responses, 60 sub requests and 40 sub responses per month
- Promote opportunities available on the 2024 RNC portal to certified small businesses and BIPOC and Women-Owned business in the Local Service Area.
- Coordinate city department's scheduling, training, budgeting, architectural building, infrastructure, and web design of ADA compliance work.
- Evaluate and amend policies, procedures, and city ordinances to comply with ADA regulations
- Maintain existing number of Equal Rights Commissioners and fill four vacant Commissioner positions
- Review, restructure, and implement the Equal Rights Commission's (ERC) complaint process and procedures
- Continue requesting and hearing ERC city department and division reports on a bi-monthly basis

RACIAL EQUITY AND INCLUSION (REI)

Milwaukee is infamous for being one of the worst places in the U.S.A to raise a black child. This is one pivotal statistic that spirals into disparaging pockets of electoral, educational, health, business, gender, employment, civic, and familial racial disparities that rival third world economies. The 2023 onset of state and nationwide attacks on the protected classifications of the Civil Rights Act, only make a disparate situation worse. Under the leadership of Mayor Cavalier Johnson, we at the City of Milwaukee are inspired to make a seismic shift from these racial challenges to opportunity and growth for all.

The Office of Equity and Inclusion positions REI in City Planning as being a lens through which every City Department considers Positive Racial Equity Impacts with the goal of:

1. Improving Existing and New Services using Racial Equity Best Practices
2. Ending Disparities in City Government
3. Strengthening Outreach and Public Engagement for Communities of Color
4. Strengthening Partnerships with Community Stakeholders (Private and Public Sectors).

These four distinct and actionable goals integrate in to OEI's 10-Point Plan, designed to respond to legislative instruction to create citywide uniform guidance on closing REI deviations, through policy modification, community engagement, and involvement as well as municipal service delivery.

It is in this spirit that The Office of Equity and Inclusion acts as a Resource Consultant to City Departments to:

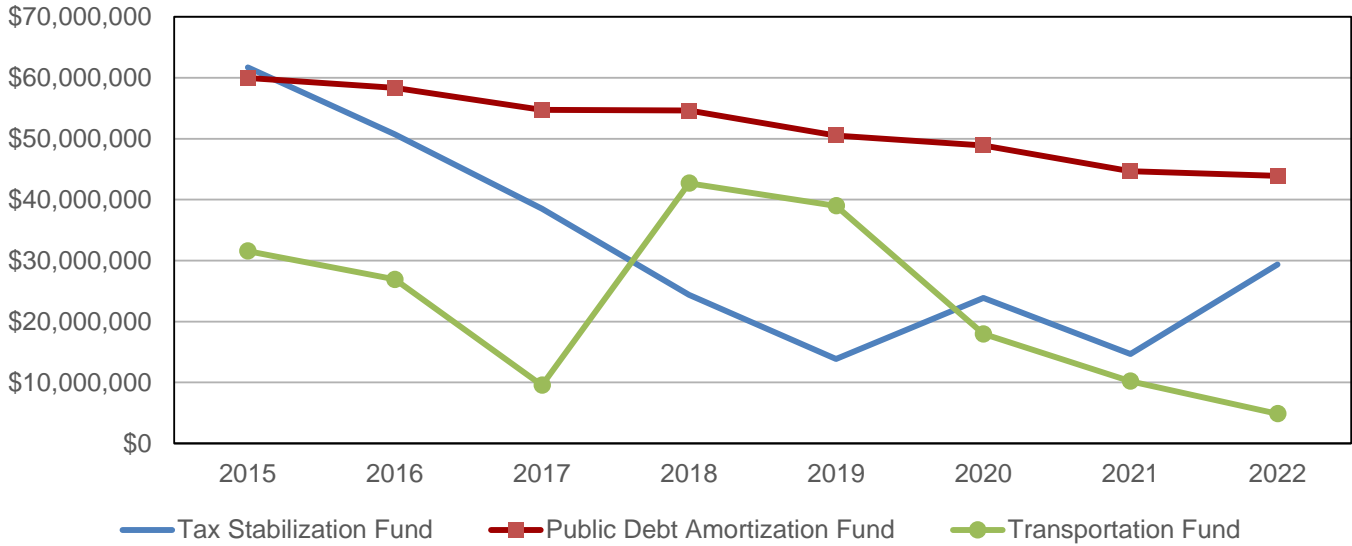
- Advance Racial Equity and Inclusion and Anti-Racism
- Coordinate City Departmental Identification and change of policies and practices that may contribute to racial disparities and inequity
- Develop Uniform Guidance (a shared racial equity framework) with Data-Driven Tools and Measures to Evaluate Progress
- Promote City Departmental Commitment to a Cultural Shift which Needs Time, Fiscal, Human and Operational Resources, and Courage

BUDGET & MANAGEMENT DIVISION

KEY PERFORMANCE MEASURES

In recent years the City has relied on drawing down reserve funds to minimize service level reductions. Beginning in 2023 the City began reducing withdrawal from reserves due to the decreased fund balances. The 2024 proposed budget does not make a withdrawal from the Tax Stabilization Fund, the Public Debt Amortization fund, or a transfer from the Transportation Fund to the General Fund.

Reserve Fund Balances History



The City works to limit the amount of property tax levy that is required to support the Employees Retirement (ERS) system and the City’s debt budget. Both the ERS and City Debt payments are legally required to meet the City’s previous commitments. Limiting the amount of tax levy that is needed for these two payments provides greater funding for city services. The adoption of Wisconsin Act 12 provides the City a new two percent local sales tax. The sales tax is intended to help fund the City’s pension system by providing a revenue for the unfunded actuarially accrued liability and the increase in normal costs associated with lowering the assumed rate of return. That change is seen in the table below which provides data on the annual percentage of tax levy needed to support the ERS and City Debt.

LEVY FUNDING PENSION AND DEBT

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024 Proposed
ERS tax levy	\$78,532,396	\$81,632,883	\$77,982,361	\$94,188,661	\$86,619,281	\$96,710,343	\$97,347,853	\$129,314,718	\$118,230,671	\$70,357,945
Debt tax levy	\$57,832,996	\$61,160,365	\$65,280,205	\$66,215,500	\$68,558,500	\$73,512,200	\$83,446,500	\$85,434,549	\$98,545,626	\$106,652,819
Total tax levy	\$256,767,059	\$256,738,781	\$263,775,306	\$273,484,972	\$280,995,907	\$291,018,541	\$299,200,570	\$305,103,039	\$311,202,826	\$317,426,726

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024 Proposed
ERS % of tax levy	30.6%	31.8%	29.6%	34.4%	30.8%	33.2%	32.5%	42.4%	38.0%	22.2%
Debt % of tax levy	22.5%	23.8%	24.7%	24.2%	24.4%	25.3%	27.9%	28.0%	31.7%	33.6%
Combined % of tax levy	53.1%	55.6%	54.3%	58.7%	55.2%	58.5%	60.4%	70.4%	69.7%	55.8%

SERVICE HIGHLIGHTS

- Assisted the Mayor and the Intergovernmental Relations Division in providing state legislators and Common Council members information that led to the adoption of a local sales tax
- Implementing new performance management processes to measure the outputs of service deliveries in all departments, and to better align the service outcomes with the Mayor’s goals and priorities
- Changed the format of the annual budget book to more transparently display for the public which services each department delivers, how much each costs, how many employees help deliver it, and how their performance is measured
- Distributing, tracking, and ensuring compliance with all relevant city and federal rules for the \$394 million of federally appropriated ARPA funds – and providing a public dashboard at city.milwaukee.gov/ARPA

RACIAL EQUITY AND INCLUSION

The Budget and Management Division is committed to embedding an analysis of racial equity impacts in all budget and management decisions. Each of our budget analysts work closely with their assigned departments, as part of regular performance management reviews with the Mayor, to measure service delivery goals and outcomes. As part of our new process, an emphasis is placed – early and often – on evaluating both the goals and the outcomes of all City services through the lens of racial equity: both who is delivering the services (the demographics of our employees and contractors) and who is receiving the services (the demographics of our residents).

This process is already leading to the prioritization of services that advance our shared goals of reducing racial disparities in the City of Milwaukee. This process is also evolving, as our division collaborates closely with the Office of Equity and Inclusion (OEI). We expect OEI’s Racial Equity plan, business process mapping, and employee training efforts to inform and improve our development of racial equity tools to analyze – and change – impacts. These tools will include quantitative and objective metrics, but will also feature a collaborative process of inquiry and discussion that will sometimes be qualitative and subjective.

Advancing racial equity will be achieved with progressive intentionality where uniform basic standards of equity and inclusion are expressed within each unique departmental culture with the goal of establishing moral priorities that must be continually revisited and reevaluated. It is a guiding principle for this and future budgets.

ENVIRONMENTAL COLLABORATION OFFICE

Key Performance Measures	2022 Actual	2023 Projected	2024 Planned
Sustainability Grant Applications	1	10	6
Sustainability Grant Received	1	4	4
Sustainability Plans & Policies Adopted	1	3	2

SERVICE HIGHLIGHTS

The Environmental Collaboration Office (ECO) provides value to the City through a combination of policy development, collaborative leadership, and service delivery. ECO worked collaboratively with the City-County Taskforce on Climate and Economic Equity to develop the City’s new Climate and Equity Plan, which was approved by the Common Council and signed into law by Mayor Johnson in June of 2023. ECO leads implementation of the plan for the Administration, and will support the new City-County Advisory Board on Climate and Economic Equity in its oversight role. The Climate and Equity Plan builds from the 2013 Refresh Milwaukee Sustainability Plan which previously guided ECO’s work.

ECO operates several core programs:

- Property Assessed Clean Energy (PACE) financing for commercial buildings has financed more than \$40 million in energy efficiency and renewable projects since its inception in partnership with private capital providers
- Milwaukee Shines solar program and collaborative work to expand utility-scale renewable energy
- Me2 and ARPA home energy efficiency retrofit programs
- Water Centric City initiative to showcase Milwaukee’s leadership on managing water resources in a sustainable and resilient way, including coordination of green infrastructure.

- Better Buildings Challenge for municipal and commercial buildings, which includes benchmarking and reducing energy use
- ECO Neighborhoods Initiative to collaborate with community-based organizations for neighborhood level action
- The Neighborhood Investment Beautification Fund is currently being used to maintain pocket parks and community spaces built under the HOME GR/OWN program, including Fondy Park, Ezekiel Gillespie Park, and Victory Over Violence Park.

ECO is implementing ARPA-funded housing related programs consistent with the Climate and Equity Plan, including the new Net Zero Energy Housing and residential energy efficiency retrofits in coordination with the Milwaukee Health Department's lead abatement program.

ECO is also coordinating climate and water related grant applications from new funding sources approved Inflation Reduction Act and Infrastructure Investment and Jobs Act. This includes planning and policies for electric vehicle infrastructure, building performance standards, and workforce development opportunities for green jobs. The *Climate Planning and Program Fund* supports a combination of contract grant writers, matching funds for federal grants, and programmatic funds for ECO's climate related programs.

The Proposed Budget includes two changes to increase ECO's capacity to implement the Climate and Equity Plan. First, a new Environmental Sustainability Program Manager position is created that will implement the electric and alternative fuel vehicle strategy outlined in the plan. This includes assisting all City agencies more fully analyze their fleet purchasing decisions to prioritize zero and low-emissions vehicles in accordance with City Ordinance 310-18. Additionally, the position will lead interdepartmental efforts to add electric-vehicle charging infrastructure to municipal facilities. The position will also coordinate implementation of electric vehicle charging infrastructure. The scale of that effort depends on a pending federal grant. Second, ECO will work closely with the expanded Office of Equity and Inclusion and Employ Milwaukee to implement the new focus family-supporting green jobs. ECO will also work closely with DOA data management staff to implement better tracking systems for greenhouse gas reduction efforts.

CAPITAL PROJECTS

ECO's capital budget includes \$45,000 for the Better Buildings Challenge to fund energy efficiency projects in municipal operations. ECO is working with DPW to implement an Energy Saving Performance Contract for municipal buildings to fund additional energy efficiency and renewable energy projects whose costs are offset with utility bill savings. Additionally, ECO will implement the \$522,000 Energy Efficiency Conservation Block grant. A substantial portion of that is proposed to be used for electric vehicle charging infrastructure in municipal facilities.

RACIAL EQUITY AND INCLUSION

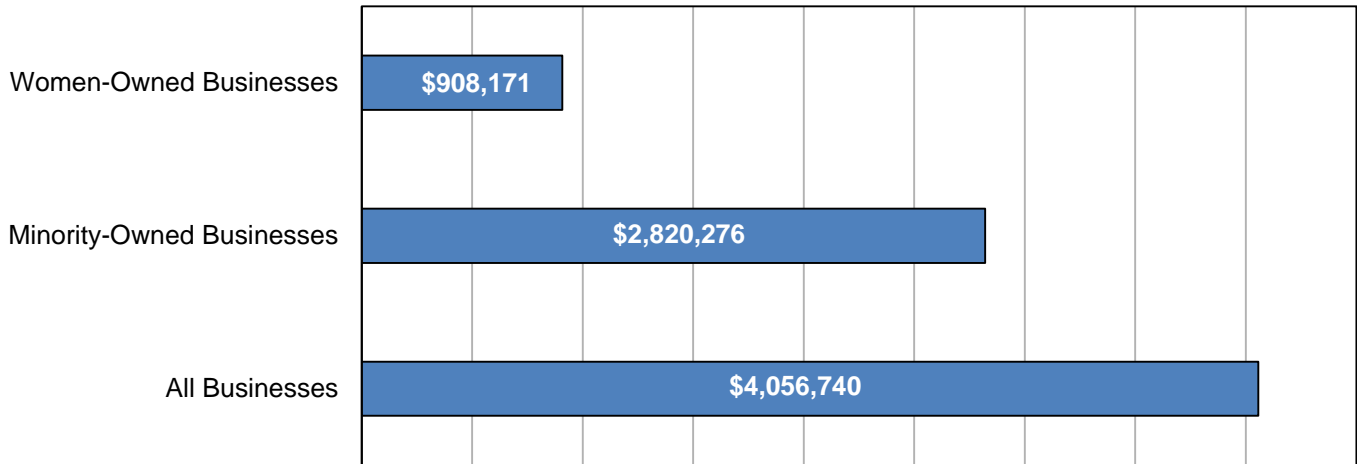
ECO helped develop and implements the *Climate and Equity Plan*. In addition to the goal of the reducing community-wide greenhouse gas emissions 45% by 2030, the plan calls for creating green jobs that pay at least \$40,000 per year and prioritizing recruitment to people of color. The plan calls for a "Green Jobs Accelerator" to support this goal, including better coordination among Employ Milwaukee, workforce training agencies, contractors, and the City's RPP program. ECO and OEI will work collaboratively to implement this vision. Major federal grant applications now should include a Community Benefits Agreement to connect federal funding to these efforts.

In addition, to the Green Jobs Accelerator, each of the Climate and Equity Plan's other "Ten Big Ideas" has a clear connection to racial equity. For example, ECO's ARPA-funded programs related to housing are targeted to Qualified Census tracts, which also have the highest home energy burden.

COMMUNITY BLOCK GRANT ADMINISTRATION

Key Performance Measures	2022 Actual	2023 Projected	2024 Planned
Number of Grants Obtained/Managed	37	40	50
Contracts executed with Subrecipients and City Departments	230	250	320
MBE/WBE - Contracting and Subcontracting	See Chart		
Milwaukee Builds and Other Training Programs	80	120	80
Families receiving materials to support healthy development	NA	NA	5,000

Total Contract Dollars to Minority and Women Owned Businesses



PURCHASING

Key Performance Measures	2022 Actual	2023 Projected	2024 Planned
Process 80% of all city procurement requests within 100 days	89%	80%	80%
Contract dollars awards to Small Business Enterprise (SBE) firms	\$12,500,000	\$15,000,000	\$20,000,000
Minimize the number of bid appeals	0	0	0

SERVICE HIGHLIGHTS

- Implement recommendations of the Disparity Study
- Release the 2024 - 2026 City's Buying Plan (Five Year Contracting Forecasting Plan)

- Implement revised procurement procedures associated with the purchase of the City’s new Enterprise Resource Planning System (ERP)
- Revise procurement/purchasing thresholds in an effort to maximize revenues, foster inclusion, and maximize efficiencies for city departments
- Administer the procurement process for the 2024 RNC

RACIAL EQUITY AND INCLUSION

The Purchasing Division plays a key role in supporting and administering best practices and policy initiatives that foster racial equity and inclusion through the city’s procurement process. These efforts include leveraging the City’s buying power to include a variety of socio-economic contracting programs and requirements such as: Local business, Buy American, and Socially Responsibly Contractor (SRC) bid incentives, and Living Wage requirements that are designed to foster inclusion, economic growth, and empowerment.

INTERGOVERNMENTAL RELATIONS

Key Performance Measures	2022 Actual	2023 Projected	2024 Planned
Growth in state fiscal revenues (shared revenue & local sales tax)	\$0	\$0	\$212 million
Federal earmarks awarded	3	2	2
Intergovernmental legislator visits/presentations with city departments	1	4	5+

SERVICE HIGHLIGHTS

- Worked to secure the passage of 2023 Wisconsin Act 12
 - Creating a mechanism for a 2% local city sales tax
 - Provides a 10% increase to city shared revenue
 - Moves all prospective new city employees beyond 2024 into the Wisconsin Retirement System
- Secured a Safe Streets for All federal grant of \$4.4. million
- Obtained a Villard Avenue RAISE grant of \$14.4 million
- Procured outside federal funding commitment for the razing of Northridge Mall
- Secured 3 awarded Congressionally Directed Spending projects amounting to over \$10 million in total awards
- Worked with bi-partisan state and federal delegation leadership and the City of Chicago to expand the Federal DOJ Convention Security Grant
- Initiated bi-weekly meetings with the Governor’s office
- Ongoing focus areas will include expanding infrastructure funding and restoration of Complete Streets funding through WisDot’s Connecting Highways program, addressing affordable housing and residential property issues, increasing funding and flexibility around lead removal, detection and prevention, and advocating gun safety measures, juvenile violence prevention and increased workforce development programming.

RACIAL EQUITY AND INCLUSION

The Intergovernmental Relations Division recognizes the status of Milwaukee as a minority-majority city and largest and most diverse community in the state. IRD’s lobbying efforts are defined through expansive state and federal legislative packages which contain hundreds of items. IRD also works with the Common Council’s lobbyists to present relevant legislative proposals during the state and federal legislative cycles to the Common Council and Mayor for lobbying direction and registration. These items are analyzed and prioritized for REI components when staking out or recommending city positions. IRD lobbyists understand the current political environment where some state and federal legislators carry an aversion to REI principles and spends time educating and presenting the importance of these measures in legislative touches. The Division will look to expand opportunities in 2024 to invite out-state legislators to meet with and tour city departments to learn of our service delivery, gain greater appreciation for the wealth in the city’s diversity, as well as understanding of the challenges and needs that need to be overcome.

INFORMATION & TECHNOLOGY DIVISION

Key Performance Measures	2022 Actual	2023 Projected	2024 Planned
Percentage of Call Center calls answered within 60 seconds	60%	75%	85%
Percentage of permits and licensees applied online	72%	75%	78%
Average time to close service desk tickets	NA	1.5 days	1.5 days

SERVICE HIGHLIGHTS

The City of Milwaukee website provides citizens and businesses with the opportunity to interact directly with city government. The City's OpenData Portal is also available through the website, providing citizen access to a wide range of City data. Easily accessed data related to City operations contributes to transparency in government and the Mayor's goal of responsible fiscal stewardship.

The Unified Call Center (UCC) handles a growing number of citizen requests, including Parking, DNS, and many other service types. With increased request volumes, and the use of the software tools, the UCC is able to use internal metrics to ensure cost savings within the call center by driving citizens to tools such as self-service, while providing external metrics to help field operations perform more efficiently, contributing to the Mayor's goal of maintaining a clean and healthy environment.

The UCC uses internal metrics to ensure world-class customer service is delivered to the constituents, in addition to utilizing new phone technologies to provide live agent/call center metrics for coaching/efficiency purposes. Through a multitude of tools and efforts, the UCC provides the following:

- Increased customer satisfaction due to friendly service and multiple options available to report their service request.
- Greater efficiency in service request response time based on field reporting provided by the UCC.
- Reduced costs due to efficiencies gained in call center and field operations.
- Lower expenses due to universal phone agents with the ability to handle multiple call types.
- First call resolution and next call avoidance for a greater customer experience and reduced call volumes

ITMD also provides enterprise application support that covers the application of business processes and technical expertise to enable ITMD to deliver services and solutions utilizing application development and maintenance, data access and analytics, GIS and ERP resources. E-government and web technology allow residents and businesses to

interact more easily and more effectively with their City government, making it more convenient for users to do business with the City, whether by voicing an opinion, obtaining information, requesting services, or making payments. The Accela land management system allows residents and businesses to apply for permits and licenses online, as any time of day. Web-based applications allow users to request specific services, make payments, and obtain information on anything from restaurant inspections to current issues such as health alerts through the City's web site. E-notify provides users with information updates in selected categories. These applications support the Mayor's goals of advancing community and economic development and responsible fiscal stewardship.

ITMD is responsible for coordinating and supporting the management and maintenance of the City's enterprise IT infrastructure services, information security and public safety communications infrastructure. The key services areas include the Computer Aided Dispatch (CAD) system, all City telephones, City Fiber management and installation, cybersecurity policy and threat mitigation, network engineering, IT ServiceDesk for employees, as well as the PC replacement program. ITMD's systems support covers a wide array of software and equipment, including major wide area network hardware such as routers, switches, and firewalls to servers needed to run the City's web site. The City's e-mail system provides e-mail and calendaring capability to approximately 6,500 users across all City departments. E-mail archiving stores all message and calendar events, making the City compliant with current e-mail records retention laws or requirements. Support of critical departmental systems allows departments to continue to provide essential services to Milwaukee's citizens and businesses, contributing to the Mayor's goal of ensuring public safety.

CAPITAL PROJECTS

The 2024 proposed capital budget includes funding for several IT related projects:

- \$8,000,000 for Enterprise Resource Planning system replacement
- \$500,000 for Public Facility Communication projects
- \$200,000 for Cyber security projects
- \$100,000 for general IT upgrades

RACIAL EQUITY AND INCLUSION

ITMD has received ARPA funding to increase access to translated resources through the City's website. ITMD completed a review that has already led to a number of improvements. These include a revised Spanish MKE Mobile Action App Guide and Click for Action website user guide; updates to online applications to better support automated translation tools; and updated the City website to use international standards to denote translation options. Using ARPA funds, an RFP is currently in process and in 2024 those funds will be used to provide translations of the most commonly-accessed web pages and electronic documents.

To provide opportunities and recruit local under-represented talent, ITMD has partnered with UW-M to participate in their Federal Work Study Internship program. Starting in 2023, ITMD had reached out to Latinos in Tech and Milky Way Tech Hub to promote open positions. Additionally, ITMD became a member of MKE Tech Hub to promote job opportunities through their job board. ITMD has also been a long-time participant in the Earn-and-Learn program.

BOARD OF ZONING APPEALS

The Board of Zoning Appeals (BOZA) supports the city's goal of increasing investment and economic vitality in Milwaukee. The board is composed of seven members appointed by the Mayor and confirmed by the Common Council. BOZA hears and decides on appeals of rulings on city zoning ordinances. In the 2024 proposed budget BOZA is moving under the Department of Administration which will increase logistical support.

Key Performance Measures	2022 Actual	2023 Projected	2024 Planned
Decision letters mailed within 10 working days of BOZA hearing	NA	10	10
Add BOZA hearings to Legistar	NA	NA	July 1, 2024
Average length of time from a case from open to complete	95	84	60

SERVICE HIGHLIGHTS

The Board of Zoning Appeals plays an important role in Milwaukee’s economic development. The city encourages developers to invest in Milwaukee by making the zoning appeals process simple and consistent. BOZA hears approximately 550 cases per year and works with numerous city departments in evaluating and processing zoning appeals. The board ensures that development proposals do not harm the urban setting, while allowing variances and other exceptions to zoning codes to facilitate development and redevelopment of properties and buildings. Information regarding BOZA hearings is sent to community groups and leaders via the city’s E-notify system.

BOZA works to improve communication with customers and citizens and to improve processes and procedures that impact how businesses interact with City government. In 2024, BOZA will continue to work with city departments to create efficiencies that support business development while maintaining the quality of the city’s urban setting.

OFFICE OF COMMUNITY SAFETY & WELLNESS

The Office of Community Wellness & Safety (OCWS) works to prevent violence through partnerships that strengthen youth, families, and neighborhoods. Violence, both interpersonal and structural, poses a serious threat to the health, safety, and wellbeing of Milwaukee residents. Consistent exposure to violence and trauma increases stress and anxiety, contributing to poor health outcomes including premature death. Guided by the goals and strategies within the Blueprint for Peace, the City of Milwaukee is committed to preventing and reducing violence through public health interventions. In the 2024 proposed budget OCWS is moving from the Health Departments (where it was named the Office of Violence Prevention) to the Department of Administration which will provide operational improvements that include but not limited to grants coordination, streamlining contract timelines, and improving synergies across all DOA Divisions

Key Performance Measures	2022 Actual	2023 Projected	2024 Planned
Community Members Trained in Wellness & Safety Strategies	NA	600	1,000
Youth contacted through engagements	NA	1,200	2,000
Conflict Mediations conducted	NA	130	240
Community Events hosted	NA	30	40

SERVICE HIGHLIGHTS

- Conduct a social media scrape of TikTok, Instagram, Snapchat, Facebook, and Twitter posts in Milwaukee, specifically within the Milwaukee Promise Zones, from the previous three years to understand what

Milwaukee youth perceive are the causes of violence in the City, if and how they engage in violence prevention practices, and if and how they access mental health and wellbeing services.

- Join the Credible Clinicians & Healers Network to have licensed mental health clinicians and professional healers to provide physical, mental, emotional, or spiritual therapeutic services to people impacted by violence.
- Continue to work with stakeholders and city resources to magnify the impact of the Milwaukee Promise Zone (MPZ). MPZ is a community-driven, public health model that addresses the complex factors that drive violence and recognizes that these goals can best be accomplished by building on the work already done in a set of targeted neighborhoods.

RACIAL EQUITY AND INCLUSION

OCWS has identified communities that have been consistently plagued by violence over the past two decades. These areas are largely occupied by people of color and the services we provide have been concentrated in those communities. We have also made a conscious effort to employ, contract with, and train members in those communities to assist in violence prevention efforts. OCWS recognizes institutional racism as a major form of violence. This form of violence is the root cause of many conditions this office is charged to combat. Our success depends on a commitment to racial equity, diversity, and inclusion

ASSESSOR'S OFFICE

MISSION: Establish public confidence in the accuracy, efficiency, and fairness of the assessment process and ensure the equitable distribution of the city's property tax levy.

BUDGET SUMMARY

	2022 Actual Expenditures	2023 Adopted Budget	2024 Requested Budget	2024 Proposed Budget*	Change 2024 Proposed Versus	
					2023 Adopted	2024 Requested
Personnel						
FTEs - Operations & Maintenance	45.46	49.00	48.90	16.80	-32.20	-32.10
FTEs - Other	0.00	0.00	0.00	32.70	32.70	32.70
Total Positions Authorized	57	58	57	56	-2	-1
Expenditures						
Salaries and Wages	\$2,792,334	\$2,881,180	\$3,046,394	\$1,231,696	\$-1,649,484	\$-1,814,698
Fringe Benefits	1,252,707	1,296,531	1,370,877	554,263	-742,268	-816,614
Operating Expenditures	330,392	212,337	287,482	292,000	79,663	4,518
Equipment	0	0	0	0	0	0
Special Funds	60,218	65,000	65,000	65,000	0	0
Total	\$4,435,651	\$4,455,048	\$4,769,753	\$2,142,959	\$-2,312,089	\$-2,626,794
Revenues						
Charges for Services	\$1,187,886	\$1,000,000	\$1,150,000	\$1,150,000	\$150,000	\$0
Total	\$1,187,886	\$1,000,000	\$1,150,000	\$1,150,000	\$150,000	\$0

* The 2024 Proposed Budget funds \$2,400,000 of salaries and wages with ARPA revenue replacement funds.

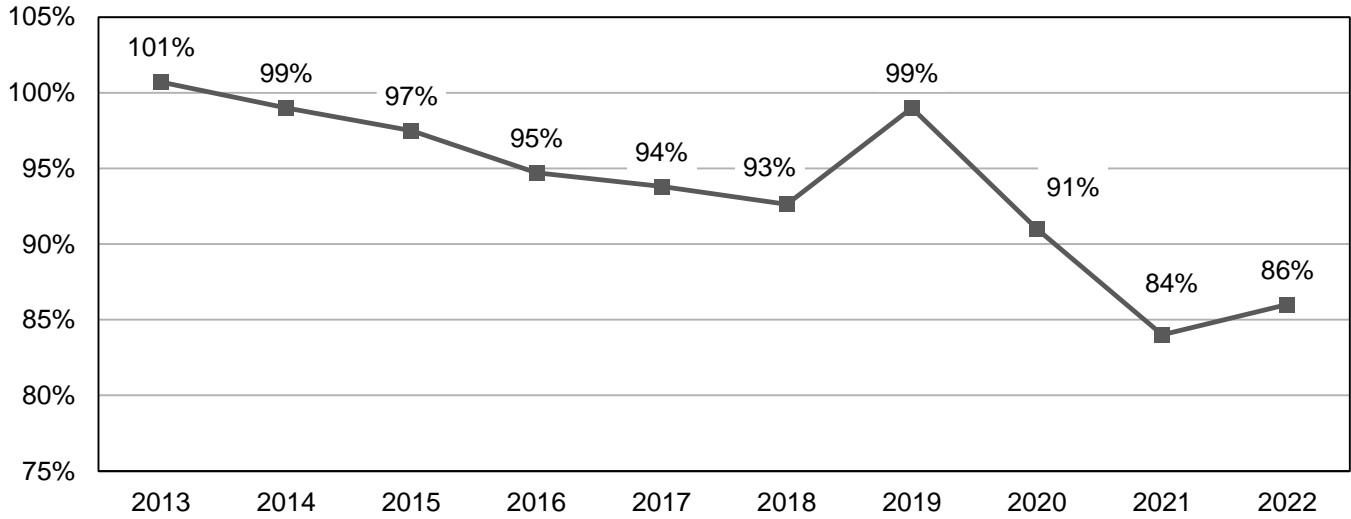
SUMMARY OF SERVICES DELIVERED BY THIS DEPARTMENT

The Assessor's Office uniformly and accurately assesses taxable property in the City of Milwaukee. This includes tracking and recording all ownership and parcel changes, listing all taxable real and personal property as of January 1 of each year, determining if properties are eligible for exemptions, reviewing permits, estimating the market value of all locally assessable property, and producing an annual assessment roll. The City seeks to achieve customer satisfaction and distribute the cost of service as equitably as possible based on the property's value. The Office also manages objections and appeals, including staffing and supporting the Board of Review, an independent board to which property owners can appeal their assessed values.

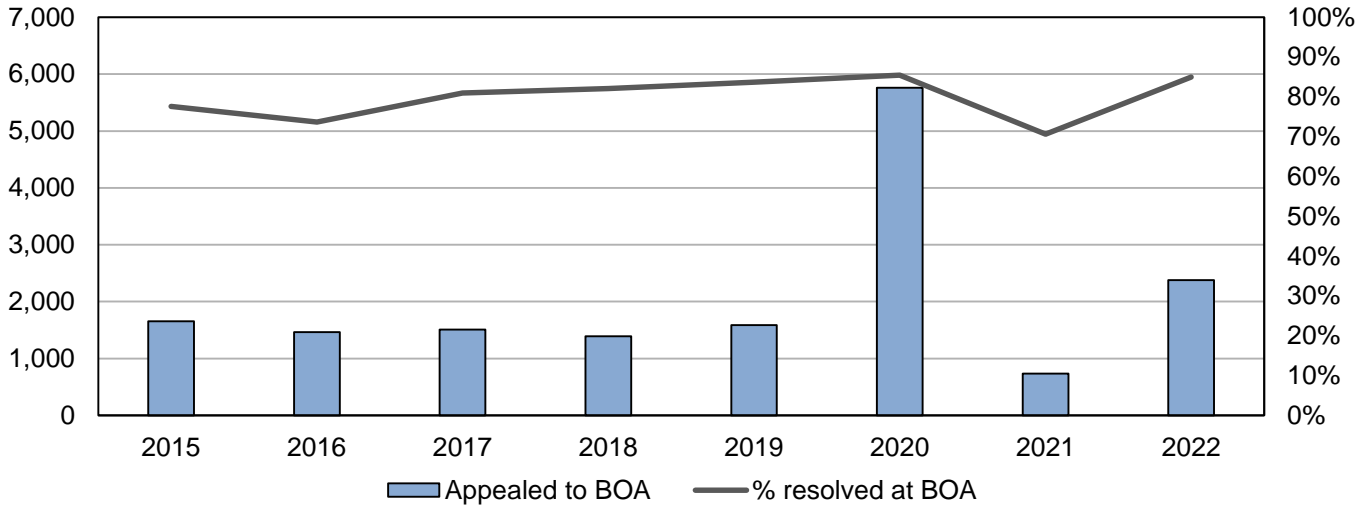
Description of Services Provided	Budget*	FTEs
Property valuation	\$1,470,703	34.5
Processing, analyzing, and responding to property owner objections	\$546,277	13
Processing exemption requests, reviewing exempt properties' use, estimating value of exempt properties	\$52,955	1
Staffing and support the Board of Review	\$73,024	1
Total *Does not include grant (including ARPA), capital, or reimbursable funding sources.	\$2,142,959	49.5

KEY PERFORMANCE MEASURES

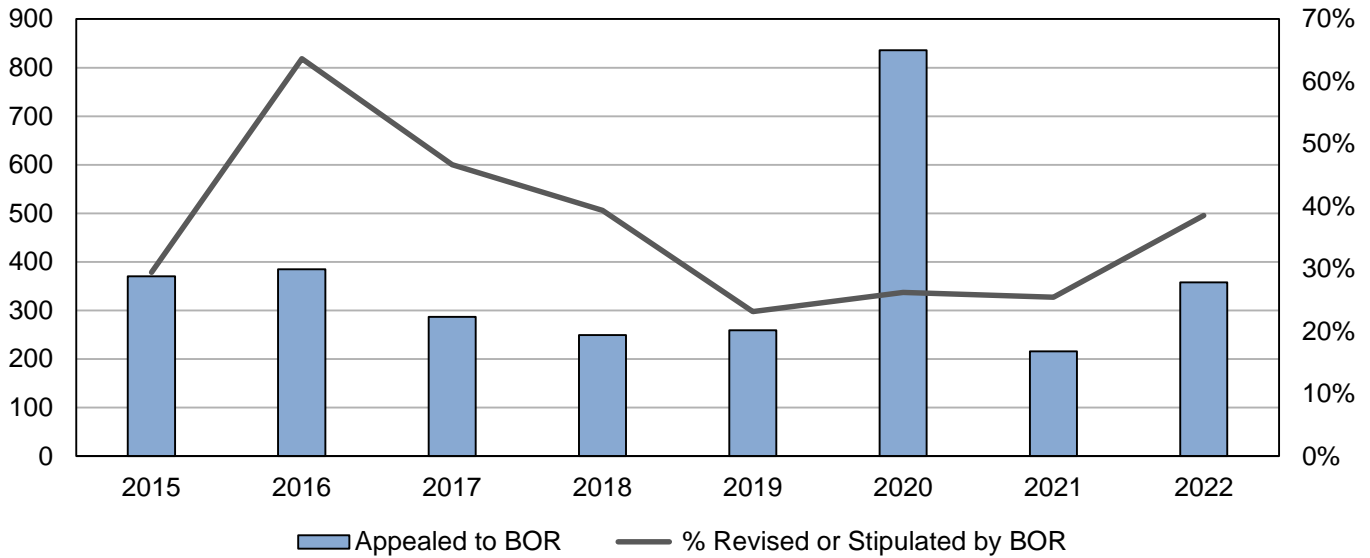
Median Sale Ratio - Assessed Value to Sale Price



Objections resolved by Board of Assessors



Objections Revised or Stipulated by BOR



SERVICE HIGHLIGHTS

- Reduced the number of property owners waiting to be scheduled for a Board of Review hearing from 545 to 206 as of June 2023.
- Contracted for new software, which will improve accuracy by greatly increasing available data on property conditions, updates, uses, and revenues.
- Restructuring the appraisal workforce, allowing staff to specialize in either commercial or residential assessment methodologies and practices. This will improve accuracy, lead to greater efficiencies, allow for more targeted training, clarify career pathways, and reduce the likelihood of successful appeals and litigation.
- Completed an open investigation by the City’s Inspector General that resulted in:
 - Greater collaboration with other City departments;
 - Improvements to the Assessor’s Office process, procedures, and communications regarding processing exemption requests;
 - Continued open and positive dialogue with Black church leaders.

RACIAL EQUITY AND INCLUSION

In 2023, the Assessor’s Office provided two unconscious bias training opportunities for staff. All employees were encouraged to attend the training offered by Derek Mosley at Marquette University in April 2023 while on city time. Additionally, management staff provided a luncheon for Assessor’s Office staff to attend the webinar “Building from Bias,” offered by the International Association of Assessing Officers. The webinar focused on the importance of how the assessment profession interacts with all members of society. Having an awareness of what is meant by "implicit" or "unconscious" bias is critical from a professional or personal development perspective. The Assessor’s Office will continue to seek out opportunities to advance racial equity and inclusion both within the office and in our work serving the public.

CITY ATTORNEY

MISSION: Provide all legal services and represent the City as a plaintiff in actions to recover damages to City facilities and property while defending all actions brought against the City. To meet the City’s legal needs in accordance with the City Charter and statutory requirements in an ethical, non-biased manner.

BUDGET SUMMARY

	2022 Actual Expenditures	2023 Adopted Budget	2024 Requested Budget	2024 Proposed Budget*	2024 Proposed Versus 2023 Adopted 2024 Requested	
<u>Personnel</u>						
FTEs - Operations & Maintenance	59.50	56.50	56.50	21.86	-34.64	-34.64
FTEs - Other	2.50	2.50	2.50	37.14	34.64	34.64
Total Positions Authorized	65	64	64	64	0	0
<u>Expenditures</u>						
Salaries and Wages	\$4,424,909	\$4,519,329	\$4,704,679	\$2,000,184	\$-2,519,145	\$-2,704,495
Fringe Benefits	1,991,209	2,033,698	2,117,105	900,083	-1,133,615	-1,217,022
Operating Expenditures	381,163	411,000	393,200	393,200	-17,800	0
Equipment	21,971	23,500	28,500	28,500	5,000	0
Special Funds	0	0	0	0	0	0
Total	\$6,819,252	\$6,987,527	\$7,243,484	\$3,321,967	\$-3,665,560	\$-3,921,517
<u>Revenues</u>						
Licenses & Permits	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Services	649,959	828,000	728,000	728,000	-100,000	0
Total	\$649,959	\$828,000	\$728,000	\$728,000	\$-100,000	\$0

* The 2024 Proposed Budget funds \$3,200,000 of salaries and wages with ARPA revenue replacement funds.

SUMMARY OF SERVICES DELIVERED BY THIS DEPARTMENT

The City Attorney is a publicly elected official and conducts all legal business for the City and its departments, boards, commissions, and other City governmental agencies including the Housing and Redevelopment Authorities and Milwaukee Public Schools. The City Attorney’s Office handles litigation and maintains a docket of cases to which the City may be a party, provides legal advice and opinions, and prepares and examines legislation for the Common Council. In addition, the City Attorney drafts all legal documents required for conducting the business of the City, collects claims and delinquencies, and prosecutes City ordinance violations.

Description of Services Provided	Budget*	FTEs
Provide both management oversight of the legal sections and delivery of administrative services to fulfill City Charter obligations to function as a full-service law firm for the legal entity of the City of Milwaukee and its "clients" including city departments, boards, commissions, and other agencies of city government. (29%)	\$955,554	15

Description of Services Provided	Budget*	FTEs
<p>Provide legal work on all aspects of employment law, employee benefits, collective bargaining, labor disputes, grievances, as well as public works contracts, procurement and other contracts. Resolving employment discrimination disputes at state and federal agencies and court proceedings, as well as legal training and advice on an on-going basis to avoid claims and lawsuits. Review and consult with respect to questions on wages, hours, family and medical leave, civil service rules and standards, City Service Commission (CSC) hearings, disciplinary appeals before the Fire and Police Commission (FPC) as well as court actions on review of CSC and FPC determinations. Provide legal representation to the City of Milwaukee Employee Retirement System, the Deferred Compensation Plan, compliance with HIPPA and federal and state laws concerning group health and insurance plans. In regard to police and fire unions, we represent the City before the Wisconsin Employment Relations Commission, in contract grievances and arbitration, contract negotiations and interest arbitration. (23%)</p>	\$779,838	13
<p>Provide legal services to various city departments, the Milwaukee Board of School Directors (MPS), the Redevelopment Authority of the City of Milwaukee (RACM), the Neighborhood Improvement Development Corporation (NIDC) and the Housing Authority of the City of Milwaukee (HACM). The work in this Section is beneficial to the City in that it involves development projects that increase the City's tax base. In addition, this Section advises all city departments and boards/committees with regard to public records and open meetings. (13%)</p>	\$420,870	7
<p>Provide defense representation of all city departments, related city entities, city officials, officers, employees, and the Board of Directors of Public Schools of the City of Milwaukee (MBSD) and its employees in civil lawsuits brought both under federal and state law. Pursue or defend against appeals of judicial and jury determinations in litigation in both the state and federal appellate courts as well as the supreme courts in both systems. Analyzes and provides legal assistance with regard to the numerous claims submitted under state law against both the city and MBSD and, as appropriate, may recommend settlement of certain of these claims and provide necessary legal assistance in effecting such resolutions. The Section also provides advice and legal representation of the Tax Assessor in owners' appeals of assessments. (18%)</p>	\$585,831	12

Description of Services Provided	Budget*	FTEs
Conduct civil litigation and municipal prosecution in response to chronic neighborhood problems such as nuisance properties, exploitative landlords, out of control licensed premises, dilapidated structures and ordinance violations. Support the City's community policing initiatives by advising the Police and Neighborhood Services Departments in holistic problem-solving and initiating strategic receivership and nuisance abatement litigation. Consults with the Common Council, the Mayor's Office, local businesses, neighborhood organizations, non-profit companies, landlords, block watch clubs, churches and residents to develop long term, proactive partnerships to solve problems, improve public safety, and enhance the quality of life in the city. (17%)	\$579,874	12
Total *Does not include grant (including ARPA), capital, or reimbursable funding sources.	\$3,321,967	59

KEY PERFORMANCE MEASURES

Indicators	2022 Actual	2023 Projected	2024 Planned
Total Number of State and Federal Court Cases Opened	276	190	250
Total Number of State and Federal Court Cases Closed	215	156	200
Total Number of State and Federal Court Cases Pending	446	529	550
Number of State Appellate Cases	13	15	15
Number of Federal Appellate Cases	7	9	10
Total Number of Administrative Cases Opened	146	109	120
Total Number of Administrative Cases Closed	105	79	100
Total Number of Administrative Cases Pending	354	413	420
Number of Contracts Handled	75	138	138
Number of Legal Services Assignments Opened	234	266	270
Number of Legal Services Assignments Closed	495	65	200
Number of Legal Opinions Issued	16	24	24
Total Claims Opened	465	315	300
Total Claims Closed	441	254	315
Fire and Police Commission Appeals	8	8	8
Number of Open Records Training Sessions Provided to City Departments	19	30	30
Number of Municipal Court Trials Including Building and Zoning	895	947	940

Indicators	2022 Actual	2023 Projected	2024 Planned
In Custody Appearances	4,437	5,703	5,000
Hearing Arraignments Including Building and Zoning	72,077	55,156	60,000
Eviction Cases Handled Opened (DCD)	14	55	55
Eviction Cases Handled Opened (HACM)	189	210	250
Eviction Cases Handled Filed (DCD)	13	55	55
Eviction Cases Handled Filed (HACM)	142	150	200

SERVICE HIGHLIGHTS

- Assisting in responding to public records requests and in complying with the open meeting law.
- Assisting the City's Ethics Board in drafting confidential advisory opinions.
- Assisting in the creation of new tax incremental financing districts (TIDs) and the TID amendments and business improvement districts (BIDs).
- Assisting the Department of City Development, Redevelopment Authority, and Milwaukee Public Library on development projects during the past year included the Martin Luther King Library Branch project, Edison School low-income housing development, Michigan Street Commons low-income housing development, Corcoran Street redevelopment, and various Riverwalk improvement projects.
- Assisting the Port of Milwaukee, in matters involving private investment to the Port and environmental remediation partnerships. Notable projects during the past year included: 1) the ongoing Dredged Material Management Facility development, which is part of a massive partnership between the Port, MMSD, WI DNR, EPA, and non-federal sponsors such as We Energies; 2) the opening of the DeLong grain terminal on Jones Island; and 3) the growth of the Milwaukee cruise shipping business.
- Assisting MPS with real estate and other contracts and on school matters.
- Assisting the Board of Zoning Appeals in zoning matters.
- Assisting HACM and DCD regarding evictions and real estate related issues.
- Assisting in City bond financing.
- Assisting the Common Council and its Licenses Committee in licensing matters.
- Reviewing new ordinances for legality and enforceability, including the new food truck and vape show ordinances.
- Assisting the Department of Public Works in leasing and easement matters.
- Assisting the Department of City Development in enforcing owner-occupancy restrictions in deeds conveying property acquired by the City through tax foreclosure.
- Responding to requests from Common Council members and City Officials for opinions and advice on various legal matters.
- Assisting the Environmental Collaboration Office in PACE financing.
- Provide advice and guidance on Act 12 implementation regarding multiple areas, including public safety maintenance of effort and transfer to WRS.
- Support key contracts, such as the Fire Department's ambulance service contracts, the Department of Public Work's recycling services contract and the Milwaukee Public Schools' charter school contracts.
- Advise City departments including requests for reasonable accommodations based on medical reasons or for religious exemption.
- Advise and assist City Departments with internal personnel investigations.
- Defend the City against claims of employment discrimination in the federal EEOC, the State ERD, and in federal court.

- Advise DER on civil service matters, and serve as staff counsel for the CSC during regular meetings and disciplinary appeal hearings.
- Represented the Milwaukee Water Works in its first conventional rate case at the Public Service Commission of Wisconsin since 2014.
- Represent the City in EPA environmental enforcement action.
- Administer the City's self-insured program and insurance policies.
- Provide formal written City Attorney opinions on a variety of municipal law matters, recently including fundamental issues concerning City governance responsibilities and department re-organizations.
- 2 state court (personal injury/property damage) cases tried.
- 2 federal court civil rights cases tried and successfully defended.

RACIAL EQUITY AND INCLUSION

The City Attorney's Office is pleased to serve the diverse community of the City of Milwaukee by working to ensure our staff reflects the population and workforce that we serve. We have made strides in this area, and in 2024 we look forward to continuing to support the racial equity and inclusion initiative. It is our intent at every opportunity to hire women and minorities. We will continue to work with our community partners at Marquette University and the University of Wisconsin to offer internships for minorities and females, which hopefully will lead to interest in and the pursuit of employment with the City Attorney's office. In addition, in 2024, the City Attorney Office staff will pursue more opportunities to speak at high schools, colleges, and law schools to encourage young men and women to consider becoming attorneys because the need for the judicial system to reflect the community that it serves is paramount.

DEPARTMENT OF CITY DEVELOPMENT

MISSION: Improve the quality of life in Milwaukee by guiding and promoting development that creates jobs, builds wealth, and strengthens the urban environment.

BUDGET SUMMARY

	2022 Actual Expenditures	2023 Adopted Budget	2024 Requested Budget	2024 Proposed Budget*	Change	
					2023 Adopted	2024 Proposed Versus 2024 Requested
Personnel						
FTEs - Operations & Maintenance	45.96	47.43	47.91	16.23	-31.20	-31.68
FTEs - Other	45.79	45.32	44.84	76.52	31.20	31.68
Total Positions Authorized	121	122	122	122	0	0
Expenditures						
Salaries and Wages	\$2,897,764	\$3,224,952	\$3,431,984	\$1,178,244	\$-2,046,708	\$-2,253,740
Fringe Benefits	1,204,558	1,451,228	1,544,393	530,210	-921,018	-1,014,183
Operating Expenditures	182,075	219,000	220,000	220,000	1,000	0
Equipment	0	0	0	0	0	0
Special Funds	711,176	250,000	250,000	250,000	0	0
Total	\$4,995,573	\$5,145,180	\$5,446,377	\$2,178,454	\$-2,966,726	\$-3,267,923
Revenues						
Taxes and PILOTS	\$1,031,347	\$875,000	\$1,000,000	\$1,000,000	\$125,000	\$0
Charges for Services	108,510	108,000	108,000	108,000	0	0
Licenses and Permits	47,100	40,000	40,000	40,000	0	0
Miscellaneous	53,314	32,000	30,000	30,000	-2,000	0
Total	\$1,240,271	\$1,055,000	\$1,178,000	\$1,178,000	\$123,000	\$0

* The 2024 Proposed Budget funds \$2,300,000 of salaries and wages with ARPA revenue replacement funds.

The Department of City Development (DCD) supports the City’s and Mayor’s goals to advance community and economic development through affordable housing and family-supporting jobs throughout Milwaukee; and to build safe, connected, equitable, sustainable, and healthy neighborhoods. DCD has a wide range of responsibilities in housing, planning, development and financing, business assistance, real estate, and marketing.

DCD provides incentives for increased private sector employment and investment that grows the city’s tax base. The department utilizes four key approaches to accomplish its mission:

- Direct financial assistance to small businesses, developers, and property owners,
- Use of tax incremental financing,
- Partnerships with organizations that represent businesses and employers, and
- Redevelopment project management.

DCD’s support for potential businesses and developers has helped create more than 22,000 citywide housing units since 2004. Milwaukee residents benefit from this growth as developers and business owners support the local economy. Development agreements for new projects often include residential employment requirements and Payments in Lieu of Taxes (PILOTs) agreements.

Description of Services Provided	Budget*	FTEs
General City real estate services, in-rem property management and disposition, residential and commercial land assembly and development, tenant services, housing infrastructure projects	\$198,070	19.86
Brownfields acquisition, remediation, monitoring, and disposition for development	\$71,569	5.21
Commercial corridor development and support, façade, white box, signage, and development grant program management, Municipal Arts Fund/Milwaukee Arts Board, Fresh Food Access Fund	\$116,142	6.86
Housing rehabilitation loans and grants, home ownership, owner occupied, and rental rehab programs, Community Improvement Programs (Healthy Neighborhoods, etc.)	\$795,104	18.86
Preparing City’s Area and Comprehensive Plans, develop urban design guidelines, architectural review, develop zoning tools, staffing boards and commissions	\$269,639	13.26
Development and TID management, marketing, business development and assistance, project financing analysis, support and guide the Redevelopment Authority	\$299,459	10.85
Project/program support via accounting, budgeting, fiscal analysis, grants management, contracting, compliance, purchasing, human resources, payroll, and general admin	\$428,471	17.85
Total *Does not include grant (including ARPA), capital, or reimbursable funding sources.	\$2,178,454	92.75

Key Performance Measures	2022 Actual	2023 Projected	2024 Planned
Sales, transfers, and dispositions of tax foreclosed property	207	225	125
Percentage increase in value of property for closing tax increment districts*	207%	0%	0%
Number of Strong Neighborhoods loans closed	60	70	70
Percentage of Strong Neighborhoods loans in CDBG area	New Measure	74%	70%
Percentage of residents and community members engagement opportunities taking place within CDBG neighborhoods during Housing Zoning Code Update Project	New Measure	70%	70%
Percentage of Commercial Corridor grants made to minority owned local businesses	New Measure	79%	73%

*No anticipated TID closings planned for 2023 or 2024.

SERVICE HIGHLIGHTS

Housing:

- Continue efforts to support and encourage homeownership, preserve and improve the City's housing stock, and provide affordable housing opportunities in City neighborhoods.
- Collaborate with the Community Development Alliance and other partners to craft an affordable housing plan that will leverage both resources and efforts to achieve these goals.
- Renovate 150 City tax foreclosed properties for home ownership and affordable rental through the down payment assistance program and the Homes MKE initiative.
- In 2022, DCD sold 134 improved properties (122 residential 1-4 family and 12 commercial), 81 vacant lots (3 for private new construction and 21 lots for Habitat for Humanity). Forty-six percent of the sales were to individuals intending to live in the properties, slightly higher than prior years. One former MPS school, Fletcher, was sold for school use.
- Through 2022, 85 tenants purchased properties through DCD's rent-to-own program, which provides qualifying tenants the opportunity to purchase their residence upon completion of home ownership and financial education.
- DCD works with local real estate brokers specializing in foreclosed properties to list city owned properties for sale. In 2022, broker listed sales accounted for 40% of in rem property sales. This successful partnership continues in 2023.
- DCD launched Homes MKE in the spring of 2023, which aims to renovate up to 150 vacant tax-foreclosed properties. Homes MKE currently has 37 significantly-blighted properties in the pipeline to be fully rehabilitated. These revitalized homes will include all new plumbing, heating, and electrical services. Of the 37 properties, 16 are at some stage of construction. Many of these homes will be available for sale, or as lease-to-own properties, by the end of summer 2023.
- There are 11 vacant lots reserved for new home construction in 2023 to date. The Vacant Lot Loan Program offers residents the opportunity to purchase city-owned vacant lots to build owner occupied single-family homes. Residents who purchase a lot for \$1 are eligible for a \$10,000 forgivable loan to assist with construction costs. Purchasers must live in the home for seven years.
- The Milwaukee Anti-Displacement Fund continued to help low-income households avoid displacement from property tax increases in 2022. The fund has provided \$316,717 in tax assistance payments to 139 households since 2020.
- By year end 2023, DCD will have renovated 49 City-owned properties under the Milwaukee Employment/Renovation Initiative ("MERI") program, which employs local, emerging developers.

Economic Development:

- In 2024, the Milwaukee Riverwalk System will begin construction on a $\frac{3}{4}$ mile portion of the Riverwalk adjacent to Komatsu's new Milwaukee headquarters in the Harbor District. The Riverwalk has received several awards for its design and operation, most notably the Urban Land Institute 2017-18 Global Award for Excellence.
- The Commercial Corridor Team granted \$1.6 million in 2022 to 92 business and property owners to improve the exterior appearance of a commercial building, update outmoded interior space, and purchase equipment. Nearly half (48%) of grant recipients in 2022 identified as African American and an additional 24% identified as Latino/Hispanic or Asian.
- The Commercial Corridor Team supported the creation of the Deer District Business Improvement District (BID) and the Lindsay Heights Neighborhood Improvement District (NID) in 2022. These bring the total number of BIDs/NIDs in the city to 41. Total BID/NID assessments for 2022 represent \$10.5 million collected for over and above city service improvements and activities in the various districts.
- The city created 5 and amended 8 tax increment financing districts (TIDs) in 2022. The new TIDs are as follows:
 - Edison School (75 new units, 63 affordable for the elderly and 12 for the homeless)
 - Five Points (55 affordable units with 7,500 sf of commercial space)

- East North Avenue (Provides \$3.8 million for infrastructure improvements to address reckless driving and pedestrian safety on E. North Avenue. And, \$200,000 to support the CCT grant programs)
- Michigan Street Commons (99-units of affordable housing)
- Vel R. Phillips and Michigan (\$7 million to attract Fiserv's global headquarters to the city; \$4.6 million for Public Infrastructure to address reckless driving, an art sculpture for the VRP Plaza, and improvements to Zeidler Square)
- In 2023, 61 young adults in city government positions received the opportunity to learn work readiness skills while earning a wage through the Earn & Learn program.
- The Summer Youth Internship program transitioned back to an in-person 8-week program in 2022. This program was virtual in 2020-2021 due to the COVID-19 pandemic.

CAPITAL PROJECTS

Advanced Planning Fund (\$200,000): This funding supports neighborhood and land use planning, mapping and data analysis, and community outreach and engagement in conjunction with City Planning activities including implementation of strategies identified through the Government Alliance on Race & Equity (GARE) Racial Equity Toolkit. In 2024, Advanced Planning funds will support ongoing neighborhood comprehensive planning projects and the Growing MKE initiative by updating the housing element of the Citywide Policy Plan and the City of Milwaukee's zoning code to encourage and enable housing development that advances the City's housing growth, affordability, racial equity, and climate action goals.

Tax Increment Districts: The Proposed 2024 Adopted Budget provides the following TID borrowing authority:

- New Borrowing for Potential New TIDs (\$25 million): Provides authority for potential new TIDs. The Joint Review Board, Mayor, and Common Council must approve the creation of TIDs.
- Developer Revenues (\$13 million): Provides authority to pay the increment on current developer financed TIDs. There are offsetting revenues for these payments.

Brownfield Program (\$500,000): This funding supports brownfield cleanup, provides funds to match federal grant funds for environmental remediation, and protects the City from future environmental liability. The funds are Citywide but primarily focused in the seven industrial Business Improvement Districts where the City investigates and remediates commercial and manufacturing brownfields. This includes addressing about 155 tax-delinquent brownfields that contribute significant blight to the neighborhood. The Program has generated hundreds of millions of dollars in private investment and created or retained thousands of jobs in the City.

Commercial Investment Program (\$500,000): This program improves the viability of neighborhood commercial corridors. Funding supports façade improvement and white box grants to businesses throughout the city. City funding leverages investment from property and business owners, and increases the property tax base.

Partnerships in Affordable Ownership Housing and Alternatives to Home Ownership Initiatives (\$2 million): This program provides down payment assistance to new minority households. In 2022, the Milwaukee Home Down Payment Program originated 299 grants to eligible homeowners. The program originated 163 grants in the first six months of 2023.

Strong Homes Loan Program (\$1 million): The Strong Home loans programs provides low interest, deferred payment loans and technical assistance for emergency and critical home repairs to homeowners who are not able to access conventional financing. This account also funds the Rental Rehabilitation Program, which provides forgivable loans to investors who buy city-owned foreclosed houses and renovate them for affordable rental, and the Homebuyer Assistance Program, which provides financial and technical help to prospective homeowners buying city-owned foreclosed houses for owner-occupancy. In 2022, the City spent over \$1.3 million improving 68 existing

housing units through the Strong Homes Loan Program and Rental Rehabilitation and over \$1.9 million helping 303 individuals buy a home through the Homebuyer Assistance and Down Payment Assistance Programs, totaling over \$1.9 million.

In Rem Property Maintenance (\$400,000): The city owns approximately 700 foreclosed residential properties and anticipates acquiring another 300-500 properties in 2024. This fund supports code compliance, rehabilitation, and other work to make these properties livable and marketable, as well as the Homebuyer Assistance Program, the Lease to Own program, the Challenge Grant Fund, the Re-Invest in City Homes (RICH) program, and other relevant city programs.

RACIAL EQUITY AND INCLUSION

The Department of City Development directly advances the City's Racial Equity goals through its comprehensive neighborhood planning efforts, housing and commercial programs, and tax incremental financing to advance economic development, housing, and infrastructure improvements in disproportionately impacted neighborhoods.

The Planning division continues to use the 2021 Breaking Down Barriers to Participation implementation plan, developed using the GARE Racial Equity Analysis, to guide neighborhood planning activities. This includes community councils and advisory group engagement, city-wide online engagement through EngageMKE.com, and intentional and neighborhood-specific off-line engagement. We additionally create multi-lingual printed material and live closed captions for virtual meetings.

It is important that our Department reflects the community we serve. Of the Department's full-time staff, 42% are non-white (78 FTE) with six Spanish speaking staff.

HOUSING AUTHORITY OF THE CITY OF MILWAUKEE

The Housing Authority of the City of Milwaukee (HACM) is a body politic and corporate of the State of Wisconsin and is responsible for construction, management, provision of safe, affordable, and quality housing with services that enhance residents' self-sufficiency. The mission of HACM is to foster strong, resilient and inclusive communities by providing a continuum of high-quality housing options that support self-sufficiency, good quality of life and the opportunity to thrive. HACM administers a seven-member Board of Commissioners. The Mayor appoints the Members for staggered terms with confirmation by the Common Council.

HACM's principal funding source is the federal government through various programs administered by the U.S. Department of Housing and Urban Development (HUD). HUD provides an operating subsidy to help offset the difference between the expenses associated with managing public housing and the revenues received from 30% of residents' income (rental revenue). HACM also receives Housing Assistance Payments grants from HUD which will provide rental assistance to Section 8 voucher participants. The Housing Authority anticipates changes in future federal funding as this is associated with congressional appropriations. The Housing Authority continues to look for additional opportunities to maximize its resources and manage the impact of the instability of federal funding.

HACM activities include:

- Low rent public housing management;
- Rent Assistance Program (Section 8) administration;
- Development and construction/rehabilitation;
- Affordable housing (unsubsidized rental projects); Low Income Housing Tax Credit financed developments; and
- Homeownership and self-sufficiency services.

REDEVELOPMENT AUTHORITY OF THE CITY OF MILWAUKEE

The Redevelopment Authority of the City of Milwaukee (RACM) is an independent corporation created by state statute in 1958 and derives its powers solely from state law. Details on RACM's relationship with the City of Milwaukee are in the audited financial statements of the Redevelopment Authority.

A board, appointed by the Mayor and confirmed by the Common Council, oversees the Redevelopment Authority. The Redevelopment Authority relies upon the Department of City Development for the professional, technical, and administrative support necessary to carry out its mission. This support is through an annual cooperation agreement with the City of Milwaukee that specifies DCD will provide the following services:

- Management of financial affairs;
- Land use planning and urban design guidance;
- Real estate acquisition and disposition;
- Relocation assistance for displaced families and businesses;
- Property management and environmental investigation; and
- Housing and economic development project management.

The mission of the Redevelopment Authority is to eliminate blighting conditions that inhibit neighborhood reinvestment; foster and promote business expansion and job creation; and facilitate new business and housing development. Toward that end, the Redevelopment Authority:

- Prepares and implements comprehensive redevelopment plans;
- Assembles real estate for redevelopment;
- Is empowered to borrow money, issue bonds, and make loans; and
- Can condemn property (eminent domain) in furtherance of redevelopment objectives

MILWAUKEE ECONOMIC DEVELOPMENT CORPORATION

The Milwaukee Economic Development Corporation (MEDC) is a non-stock, non-profit organization formed in 1971 to promote economic development for the benefit of the citizens of the City of Milwaukee and the surrounding area. The principal objective of the corporation is to benefit the community by fostering the increase and retention of employment opportunities and expansion of business and industry within the metropolitan Milwaukee area. The corporation uses its own funds to finance projects to achieve that objective. The corporation is exempt from federal and state income taxes under a provision of Section 501(c)(3) of the Internal Revenue Code.

A 33-member Board of Directors oversee MEDC's activities. This includes the Mayor of Milwaukee, with the remaining individuals representing the business community. MEDC's board has delegated authority for policy actions to its 11-member Executive Committee that consists of the Mayor and ten representatives of the business community.

MEDC uses its resources and other funding sources to make below market financing available to businesses seeking to create and retain job opportunities and new investment in Milwaukee and the Milwaukee 7 region. The programs available through MEDC include:

- Direct Loans
- Subordinate Loans in conjunction with a conventional lender
- Capital Access Program
- Milwaukee 7 Capital Catalyst Loan Program

NEIGHBORHOOD IMPROVEMENT DEVELOPMENT CORPORATION

The Neighborhood Improvement Development Corporation (NIDC) is a non-profit corporation established by the city in 1973 to promote reinvestment in housing and neighborhood development within the city. NIDC works with a broad range of partners to improve Milwaukee's neighborhoods and the quality of life for Milwaukee residents. Those partners include; various City departments, community-based agencies, financial institutions, residents, developers and the local philanthropic community.

An eight-member Board of Directors that includes at least four city residents, heads NIDC. NIDC administers several housing and neighborhood redevelopment strategies to promote and preserve the City's existing housing stock. NIDC's housing programs and staff work with neighborhood partner agencies in an effort to stabilize and increase owner occupancy, strengthen property values, and assist property owners in improving the physical appearance and quality of life in their neighborhood. Additionally, NIDC supports and administers other city and departmental housing initiatives.

NIDC also operates the community improvement project (CIP). CIP compliments NIDC's housing activities by providing small matching grants to neighborhood block clubs and groups to undertake projects that encourage resident involvement, relationship building, and grassroots neighborhood improvements.

CITY TREASURER

MISSION: To fulfill the duties and responsibilities of the independently elected City Treasurer, who serves as the chief investment and revenue collection officer of the City of Milwaukee.

BUDGET SUMMARY

	2022 Actual Expenditures	2023 Adopted Budget	2024 Requested Budget	2024 Proposed Budget*	Change 2024 Proposed Versus	
					2023 Adopted	2024 Requested
Personnel						
FTEs - Operations & Maintenance	29.88	30.08	30.28	11.11	-18.97	-19.17
FTEs - Other	0.00	0.00	0.00	19.17	19.17	19.17
Total Positions Authorized	50	50	45	45	-5	0
Expenditures						
Salaries and Wages	\$1,751,658	\$1,710,135	\$1,899,280	\$695,955	-\$1,014,180	-\$1,203,325
Fringe Benefits	771,926	769,561	854,676	313,180	-456,381	-541,496
Operating Expenditures	524,090	725,295	673,655	673,655	-51,640	0
Equipment	2,754	5,320	0	0	-5,320	0
Special Funds	723,734	758,435	775,850	775,850	17,415	0
Total	\$3,774,162	\$3,968,746	\$4,203,461	\$2,458,640	-\$1,510,106	-\$1,744,821
Revenues						
Charges for Services	\$116,234	\$121,000	\$119,000	\$119,000	-\$2,000	\$0
Licenses and Permits	101,720	86,000	89,000	89,000	3,000	0
Miscellaneous	3,156,607	2,542,000	3,170,000	6,667,000	4,125,000	3,497,000
Total	\$3,374,561	\$2,749,000	\$3,378,000	\$6,875,000	\$4,126,000	\$3,497,000

* The 2024 Proposed Budget funds \$1,200,000 of salaries and wages with ARPA revenue replacement funds.

SUMMARY OF SERVICES DELIVERED BY THIS DEPARTMENT

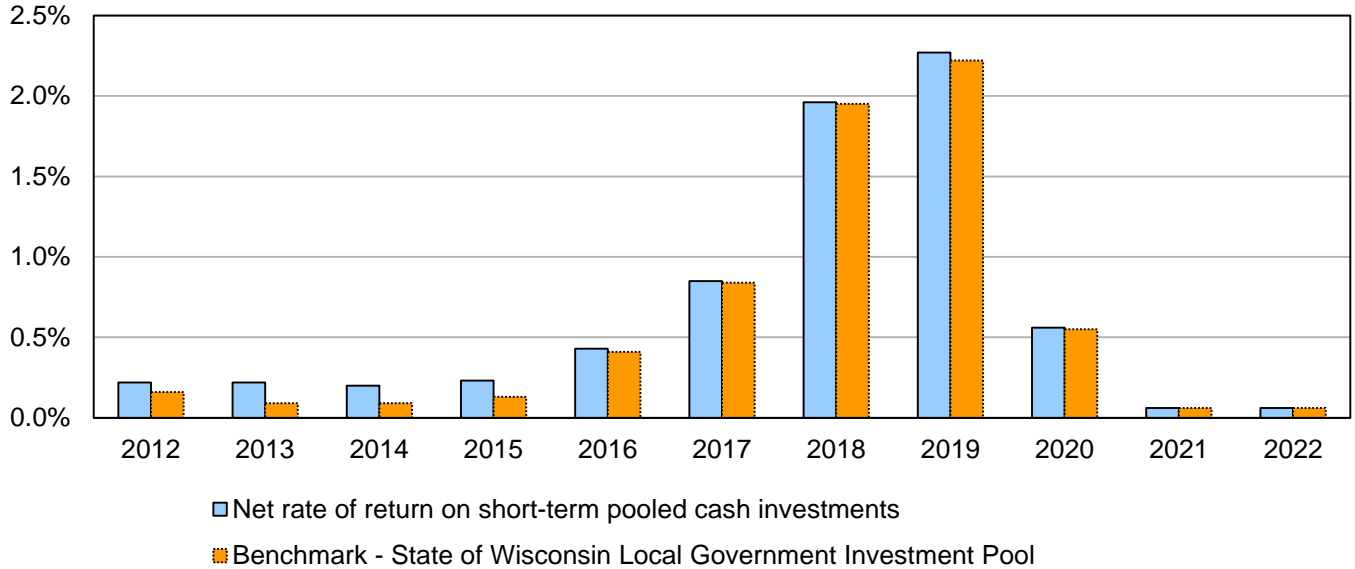
Pursuant to Wisconsin State Statutes, the Milwaukee City Charter and Code of Ordinances, the independently elected City Treasurer serves as the chief investment and revenue collection officer of the City of Milwaukee.

The City Treasurer receives and accounts for all monies paid to the City, makes disbursements for accounts payable and payroll, invests City funds that are not needed immediately to pay the City's obligations, collects current and delinquent property taxes for all five taxing jurisdictions within the City of Milwaukee, settles property tax collections on a prorated basis, remitting to each taxing jurisdiction their share of the tax levy collected, and pursues a three phase tax enforcement protocol on delinquent real estate tax accounts. The first phase is in-house collection, the second phase is referral to the City's collection law firm, and the third and final phase, as a last resort, is in rem tax foreclosure.

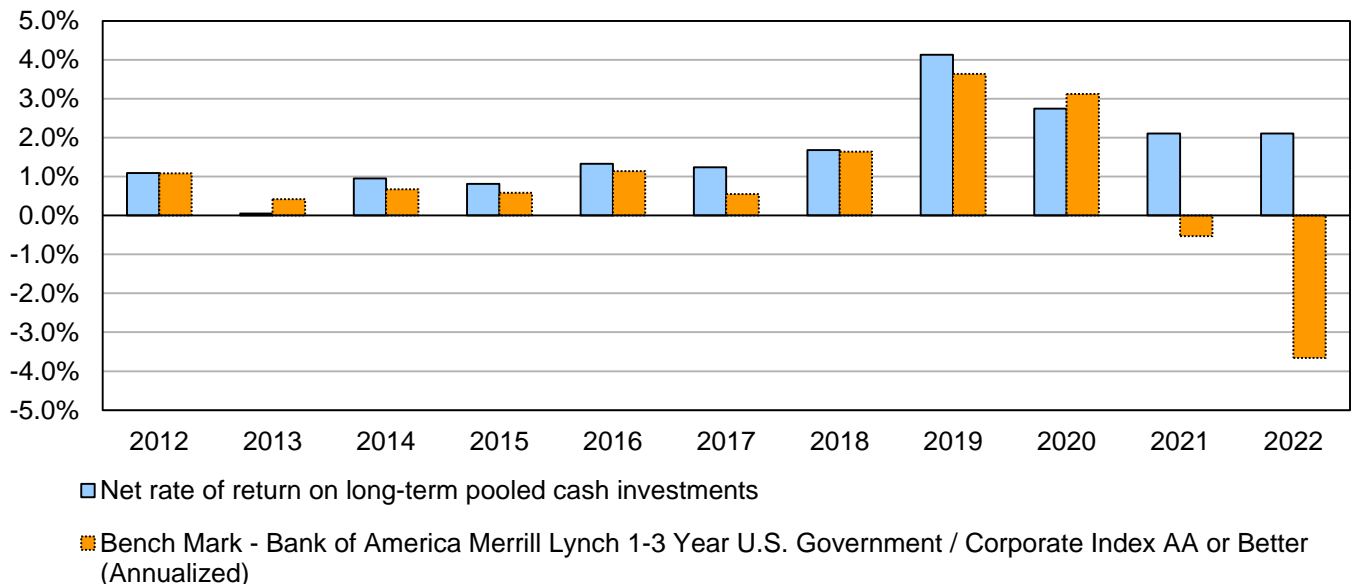
Description of Services Provided	Budget*	FTEs
Financial Services, Investment Portfolio Management, and Revenue Collection	\$ 476,591	6.67
Property Tax Billing, Collection, and Enforcement	\$ 1,982,049	23.61
Total *Does not include grant (including ARPA), capital, or reimbursable funding sources.	\$ 2,458,640	30.28

KEY PERFORMANCE MEASURES

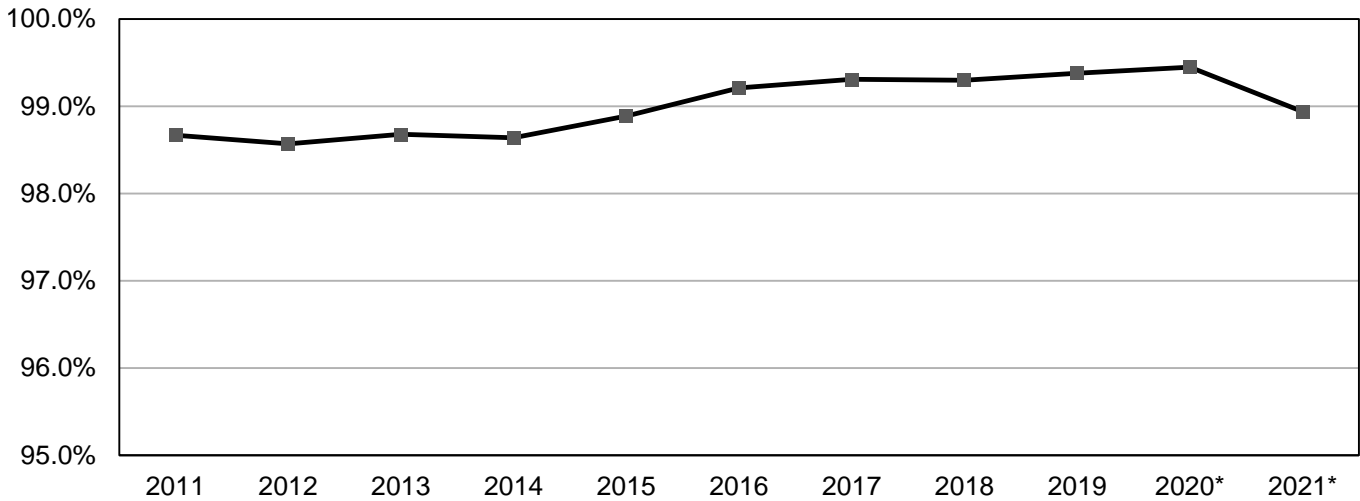
Net Rate of Return on Short-Term Pooled Cash Investments



Net Rate of Return on Long-Term Pooled Cash Investments



Percentage of City Levy Collected



**3-year collection cycle incomplete for the 2020 and 2021 levy years*

Cost of Property Tax Collection: The cost of property tax collection as a percentage of total property taxes collected continues to remain below sixty cents per one hundred dollars collected. In 2024, the cost of property tax collection is projected to be 0.5751%, a slight increase over the 2022 actual of 0.5385%, which is primarily the result of increased postage costs and market rate salary increases granted to some department personnel.

SERVICE HIGHLIGHTS

- In 2022, the City Treasurer’s Office collected over \$896 million in property taxes and processed nearly \$3.5 billion of in-house financial transactions.
- In 2022, the City Treasurer’s Office filed in rem tax foreclosure against 569 delinquent tax parcels of which 200 were acquired by an in rem tax foreclosure judgment. The redemption rate continued to rise from 60.89% in 2021 to 64.85% in 2022, while the acquisition rate declined from 39.11% in 2021 to 35.15% in 2022.
- In 2022, the City Treasurer’s Office exceeded the benchmark on both the long-term and short-term investment portfolios, realizing nearly one million dollars in total investment revenue.
- In 2024, the department will continue to deliver efficient and cost-effective property tax billing, collection, and enforcement and the requisite financial and revenue collection services. The department will also continue to provide effective investment portfolio management.

RACIAL EQUITY AND INCLUSION

The City Treasurer’s Office employs a diverse workforce with 51.72% of the staff belonging to underrepresented racial groups.

The office has seven Spanish speakers and one Hmong speaker, who are available on an on-going basis to assist taxpayers who may not speak English.

The office website provides the back side of the annual combined tax bill, frequently asked questions, and the overview of the delinquent general real estate property tax collection process in English, Spanish, and Hmong.

During the annual combined tax bill collection period (December and January), tax payment drop boxes are installed at Police District Stations 2-7, providing a secure tax payment option to constituents in their respective neighborhoods.

As the Wisconsin State Constitution mandates uniform taxation and enforcement, the office treats every taxpayer similarly situated the same without fear or favor.

COMMON COUNCIL - CITY CLERK

MISSION: To establish city policy and law, oversee the administration of city government, adopt the annual budget, ensure the delivery of services to constituents, provide the public with information about the duties and actions of city government, and to manage an equitable and efficient licensing system that supports business operations while providing adequate protections for the public.

BUDGET SUMMARY

	2022 Actual Expenditures	2023 Adopted Budget	2024 Requested Budget	2024 Proposed Budget*	Change 2024 Proposed Versus	
					2023 Adopted	2024 Requested
Personnel						
FTEs - Operations & Maintenance	99.07	96.07	96.07	36.32	-59.75	-59.75
FTEs - Other	1.40	1.40	1.40	68.08	66.68	66.68
Total Positions Authorized	125	125	125	123	-2	-2
Expenditures						
Salaries and Wages	\$5,780,065	\$5,798,437	\$6,387,653	\$2,148,233	\$-3,650,204	\$-4,239,420
Fringe Benefits	2,574,719	2,609,297	2,874,444	966,705	-1,642,592	-1,907,739
Operating Expenditures	1,138,669	1,206,973	1,201,675	1,205,475	-1,498	3,800
Equipment	20,243	20,878	24,614	20,878	0	-3,736
Special Funds	122,158	54,315	108,315	645,333	591,018	537,018
Total	\$9,635,854	\$9,689,900	\$10,596,701	\$4,986,624	\$-4,703,276	\$-5,610,077
Revenues						
Charges for Services	\$3,343,933	\$3,580,000	\$3,377,000	\$3,377,000	\$-203,000	\$0
Licenses and Permits	5,053,547	4,416,000	4,927,000	4,927,000	511,000	0
Total	\$8,397,480	\$7,996,000	\$8,304,000	\$8,304,000	\$308,000	\$0

* The 2024 Proposed Budget funds \$4,100,000 of salaries and wages with ARPA revenue replacement funds.

SUMMARY OF SERVICES DELIVERED BY THIS DEPARTMENT

The City Clerk’s Office performs city government and licensing functions with efficiency and fairness. In addition, the department maintains accurate and up-to-date records of city government actions and ordinances, and keeps constituents informed of the actions of their council representatives. The Common Council is the legislative branch of city government with 15 members representing geographically distinct districts. The City Clerk’s Office supports the Common Council and the operations of city government.

Description of Services Provided	Budget*	FTEs
Provides administrative support functions for the department, staffs council and committee meetings, lobbying, auditing services, and assist Council Members in their work with constituents.	\$2,795,762	58
Create publications and public information materials for Council members and city departments; public relations support for Council members.	\$236,084	5

Description of Services Provided	Budget*	FTEs
Broadcast live, remote, and hybrid coverage of public meetings, press conferences, special projects, produce original, and information programming, as well as city events.	\$ 188,868	4
Provide non-partisan research, legislative and fiscal analysis; and legislative drafting services.	\$ 472,169	10
Administer over 100 types of license and permits; advise the Licenses Committee and Council members in reviewing the license applications.	\$ 613,819	13
Serves as the physical custodian of records for all city departments and ensures records are retained and accessible in accordance with local, state, and federal records laws and manage mail services.	\$ 377,735	8
Provide City officials, employees and residents with research services on local and urban/governmental affairs and maintain the Code of Ordinances and specialized collections;	\$ 188,867	4
Administer and support the preservation of the City’s historic built environment.	\$113,320	2.4
Total *Does not include grant (including ARPA), capital, or reimbursable funding sources.	\$4,986,624	104.4

Key Performance Measures	2022 Actual	2023 Projected	2024 Planned
License applications processed	17,766	16,500	19,000
Licenses issued	14,032	13,626	15,000
Public meetings staffed	299	300	303
Legislation and reports prepared	357	426	465
Documents scanned, processed and indexed	1,910,614	2,100,000	2,200,000
Reference requests filled	1,935	2,144	2,300
Records boxes received and processed	1,623	1,100	1,500
HPC Section 106 reviews performed (rather than contracted out)	423	700	600

SERVICE HIGHLIGHTS

- The Public Information Division will play a key role in helping Council Members and City departments market Milwaukee and provide positive messaging about Milwaukee and local initiatives to a global audience before and during the Republican National Convention (RNC).
- The City Channel will showcase the RNC by providing gavel-to-gavel coverage of the daily activities taking place on the floor of the convention.

- The License Division will launch business license functionality on the Accela LMS platform in early 2024, enabling residents to apply for licenses from anywhere at any time.
- The License Division has included the Office of Environmental Collaboration in the Pivot Program to introduce businesses to best practices for minimizing plastic waste and responsible fiscal stewardship, and by incorporating ECO materials in business renewal applications.
- With the assistance of the Chair and members of the Licenses Committee, the License Division scheduled 10 special Licenses Committee meetings through August 2023, enabling 199 applicants to receive their license a council-cycle sooner. In 2024, the License Division will build on this practice by scheduling three extra regular meetings during high-volume summer months.
- In 2023, the City Clerk's Office implemented paperless processes for Common Council files and Statements of Economic Interest. Besides reducing paper waste, these changes free up staff time, and allow our office to more efficiently fulfill public records requests.
- The City Records Center is finalizing an agreement to securely store certain police records boxes in the primary records vault beginning in 2024. This will improve access to and security of critical police case files and allow more efficient disposition of the information within. Storage space was made available following partial installation of high-density mobile shelving.
- Historic Preservation Commission staff will begin special enforcement duties in 2024 to address historic preservation issues at residential and commercial properties. Staff anticipates working collaboratively with owners and tenants to address violations at designated-historic premises, with the goal of ensuring positive outcomes and compliance to preservation regulations.

CAPITAL PROJECTS

The City Records Center will use \$95,000 in capital funding to convert the remainder of our static records shelving in the primary records vault to high-density mobile shelving. This request supports our ability to securely house large transfers of boxes, including long-term storage transfers like the MPD homicide files. Adding capacity in the primary vault will allow us to phase out record storage in outlying areas of the City Hall complex with less-than-ideal environmental or security conditions. This improves access to and preservation of records and allows for those outlying areas to be repurposed as needed.

RACIAL EQUITY AND INCLUSION

Common Council members sponsor, with the assistance of the Public Information Division and other staff, a variety of events, including Black History Month, Bronzeville Week, Girls' Day, Hip-Hop Week MKE, Hispanic Heritage Month and the MKE Business Now Summit, that showcase and promote racial equity and inclusion to the benefit of Milwaukee as a whole. The Municipal Research Library provides graphics and biographical content for citizen honorees and curates special displays of items in its collection to coordinate with each event. The Public Information Division and City Channel staff also provide production support for events City-wide, including Housing Resource Fairs, the Wisconsin Salt Wise project and "Real Men, Real Talk".

The City Clerk's Office has leveraged both tax- and grant-supported funding to increase access to City services for non-English speaking residents:

- Two dedicated bilingual positions in the License Division
- Adding 24-7 closed captioning to City Channel broadcasts
- Adding closed captioning in Spanish to City Channel broadcasts
- Managing document translation requests for departments City-wide
- Providing interpreters at City meetings, town halls, information events

In 2023, the License Division hosted or participated in 8 community events to provide education and technical assistance in all corners of the city, including the MKE Business Now Summit, Bronzeville Week and Hip-Hop Week, and collaborated with the Mexican Consulate to provide Spanish language technical assistance. We look forward to participating in these events and others in the future. In 2024, the License Division will build on its recent success in re-invigorating the PIVOT, GEM and Startsmart programs for local entrepreneurs, bringing specialists in licensing, health and safety together at neighborhood locations for convenient informational sessions.

In 2023, Historic Preservation Commission staff completed a citywide study of twentieth-century religious architecture, so as to expand our reach beyond the core downtown areas and Sherman Park. With funding from the Wisconsin Historical Society, we were able to survey all of Milwaukee and conduct the first major study of architectural Modernism in Wisconsin, much of it built by and for the Black community. We have begun the application process for a follow-up grant-funded study directed at Black Modernist religious architecture.

Map of Common Council Districts



COMPTROLLER

MISSION: To fulfill the responsibilities of the independently elected Comptroller of the City of Milwaukee by providing accurate and transparent financial services to City of Milwaukee departments and citizens.

BUDGET SUMMARY

	2022 Actual Expenditures	2023 Adopted Budget	2024 Requested Budget	2024 Proposed Budget*	Change	
					2023 Adopted	2024 Proposed Versus 2024 Requested
Personnel						
FTEs - Operations & Maintenance	42.26	41.00	42.00	14.39	-26.61	-27.61
FTEs - Other	6.06	10.00	10.00	37.61	27.61	27.61
Total Positions Authorized	59	56	56	56	0	0
Expenditures						
Salaries and Wages	\$3,058,394	\$2,834,853	\$3,213,161	\$1,113,161	\$-1,721,692	\$-2,100,000
Fringe Benefits	1,358,698	1,275,684	1,445,922	500,922	-774,762	-945,000
Operating Expenditures	152,129	258,000	260,000	260,000	2,000	0
Equipment	9,948	50,000	50,000	50,000	0	0
Special Funds	0	0	0	0	0	0
Total	\$4,579,169	\$4,418,537	\$4,969,083	\$1,924,083	\$-2,494,454	\$-3,045,000
Revenues						
Licenses & Permits	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Services	485,734	510,000	500,000	500,000	-10,000	0
Total	\$485,734	\$510,000	\$500,000	\$500,000	\$-10,000	\$0

* The 2024 Proposed Budget funds \$2,100,000 of salaries and wages with ARPA revenue replacement funds.

SUMMARY OF SERVICES DELIVERED BY THIS DEPARTMENT

The City of Milwaukee Comptroller, an elected official, is responsible for managing the city's financial operations. The Comptroller's duties include central accounting and fiscal oversight of grants, payroll, debt issuance and management, and auditing. The Comptroller also provides general oversight of city activities to ensure compliance with Generally Accepted Accounting Principles (GAAP) and various other regulations imposed by city ordinance, state law, and/or grants passed through by state and/or federal governments.

The Comptroller advises city policymakers on financial matters and provides leadership to city sponsored committees including the Common Council's Finance and Personnel Committee. The Comptroller also holds positions on the Wisconsin Center District Board, Charter School Review Committee, Pension Board, City Information Management Committee, Purchasing Appeals Board, and the Deferred Compensation Board.

Description of Services Provided	Budget*	FTEs
Provide financial analysis, perform internal audits of City departments, compile various rate calculations	\$475,601	9
Issue city debt, provide debt management to ensure debt is in compliance with all covenants and regulations, maintain relationships with rating agencies and investors	\$0	1

Description of Services Provided	Budget*	FTEs
Perform the City’s accounting activities, provide oversight of Federal and State grants, prepare financial reports, process citywide bi-weekly payroll and related administrative functions, administer the citywide financial and human resource systems	\$1,448,482	42
Total *Does not include grant (including ARPA), capital, or reimbursable funding sources.	\$1,924,083	52

KEY PERFORMANCE MEASURES

Indicators	2022 Actual	2023 Projected	2024 Planned
Percentage of actual revenues to revenue estimates	102.7%	100%	100%
Internal audit work products	12	8	8
Unqualified audit opinion by the City’s independent auditor	Yes	Yes	Yes
Bond rating (S&P Global/ Fitch)	A-/A	A/AA-	A-/BBB+

SERVICE HIGHLIGHTS

- Prepare revenue budget estimates contained in the annual City Budget
- Prepare the annual State Financial Report, which is used by the State of Wisconsin to determine certain state aids received by the City
- Prepare certification of the City tax levy and tax levies of overlapping jurisdictions
- Perform TID review and financial analysis
- Formulate fringe and indirect rates, central service cost allocation rates, sewer user rates, and space usage rates
- Conduct internal audits of City departments and their programs
- Operate the fraud hotline
- Process, audit and review citywide bi-weekly payroll
- Prepare and submit payroll associated tax filings
- Compile the City’s Annual Comprehensive Financial Report (ACFR) for review by independent auditors
- Review and analyze all accounts payable vouchers submitted by City departments to ensure compliance with accounting standards
- Structure and issue debt for the City and Milwaukee Public Schools
- Provide oversight and reconciliation of grant funds
- Prepare the Single Audit Report, which entails an independent audit of Federal and State grant programs
- Provide functional assistance for citywide finance and HR applications
- Provide training of PeopleSoft modules to City employees
- Work in conjunction with the City’s Information Technology Management Division to develop and implement a new Enterprise Resource Planning System to replace PeopleSoft
- Administered Open Checkbook, which fosters transparency and accountability of the City’s financial information

RACIAL EQUITY AND INCLUSION

The Comptroller’s Office wholeheartedly acknowledges the structural inequality in our community and our nation’s preferential treatment of members of society according to race, gender, ability and socioeconomic status.

The Comptroller’s Office created a Growth Strategy to address these issues in our communities. The plan has three foundational pillars: Commitment, Workforce, and Community Involvement. With these pillars, we pledge to review our internal and external policies for embedded biases and engage leadership in further fostering an environment for change in our policy. Our office is breaking employment barriers through city outreach, training our staff on our pillars of equity and inclusion, and educating them on the importance of our community involvement. We are continuously looking for ways to better communicate with our residents. Additionally, we have translated many of our financial reports to Spanish and Hmong.

Through the years, the Comptroller’s office has been devoted to removing barriers in order to foster diversity and inclusion within our department, the departments we collaborate with, and our residents. We will continuously advocate for changes, be transparent with City funds, and remove barriers for our residents and City workers.

ELECTION COMMISSION

MISSION: To ensure that elections are administered in a fair, transparent, equitable, and accessible manner in order to instill voter confidence in the democratic process.

BUDGET SUMMARY

	2022 Actual Expenditures	2023 Adopted Budget	2024 Requested Budget	2024 Proposed Budget*	Change 2024 Proposed Versus	
					2023 Adopted	2024 Requested
Personnel						
FTEs - Operations & Maintenance	68.36	23.99	26.43	24.54	0.55	-1.89
FTEs - Other	0.00	0.00	0.00	3.89	3.89	3.89
Total Positions Authorized	2,262	1,047	2,330	2,331	1,284	1
Expenditures						
Salaries and Wages	\$2,252,636	\$1,369,920	\$3,502,864	\$3,152,873	\$1,782,953	\$-349,991
Fringe Benefits	689,940	247,499	235,245	363,565	116,066	128,320
Operating Expenditures	1,102,375	363,150	1,124,277	1,114,575	751,425	-9,702
Equipment	0	0	0	0	0	0
Total	\$4,044,950	\$1,980,569	\$4,862,386	\$4,631,013	\$2,650,444	\$-231,373

* The 2024 Proposed Budget funds \$500,000 of salaries and wages with ARPA revenue replacement funds.

SUMMARY OF SERVICES DELIVERED BY THIS DEPARTMENT

The Election Commission manages all aspects of public elections in the City of Milwaukee, producing elections that are transparent to the public, accurate both in the administration of Election Day procedures, but also post-election reconciliation, and are fair in ensuring access to voting for Milwaukee's diverse population. The Election Commission maintains and further builds a public trust in the outcome of elections and the democratic process of voting.

Description of Services Provided	Budget*	FTEs
Manage voter registration data: new registration, maintenance and record retention	\$694,652	4.26
Administration of absentee voting, including in-person absentee (early voting)	\$926,202	5.67
Election Worker recruitment, training, assignment, including bilingual election workers	\$1,620,855	10
Polling Places Coordination, including ADA accessibility	\$1,157,753	7.1
Candidate Filing / Campaign Finance Reporting	\$231,551	1.4
Total *Does not include grant (including ARPA), capital, or reimbursable funding sources.	\$4,631,013	28.43

Key Performance Measures	2022 Actual	2023 Projected	2024 Planned
Enter 100% of voter registrations in a prompt and timely manner	100%	100%	100%
Number of provisional ballot voters	4	50	15
Mail all absentee ballots within 24 hours of request receipt	100%	95%	100%
Maintain an average wait time at voting sites of less than 15 minutes	100%	100%	100%
Election results are published within 60 minutes of the closing of polls and reviewed with 100% accuracy prior to the state’s official canvass	100%	80%	100%

SERVICE HIGHLIGHTS

- Administer four scheduled elections in 2024:
 - Spring Primary, February 20
 - Spring Election & Presidential Preference, April 2
 - Partisan Primary, August 13
 - Presidential Election, November 5
- Maintain 180+ neighborhood-based, ADA accessible polling locations
- Maximize voter accessibility and convenience by offering at least six (6) early voting sites across the City for every election, expanding to 10 early voting locations for the Presidential election
- Recruit, train and assign over 2,500 election workers who will have an estimated 500,000 interactions with voters throughout the year
- Process an estimated 75,000 absentee ballots on Election Day at Central Count with accuracy and efficiency
- Accurately and efficiently maintain the statewide voter database of approximately 300,000 records to reflect voter registrations and voter participation
- Utilize new election management software to more effectively communicate with election workers and create detailed, electronic chain-of-custody records of inventory such as voting machine and accessible voting equipment
- Ensure all voting equipment is properly and accurately maintained, programmed and tested
- Serve as the filing officer for all municipal offices on the ballot, including Mayor, Common Council, Comptroller, Treasurer, and City Attorney
- Collaborate with community partners and other City departments to promote the public’s understanding of and participation in the electoral process
- Publish timely and accurate election results
- Advocate for changes to election laws that encourage access to voting or eliminate barriers to voting
- Serve as the filing officer for all campaign finance reports for over 100 municipal candidate committees

RACIAL EQUITY AND INCLUSION

Wisconsin current ranks 48th in the nation in the Cost of Voting Index, a single measure of the relative difficulty of voting for each state based upon an examination of election laws and policies. This low ranking is the direct result of a decade of legislative changes and court rulings, as Wisconsin ranked 4th in the nation in 1996. The City of Milwaukee is committed to ensuring that any eligible citizen who wants to vote has the means and ability to do so.

It is our mission to provide as many resources and voting opportunities as possible to ensure that we are removing barriers and increasing citizens' engagement in the democratic process. We execute this by continuing to advocate for state law changes that make voting easier, not harder, as well as through our own programmatic execution.

The Election Commission intentionally maintains a commitment to neighborhood-based polling places that are located in close to proximity to voters' residences and also along public transit lines. In addition to voting on Election Day or by mail, voters have 6 different locations across the city to vote at during the two weeks prior to each election. Under this model, no voter should have to travel more than 15 minutes for a convenient early voting location. Furthermore, we feel it is important that election officials reflect the community in which they serve. 78% of the Election Commission's full-time, permanent staff are non-white, and 44% of our election officials are non-white.

The City of Milwaukee is subject to Section 203 Bilingual Election Worker and Materials requirements of the Voting Rights Act. These requirements continue to be successfully met and we continue to increase recruitment and retention efforts for bilingual workers. In addition to the 135 bilingual election officials working at the polls on Election Day, 45% (4 FTE) of the Election Commission's full-time permanent staff are bilingual in Spanish and provide voter information in Spanish on an ongoing basis.

DEPARTMENT OF EMERGENCY COMMUNICATIONS

MISSION: To serve as the city’s consolidated Emergency Communications Center that provides effective and timely 9-1-1 dispatch, and resource allocation services to the community and public safety professionals.

BUDGET SUMMARY

	2022 Actual Expenditures	2023 Adopted Budget	2024 Requested Budget	2024 Proposed Budget*	Change	
					2023 Adopted	2024 Requested Versus
Personnel						
FTEs - Operations & Maintenance	4.40	25.20	233.77	75.29	50.09	-158.48
FTEs - Other	0.00	0.00	0.00	156.07	156.07	156.07
Total Positions Authorized	21	27	241	241	214	0
Expenditures						
Salaries and Wages	\$412,008	\$2,821,497	\$17,205,395	\$6,204,068	\$3,382,571	\$-11,001,327
Fringe Benefits	169,696	1,269,674	7,742,428	2,791,831	1,522,157	-4,950,597
Operating Expenditures	7,703,317	14,316,843	991,395	1,370,526	-12,946,317	379,131
Equipment	0	0	4,500	0	0	-4,500
Special Funds	0	0	0	0	0	0
Total	\$8,285,021	\$18,408,014	\$25,943,718	\$10,366,425	\$-8,041,589	\$-15,577,293

* The 2024 Proposed Budget funds \$11,400,000 of salaries and wages with ARPA revenue replacement funds.

SUMMARY OF SERVICES DELIVERED BY THIS DEPARTMENT

Description of Services Provided	Budget*	FTEs
Provide 9-1-1 Emergency Communications workflows and business processes that achieve maximum operational effectiveness and response efficiency	\$1,995,207	44.53
Provide quality call-taking and dispatching services to the citizens who call 9-1-1 to report emergency situations	\$7,523,182	167.90
Incorporate nationally accepted public safety standards, best practices, and guidelines to the Department of Emergency Communications policies and procedures	\$184,633	4.12
Provide fully trained personnel and staffing minimums that meet the city’s call volume and public safety resource needs	\$184,633	4.12
Planning, personnel, purchasing, technology, and research	\$478,771	10.69
Total *Does not include grant (including ARPA), capital, or reimbursable funding sources.	\$10,366,425	231.36

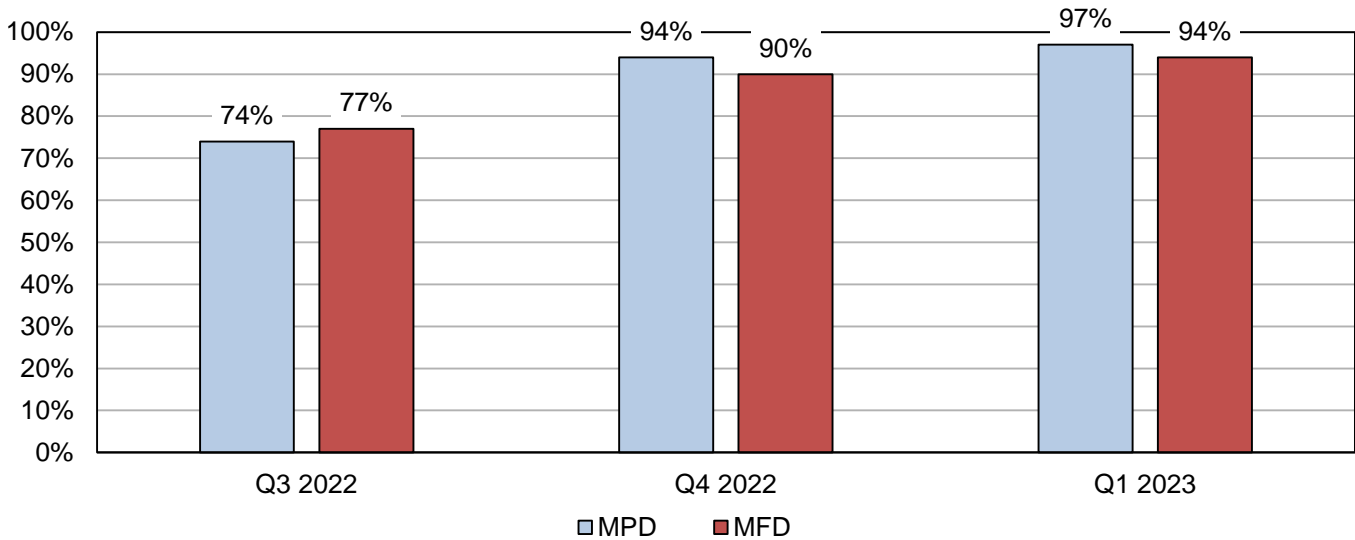
Key Performance Measures	2022 Actual	2023 Projected	2024 Planned
Percent of 911 calls answered within 15 seconds to MPD/MFD	83.3%	90%	96%
Percent of 911 calls answered with 20 seconds to MPD/MFD	85%	90%	98%
Complete the implementation of the unified computer aided dispatch system	0%	90%	100%
Transition current Police and Fire call taker staff to the DEC	30%	100%	100%

In conjunction with Public Safety Enhancement Program Executive Steering Committee the DEC has established two primary performance metrics that are National Emergency Number Association (NENA) standards:

1. 90% of all 9-1-1 calls shall be answered within (<=) 15 seconds
2. 95% of all 9-1-1 calls shall be answered within (<=) 20 seconds

The following chart measures the call performance of DEC for both Police and Fire department 9-1-1 calls from the third quarter of 2022 through the first quarter of 2023 against the 90% of calls that should be answered in 15 seconds or less. As the chart shows, the City is making substantial progress in answering 9-1-1 calls within the NENA standards.

Emergency Call Answer Times vs NENA Standards



SERVICE HIGHLIGHTS

- Provide quality call-taking services to the citizens who call 9-1-1 to report emergency situations
- Provide quality dispatch services and support to first responders and city resources
- Provide nationally accepted public safety standards, best practices, and guidelines to the Department of Emergency Communications policies and procedures
- Provide fully trained personnel and staffing minimums that meet the city’s call volume and public safety resource needs
- Provide continuous collaborations with the Police and Fire departments for effective emergency response.

In 2024 the Department will:

- Incorporate best practices for Call Taking and Dispatch workflow procedures that include call answer and handling standards for emergency and non-emergency lines, emergency and non-emergency call type and prioritization.
- Incorporate a universal call taker and universal dispatcher for police and fire services to eliminate transfer of calls and maximize staffing capabilities
- Incorporate NENA call handling standards and National best practices for Quality Assurance
- Incorporate a robust training program that meets current and future state needs and continuous education
- Work with all stakeholders to streamline effective hiring practices for personnel and to ensure staffing minimums are being met in a timely manner
- Standardize reports and analysis for staffing, operations, quality assurance, and training

CAPITAL PROJECTS

The DEC is currently in the designing and programming stages for a full renovation of the Emergency Communications Center. The City's vision is to have a state-of-the-art emergency communications center that supports effective workflows and business processes along with a next generation Computer Aided Dispatch system to aid in incident management and call-taking services. The 2024 capital budget includes \$113,000 to implement software to assist in training and development, scheduling, and managing minimum staffing requirements.

RACIAL EQUITY AND INCLUSION

The DEC Administration has created a Diversity Training workshop that is continuously being reviewed and improved upon as part of the leadership training program. Workshops are provided to educate employees and management on the different groups and communities that the DEC serves. The training includes information on how to be supportive and to ensure equity in services to people of different races, ethnicities, socio-economic backgrounds, religions, abilities, genders, and sexual orientation.

Our office works with the Fire & Police Commission in recruitment, testing, and selection that includes Equity and Inclusion. The department's recruitment and promotional procedures embrace all current and potential employees. The DEC's objective is to build an inclusive and diverse workplace where everyone feels welcomed, and have the opportunity to make meaningful contributions and career advancement.

DEPARTMENT OF EMPLOYEE RELATIONS

MISSION: DER is a leader in HR excellence and committed to meeting the evolving needs of our diverse workforce so they can thrive and serve the City of Milwaukee with purpose.

BUDGET SUMMARY

	2022 Actual Expenditures	2023 Adopted Budget	2024 Requested Budget	2024 Proposed Budget*	Change	
					2023 Adopted	2024 Requested Versus
Personnel						
FTEs - Operations & Maintenance	42.91	44.70	47.78	17.33	-27.37	-30.45
FTEs - Other	17.67	17.67	16.67	46.58	28.91	29.91
Total Positions Authorized	83	85	84	84	-1	0
Expenditures						
Salaries and Wages	\$2,711,774	\$3,143,032	\$3,463,372	\$1,157,937	\$-1,985,095	\$-2,305,435
Fringe Benefits	1,164,181	1,414,364	1,558,517	521,071	-893,293	-1,037,446
Operating Expenditures	517,690	454,920	454,920	454,920	0	0
Equipment	2,001	2,000	2,000	2,000	0	0
Special Funds	119,598	115,000	110,000	105,000	-10,000	-5,000
Total	\$4,515,244	\$5,129,316	\$5,588,809	\$2,240,928	\$-2,888,388	\$-3,347,881
Revenues						
Charges for Services	\$276,665	\$256,000	\$313,000	\$313,000	\$57,000	\$0
Miscellaneous	-27,530	15,000	15,000	15,000	0	0
Total	\$249,135	\$271,000	\$328,000	\$328,000	\$57,000	\$0

* The 2024 Proposed Budget funds \$2,300,000 of salaries and wages with ARPA revenue replacement funds.

SUMMARY OF SERVICES DELIVERED BY THIS DEPARTMENT

The Department of Employee Relations (DER) provides human resources support services to City agencies to attract, retain, and motivate a competent and diverse workforce. DER also ensures compliance with state and federal employment laws and civil service rules. It does this through four service areas:

- Employee and Labor Relations;
- Compensation and Employee Benefits;
- Recruitment and Selection; and
- Worker’s Compensation and Safety.

Description of Services Provided	Budget*	FTEs
Employee Relations	\$375,933	12.28
Staffing and Employee Development	\$864,433	23.97
Employee Compensation and Benefits	\$617,131	17.10
Worker’s Compensation	\$383,431	10.56
Total *Does not include grant (including ARPA), capital, or reimbursable funding sources.	\$2,240,928	63.91

Key Performance Measures	2022 Actual	2023 Projected	2024 Planned
Average days to establish an eligible list for open & competitive (outside recruitments)	63	65	60
Percentage of referred candidates who are people of color	60	55	60
Percentage of referred candidates who are women	49	50	50
Number of EmployMKE graduates who have secured permanent City employment	N/A	40	40+
General City Separations: Resignation vs. Retirement	308/94	255/67	200/100

SERVICE HIGHLIGHTS

Staffing & Recruitment

- Maintain a consistent presence in the Milwaukee community by participating in community events and recruitment fairs.
- Partner with numerous community organizations to increase outreach and facilitate the recruitment of diverse candidates.
- Work with City departments to anticipate vacancies and address critical skill gaps created by retirements and resignations.
- Develop and implement recruitment and employee selection practices that produce a qualified and diverse candidate pool to fill departmental vacancies.
- Better utilize online hiring tools to track, monitor, and report progress towards REI-related goals.

Compensation and Classification

- Collaborate with multiple levels of City government and external consultants to develop a shared City compensation philosophy, and a coherent compensation/classification structure that provides employees with predictable and consistent pay progression.
- Establish and administer organizational frameworks to effectively classify, compensate, develop, and reward employees in compliance with applicable employment laws and regulations.
- Conduct ongoing and routine market rate studies for all positions to ensure pay rates remain competitive and align with benefit offerings as part of the total rewards strategy.

Labor Relations and Compliance

- Conduct continuous reviews, updating, and creation of new policies to strengthen the City of Milwaukee as an employer of choice.
- Provide an avenue for employees to address workplace issues and concerns through the City’s Dispute Resolution, Complaint, and Grievance processes.
- Negotiate and administer the City’s labor contracts with sworn Fire and Police personnel.

Learning & Development

- Develop learning opportunities to strengthen City leaders, develop emerging leaders and provide workplace skills that benefit ALL employees and City customers.

Employee Benefits, Worker’s Compensation, and Safety

- Design and administer benefits, programs, and services that foster a safe, productive, and healthy workplace and effectively address the needs of a diverse workforce.

- Provide a comprehensive and competitive benefits package with a wide variety of programs and services tailored to meet employees' changing needs.
- Work with departments and safety personnel to assess current practices and implement new initiatives for injury prevention and mitigation, as well as training to provide employees the safest possible work environment.

RACIAL EQUITY AND INCLUSION

Diversity, equity, and inclusion are embedded in DER's policies, principles, and practices. The DER is committed to fostering a work environment where a highly engaged, diverse workforce can thrive in an environment of fairness, dignity, and respect. The department celebrates, embraces, values, and promotes the diverse voices of City of Milwaukee employees. The DER believes diversity enhances and strengthens the work environment and the functioning of city government. The DER is committed to maximizing the potential of every City of Milwaukee employee.

FIRE AND POLICE COMMISSION

MISSION: Through independent, civilian oversight of Milwaukee’s public safety departments, the Fire and Police Commission (FPC) strives to enhance public safety for our residents, promote accountability and public trust, increase diversity within the departments, and safeguard the constitutional rights of all people.

BUDGET SUMMARY

	2022 Actual Expenditures	2023 Adopted Budget	2024 Requested Budget	2024 Proposed Budget*	Change	
					2023 Adopted	2024 Requested Versus
Personnel						
FTEs - Operations & Maintenance	24.10	25.10	26.20	9.34	-15.76	-16.86
FTEs - Other	0.00	0.00	0.00	16.76	16.76	16.76
Total Positions Authorized	33	34	35	35	1	0
Expenditures						
Salaries and Wages	\$1,342,607	\$1,721,486	\$2,041,861	\$726,336	\$-995,150	\$-1,315,525
Fringe Benefits	572,745	774,669	918,837	326,851	-447,818	-591,986
Operating Expenditures	748,879	1,402,502	1,395,725	1,341,932	-60,570	-53,793
Equipment	699	2,200	2,200	2,200	0	0
Special Funds	386,130	617,508	744,455	855,780	238,272	111,325
Total	\$3,051,060	\$4,518,365	\$5,103,078	\$3,253,099	\$-1,265,266	\$-1,849,979

* The 2024 Proposed Budget funds \$1,300,000 of salaries and wages with ARPA revenue replacement funds.

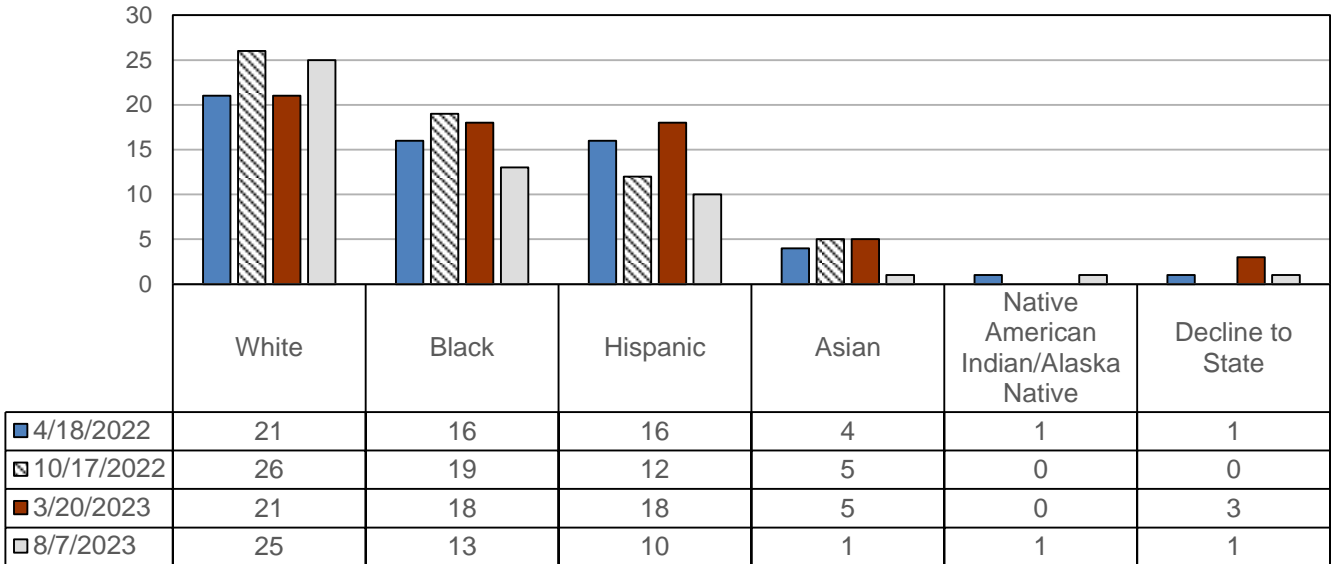
SUMMARY OF SERVICES DELIVERED BY THIS DEPARTMENT

Under Wisconsin law and the Milwaukee City Charter, the Fire and Police Commission oversees the operations of the Fire, Police, and Emergency Communications Departments, and ensures that these departments are prepared and effective in protecting the lives and property of Milwaukee’s residents and businesses.

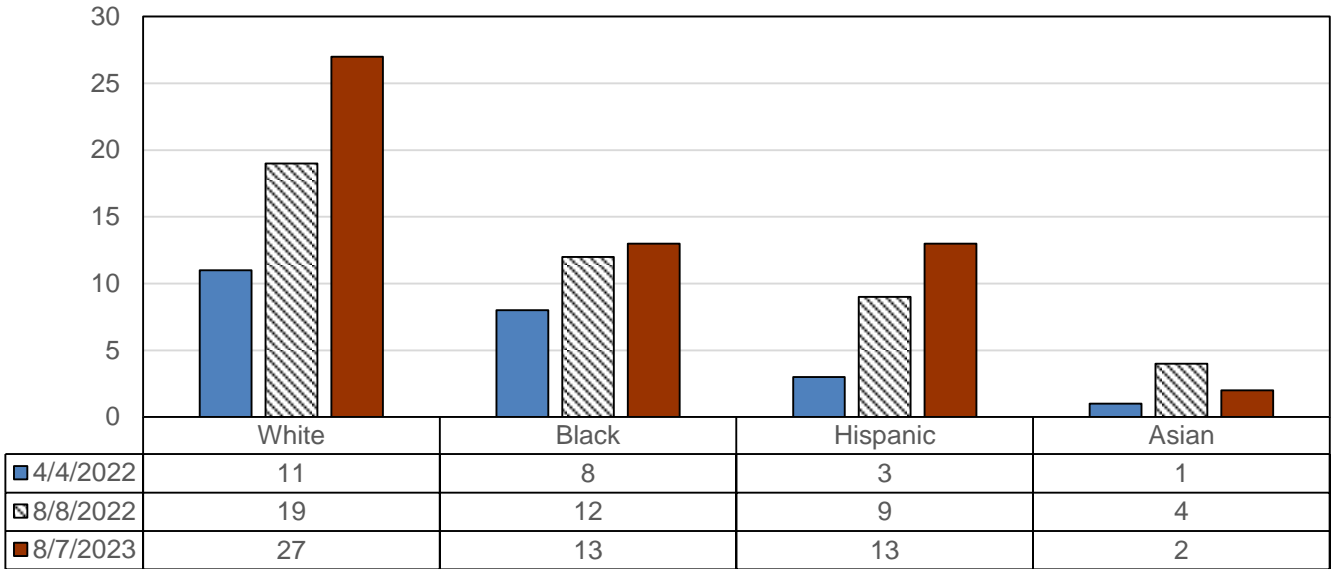
Description of Services Provided	Budget*	FTEs
Recruitment and testing of candidates for police, fire, and emergency communications positions	\$1,134,223	9.10
Conduct reviews of department policy and operations, recommend policy changes, and respond to community public safety concerns	\$1,121,758	9.00
Perform audits related to the policies, practices, and outcomes of the public safety departments	\$498,559	4.00
Provide a complaint process for residents and a disciplinary appeal process for police, fire, and emergency communications personnel	\$373,920	3.00
Provide emergency management planning and services for the City of Milwaukee.	\$124,640	1.00
Total *Does not include grant (including ARPA), capital, or reimbursable funding sources.	\$3,253,099	26.10

Key Performance Measures	2022 Actual	2023 Projected	2024 Planned
Number of recruitment events held	112	150	150
Number of Collins settlement agreement-related audits conducted	13	13	16
Number of partnerships formed with community organizations	30	75	50
Average time (days) to resolve formal complaints	22	27	30
Average time (days) to resolve disciplinary appeals	97	150	150
Develop specific disaster response annexes and other emergency plans for special events and joint exercises	10	16	22
Number of combined community preparedness planning and/or training sessions	9	15	16

Diversity of Police Officer Recruit Classes



Diversity of Firefighter Recruit Classes



SERVICE HIGHLIGHTS

Recruitment & Testing

- Recruiting and processing candidates in 2024 for: (3) Police Officer classes, (1) Police Aide class, (1) Community Service Officer class, (2) Firefighter classes, (1) Fire Cadet class, and (2) 911 Telecommunicator classes.
- Holding promotional testing for Police Sergeant, Fire Captain, Fire Lieutenant, and Heavy Equipment Operator positions.
- Maintaining continuous Police Officer recruitment.
- Added a second Recruiter position and expanded recruitment to areas outside Milwaukee.
- Modified selection processes and secured new vendors for a more candidate-friendly testing experience.
- Establishing and nurturing connections with community groups to encourage high school age candidates to apply for apprenticeship positions.
- A fully staffed, expanded Testing Section has allowed more efficient exam processes for entry-level and promotional exams, including allowing FPC staff to perform aspects of the exam process formerly handled by consultants.

Policies & Procedures/Complaints & Disciplines

- Continue to inform residents of policy and procedure changes in the Police and Fire Departments and be a resource for citizen input and engagement.
- The FPC continues to strive to lower the number of days it takes to resolve complaints and disciplinary appeals.

Audit & Research

- Continue to perform required audits within the time limits mandated by the Collins Settlement Agreement and strive to achieve full compliance with its provisions.

- With the expansion of the Audit Section, additional audits and research may now be performed on subjects such as police overtime, use of force, vehicle pursuits, discipline, 911 call wait times, department complaint investigations, and recruitment/retention rates.

Emergency Management

- Continue operational support for the new Department of Emergency Communications, including conducting a national search and hiring a permanent Director.
- Continue to lead the oversight of the implementation of the new Computer Aided Dispatch (CAD) system.
- The Emergency Management Director (EMD) continues to play a central role in scheduling emergency preparedness training/exercises in preparation for the Republican National Convention.
- The EMD is working toward establishing a Citywide Emergency Management Support Team and updating the City's local hazard mitigation plan along with continuity of operational plans for each city department.
- The EMD will continue to formulate many city-wide incident plans for large scale special events, e.g., Milwaukee Bucks and Brewers games, concerts, and weather emergency notifications.

RACIAL EQUITY AND INCLUSION

The FPC strives to conduct the hiring for all positions within the departments under its jurisdiction with an eye towards fairness, equity, and freedom from discrimination on any basis. The FPC employs a number of tactics specifically designed to recruit and hire diverse talent. For example, the FPC:

- Intentionally recruits at community events, faith-based organizations, and cultural hubs like Sherman Phoenix, the Hmong New Year Celebration, Mexican Fiesta, and the Puerto Rican Family Festival, among other strategic locations and events.
- Emphasizes events tied to Milwaukee Public Schools (MPS) activities to build a pipeline of diverse candidates.
- Utilizes targeted advertising directed at historically underrepresented groups.
- Continues to monitor and review its testing processes to decrease any identified adverse impact.

In addition, as an equity and retention strategy, the FPC maintains continuous contact with candidates in its testing processes through email and text message reminders to keep candidates informed and increase show rates for applications, events, and exams. The FPC also hosts extensive prep sessions and fit camps to help candidates prepare for written and oral exams, and physical readiness tests.

Finally, in accordance with the *Collins* Settlement Agreement, the FPC continues to work with the Milwaukee Police Department to promote and improve constitutional and unbiased policing in the City of Milwaukee.

FIRE DEPARTMENT

MISSION: Protect people and property within our city, remaining responsive to the needs of our citizens by providing rapid, professional, humanitarian services essential to the health, safety and well-being of the city. Prevent loss of life from fire, limit fire-related property damage, and improve the chances of survival from life threatening medical and traumatic injury emergencies.

BUDGET SUMMARY

	2022 Actual Expenditures	2023 Adopted Budget	2024 Requested Budget	2024 Proposed Budget*	Change 2024 Proposed Versus	
					2023 Adopted	2024 Requested
Personnel						
FTEs - Operations & Maintenance	695.96	359.50	953.00	943.65	-311.50	-9.35
FTEs - Other	186.54	529.50	3.00	33.35	320.50	30.35
Total Positions Authorized	924	924	891	912	-12	21
Expenditures						
Salaries and Wages	\$52,032,416	\$25,924,666	\$84,559,078	\$83,160,212	\$-27,918,740	\$-1,398,866
Fringe Benefits	\$32,878,293	12,962,334	42,279,540	41,580,107	-15,036,237	-699,433
Operating Expenditures	\$8,358,693	8,572,159	10,236,361	10,236,361	7,678,426	0
Equipment	\$451,416	731,068	991,937	991,937	315,430	0
Special Funds	\$170,349	813,500	7,078,500	7,078,500	813,500	0
Total	<u>\$93,891,167</u>	<u>\$49,003,727</u>	<u>\$145,145,416</u>	<u>\$143,047,117</u>	<u>\$-34,147,621</u>	<u>\$-2,098,299</u>
Revenues						
License and Permits	\$4,400	\$2,000	\$5,000	\$5,000	\$3,000	\$0
Charges for Services	8,886,350	7,563,000	7,581,000	7,581,000	18,000	0
Total	<u>\$8,890,750</u>	<u>\$7,565,000</u>	<u>\$7,586,000</u>	<u>\$7,586,000</u>	<u>\$21,000</u>	<u>\$0</u>

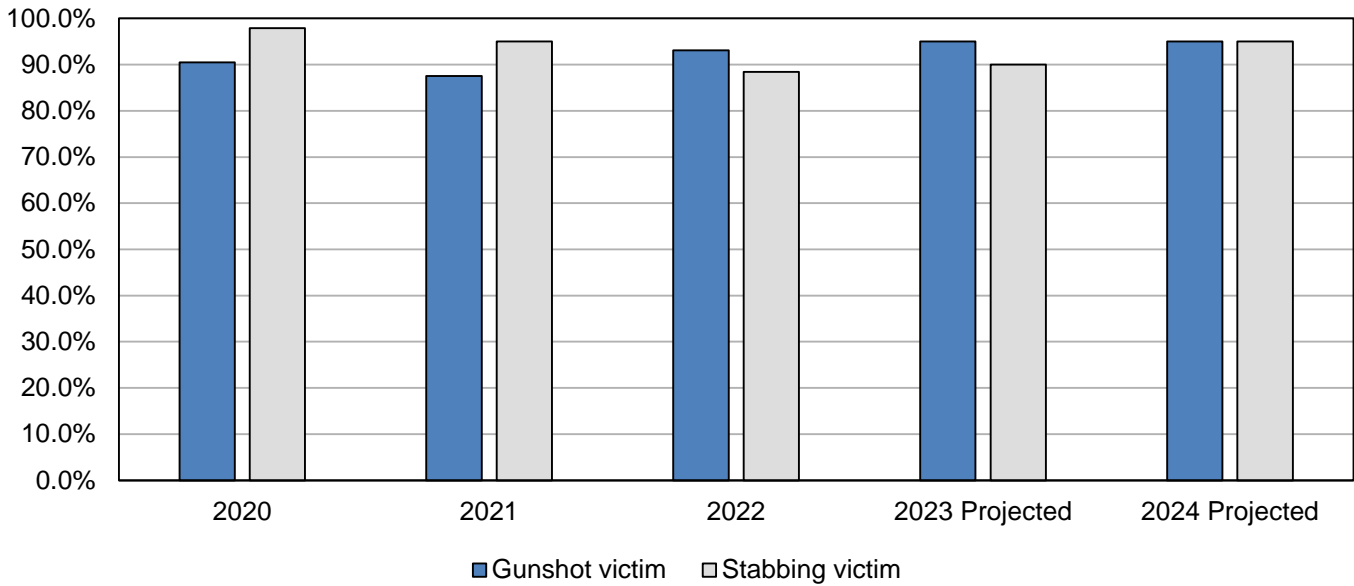
* The 2024 Proposed Budget funds \$2,000,000 of salaries and wages with ARPA revenue replacement funds.

SUMMARY OF SERVICES DELIVERED BY THIS DEPARTMENT

Description of Services Provided	Budget*	FTEs
Fire Suppression & Emergency Medical Response: increase daily staffing to 198 field members, operating 40 heavy apparatus and 13 med units	\$117,176,106	832.00
Administrative and Technical Support: human resources, business & finance, technical services (IT), and construction and maintenance	\$10,695,450	56.00
Emergency Medical Services and Training: EMS, training academy, Mobile Integrated Health, community relations, recruiting, and Basic Life Support partnerships	\$15,175,561	89.00
Total *Does not include grant (including ARPA), capital, or reimbursable funding sources.	\$143,047,117	977.00

Key Performance Measures	2022 Actual	2023 Projected	2024 Planned
Maintain fire deaths at 5% below national average (7 based on 2021)	16	13	7
Achieve a 95% recovery rate from penetrating trauma <ul style="list-style-type: none"> • Gunshot wounds • Stabbings 	93.1% 88.4%	95.0% 90.0%	95.0% 95.0%
Achieve and sustain a 30% contact rate for referred Mobile Integrated Health clients	82.5%	30%	30%
Conduct 25,000 community risk reduction visits annually in residential properties in high-risk neighborhoods	1,311	3,000	25,000

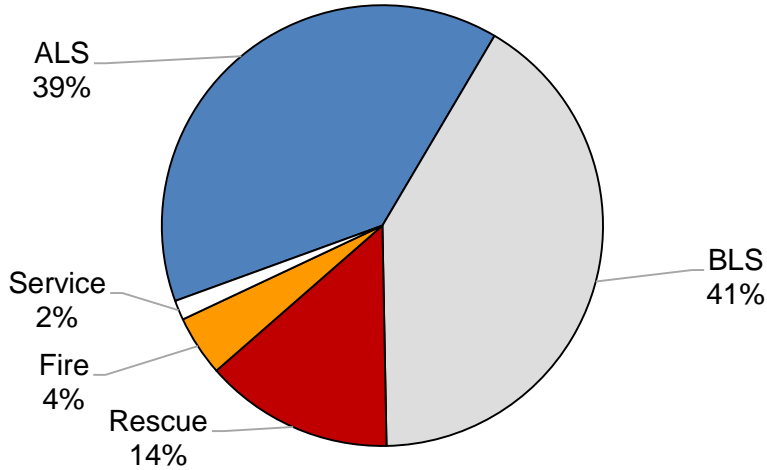
Penetrating Trauma Survival Rates



SERVICE HIGHLIGHTS

In 2022, the MFD dispatch center processed 138,778 emergency incidents, inclusive of calls for private ambulance providers and the department’s community paramedic section which provides specialized care to high utilizers, complex patients and the city's post opioid response. EMS calls included 39,929 responses for advanced life support and 42,154 for basic life support. MFD advanced life support practitioners completed 12,439 transports with the departments 12 paramedic units. MFD also responded to a total of 20,260 responses to non-EMS calls: 4,539 fire response calls, 14,175 rescue-other than ALS/BLS calls, and 1,475 service-related calls. Of note, the MFD had 145 EMS events that required multiple paramedic units to treat multiple ALS patients simultaneously, excluding vehicle extrications.

2022 Calls for Service



Providing fire suppression within nationally recognized response times protects properties and lives in Milwaukee. Fire suppression and emergency medical services, both advanced life support and basic life support, are performed within nationally recognized response times with 100% of responders possessing an EMT license. The recent adoption of 2023 Wisconsin Act 12 and the subsequent Milwaukee Common Council approval of a 2% sales tax increase will allow the department to gradually increase daily staffing levels and restore a portion of the staffing reductions the MFD has absorbed over the past 10 years. The increase in daily staffing will alleviate some of the stresses on the busiest MFD fire/EMS companies and provide some relief to a fatigued workforce. The 2024 proposed budget includes funding to increase daily staffing levels by 6 positions. This funding will allow for an engine to be restored to service and a new MED unit to be deployed in 2024.

MFD works to maintain or improve the fire suppression and emergency medical response capabilities of fire companies and EMS units through ongoing, diligent and standards-based training. As the department encounters new and more complex hazards in its working environment, training is necessary to maintain high standards of safety and excellence. Training formats must match the desired outcomes and hands-on training is key to positive performance outcomes. This level of on-going training is time-consuming, costly and difficult amidst high call volumes. Alternative training platforms (virtual, battalion-based, company based or distance learning) are in regular use where appropriate.

The MFD contributes to safe and healthy neighborhoods through fire prevention and fire safety programs, and timely and effective response to calls for service. The department’s community risk reduction program emphasizes fire prevention because fewer fires typically correlates with fewer injuries and deaths from fire.

The MFD’s Mobile Integrated Health (MIH) and Milwaukee Opioid Response Initiative (MORI) continue to serve Milwaukeeans, offering follow up care, navigation of services, peer-support and case management to both high utilizers as well as those who are in the grips of addiction. These programs will continue to be supported MFD.

MFD would not be able to provide the level of service Milwaukee deserves without the dedication of our members. To ensure effective operations, MFD invests in the safety, health and well-being of department members (operationally, mentally and physically). MFD began the Health and Wellness Initiative (WFI) in 2009 to address the mental health and injury prevention challenges affecting firefighters. The wellness program includes:

- Annual physicals in accordance with National Fire Protection Association standards
- Physical fitness and annual injury prevention screenings programs

- The Behavioral Health/Critical Incident stress Management Program
- Firefighter specific injury rehabilitation programs
- Healthy eating and lifestyle education programs

WFI benefits department staff by reducing the likelihood of on-the-job injuries and providing resources to manage job related stress. MFD is keenly aware of not only the physical stress firefighters endure, but also the mental stress. MFD will continue to emphasize the importance of checking in on one another, reducing the mental health stigma and constructive coping mechanisms.

CAPITAL PROJECTS

The 2024 capital budget supports a small portion of the major equipment and facilities maintenance needs of the Fire Department. The capital budget includes \$1.6M for MFD Facilities Maintenance program and \$4.7M for major equipment.

RACIAL EQUITY AND INCLUSION

MFD is continuing its work to enhance inclusion and equity in the department and increase diversity in the fire cadet, fire recruit and promotional opportunities. The Milwaukee Fire Workgroup on Diversity, Equity, & Inclusion in Recruitment, Testing, Hiring, Retention and Promotion has three task groups that focus on specific phases in an MFD career:

- **Getting Here** - examining the awareness, recruiting, application, testing and hiring phases and identifying solutions to support the hiring of a diverse workforce
- **Being Here** - examining the early phases of an MFD career, from the Fire Recruit Academy, probationary status and early years of the career with an aim towards growth and development, inclusion and a sense of belonging, and a true sense of team ethos and career satisfaction
- **Thriving Here** - examining the middle portion, end and post-retirement portions of an MFD career, with a focus on promotion opportunities, leadership development, command position appointments, and an exit from the MFD marked with satisfaction, accomplishment, a sense of having made Milwaukee a better, safer place.

HEALTH DEPARTMENT

MISSION: Advance the health and equity of Milwaukeeans through science, innovation, and leadership.

BUDGET SUMMARY

	2022 Actual Expenditures	2023 Adopted Budget	2024 Requested Budget	2024 Proposed Budget*	Change 2024 Proposed Versus	
					2023 Adopted	2024 Requested
Personnel						
FTEs - Operations & Maintenance	135.60	172.36	180.82	157.34	-15.02	-23.48
FTEs - Other	191.92	178.15	163.29	170.77	-7.38	7.48
Total Positions Authorized	385	381	357	342	-39	-15
Expenditures						
Salaries and Wages	\$4,635,807	\$9,361,879	\$11,101,517	\$9,814,862	\$452,983	\$-1,286,655
Fringe Benefits	1,909,252	4,212,845	4,995,684	4,416,687	203,842	-578,997
Operating Expenditures	2,031,987	2,384,450	2,636,820	2,132,500	-251,950	-504,320
Equipment	0	0	25,000	25,000	25,000	0
Special Funds	299,879	435,000	1,170,000	3,042,222	2,607,222	1,872,222
Total	\$8,876,925	\$16,394,174	\$19,929,021	\$19,431,271	\$3,037,097	\$-497,750
Revenues						
Charges for Services	\$749,510	\$1,133,000	\$644,000	\$644,000	\$-489,000	\$0
Licenses and Permits	199,906	185,000	190,000	190,000	5,000	0
Total	\$949,416	\$1,318,000	\$834,000	\$834,000	\$-484,000	\$0

* The 2024 Proposed Budget funds \$1,000,000 of salaries and wages with ARPA revenue replacement funds.

SUMMARY OF SERVICES DELIVERED BY THIS DEPARTMENT

The Milwaukee Health Department (MHD) improves public health by advocating for policies to improve health, administering services, and analyzing data to understand health dynamics and develop interventions. The Department promotes health care equity, quality, and accessibility, and operates from three health centers (Keenan, South Side, and Northwest) and the Zeidler Municipal Building.

Description of Services Provided	Budget*	FTEs
Commissioner's Office & Administration – Executive Leadership & Management, Finance & Billing, Human Resources, Vital Records	\$2,870,257	23.0
Policy, Innovation & Engagement – Community Health Planning, Data Analysis & Epidemiology, Health Policy Development, Communications & Design	\$1,421,062	30.0
Community Health – Maternal & Child Health, Family & Parent Support Programs, Nutrition/WIC, Newborn Screening	\$3,281,834	78.0

Description of Services Provided	Budget*	FTEs
Clinical Services - Disease Control & Surveillance, Immunizations, Sexual & Reproductive Health, WellWoman, Laboratory Services	\$5,933,766	92.11
Environmental Health - Home & Consumer Environmental Health, Emergency Preparedness	\$5,924,352	105.00
Total *Does not include grant (including ARPA), capital, or reimbursable funding sources.	\$19,431,271	328.11

Key Performance Measures	2022 Actual	2023 Projected	2024 Planned
Number of immunizations administered for the city and Milwaukee Public Schools (MPS)	6,829	7,000	7,000
Number of clients seen at Sexual/Reproductive Health Clinics	6,241	6,500	6,500
Average number of CDC Critical Risk Factor violations per routine inspection	1.20	1.31	1.35
Number of Children < 6 Yrs Old with a blood lead test result greater than or equal to 5 µg/dL	1,050	1,200	950
Infant mortality rate per 1,000 births (3-year average)	10.4	10.0	10.0
Percent of staff who report feeling confident applying antiracist techniques in the workplace	37%	65%	80%

SERVICE HIGHLIGHTS

- Absorbed hundreds of new clients into the MHD Women, Infants, and Children’s (WIC) program after closure of another Milwaukee WIC provider in 2023.
- Providing public health preparedness and Lab support for the 2024 Republican National Convention in Milwaukee.
- Provide pre- and post-natal support to hundreds of Milwaukee families through the Empowering Families of Milwaukee, Direct Assistance to Dads, and Birth Outcomes Made Better (BOMB) Doula programs.
- Increase total funding for doula and WIC services to increase capacity and number of families served.
- Expand sexual health testing and education access for key populations through contracted partnerships, growing availability of on-demand sexual health screenings and counseling.
- Sustain and grow the capacity of the MHD Laboratory to conduct wastewater testing as a means of detecting communicable diseases and their presence in the region.
- Increase lead hazard reduction activity in Home Environmental Health, through ARPA-funded community partnerships and upgraded Laboratory capability, in addition to sustained grant funding.
- Leverage \$1.425 million of Special Purpose Account funds from the National Prescription Opioid Settlement, authorized by 2021 Wisconsin Act 57 and administered by the Wisconsin Department of Justice, toward opioid mitigation efforts.

RACIAL EQUITY AND INCLUSION

The Health Department engaged all MHD staff in racial equity learning and training through a series of events in 2022, and continues that work by convening a group of Equity Champions for regular meetings and presentations back to MHD staff in 2023. The department will issue an Anti-Racism policy that complements existing City policies, and empowers all MHD staff to be an active part of anti-racism work. The department's focus on racial equity and inclusion is a fundamental part of moving to the Public Health 3.0 framework for public health work.

LIBRARY

MISSION: Inspiration starts here; we help people read, learn, and connect.

BUDGET SUMMARY

	2022 Actual Expenditures	2023 Adopted Budget	2024 Requested Budget*	2024 Proposed Budget*	Change 2024 Proposed Versus	
					2023 Adopted	2024 Requested
Personnel						
FTEs - Operations & Maintenance	268.55	265.23	286.12	101.49	-163.74	184.63
FTEs - Other	29.54	39.67	23.45	209.08	169.41	-185.63
Total Positions Authorized	348	347	375	376	29	-1
Expenditures						
Salaries and Wages	\$13,174,053	\$14,013,643	\$15,354,833	\$5,451,625	-\$8,562,018	-\$9,903,208
Fringe Benefits	5,928,325	6,306,139	6,909,675	2,453,231	-3,852,908	-4,456,444
Operating Expenditures	3,615,670	3,167,697	3,485,600	3,485,600	317,903	0
Equipment	1,961,732	2,042,500	2,262,750	2,262,750	220,250	0
Special Funds	209,193	262,800	270,300	270,300	7,500	0
Total	\$24,888,973	\$25,792,779	\$28,283,158	\$13,923,506	-\$11,869,273	-\$14,359,652
Revenues						
Charges for Services	909,269	1,007,000	1,000,000	1,000,000	-7,000	0
Total	\$909,269	\$1,007,000	\$1,000,000	\$1,000,000	-\$7,000	\$0

* The 2024 Proposed Budget funds \$10,100,001 of salaries and wages with ARPA revenue replacement funds.

SUMMARY OF SERVICES DELIVERED BY THIS DEPARTMENT

The Milwaukee Public Library (MPL) plays a critical role in providing free access to knowledge, information, diversity of ideas, and the democratic process. MPL contributes to school readiness, academic success, literacy, economic development, and increased quality of life. Library collections and programming serve Milwaukee's informational, cultural, and recreational needs. MPL provides materials, services, and facilities for residents of Milwaukee and Milwaukee County. Nearly 2.5 million physical items and multiple electronic resources are available through the internet and at the Central Library and 12 branch libraries. These efforts align with MPL's vision to be an anchor institution that builds vibrant communities and healthy families for a strong Milwaukee.

Description of Services Provided	Budget*	FTEs
Public Services (customer experience, circulation and cardholder account management in-person at Branches and Central, and by phone and online; and programs and public instruction)	7,543,910	195.52
Outreach Services (van delivery, early literacy services, school-aged and teen services at childcare centers, schools, senior high-rises, community events, and partner organizations)	534,968	20.75
Technical Services and Collections (collections management and access, database management and maintenance, and technology services including books and media, online resources, hotspots, laptops, PCs, and wi-fi)	2,547,841	33.75

Description of Services Provided	Budget*	FTEs
Administrative Services (Administration, HR, Business Office, Communications, Security and other operations)	1,245,026	23.30
Fleet and Facilities Services	2,051,761	37.25
Total *Does not include grant (including ARPA), capital, or reimbursable funding sources.	13,923,506	310.57

Key Performance Measures	2022 Actual	2023 Projected	2024 Planned
Adult Program Attendance	13,205	27,000	35,000
Early Literacy Program Attendance	4,238	5,200	6,000
School Age Program Attendance	5,369	6,400	7,100
Summer Reading Program Participants	18,111	20,439	25,000
Library card holder accounts (including virtual)	510,471	530,471	550,000
Public Service Hours	29,356	31,504	31,504
Patron Visits	843,359	1,300,000	1,500,000
Digital Inclusion	New	* Developing measures	
Public Computer Use Hours	117,382	140,000	150,000

SERVICE HIGHLIGHTS

MPL will continue to provide all Milwaukee citizens with literacy programming, youth-centered safe spaces, print and digital collections, and a myriad of needs-based programming and outreach services for all ages. Some are highlighted below.

Library Hours: All 12 branch libraries will be open 48 hours per week, Monday through Saturday. Central Library will continue to be open 52 hours per week. Sunday service from 1-5 p.m. will continue at Central Library from October through April. Central Library also offers early morning drive-up hours beginning at 7:30 a.m., Monday through Friday, and Saturday beginning at 9 a.m., for a total of 60.5 hours per week.

Education and Outreach Services (EOS): MPL prioritizes its work to prepare children for school success through its early childhood programs designed to promote the development of early literacy skills for children through age 5. Staff provide direct support to parents and early childhood teachers in child care centers and through continuing education workshops as part of the Ready to Read program and with family engagement for Spanish-speaking families as part of Hora de Cuentos. EOS staff also focus on providing service to underserved populations by delivering materials at selected locations for patrons unable to visit a library, and they help increase awareness of library resources by visiting strategically selected partner organizations and attending community events. MPL's Racial Equity and Inclusion goals are strongly considered throughout the selection process.

Connected Learning for Teens and LibraryCorps: MPL serves teens with innovative, high quality, technology-rich programming offered at school sites, library branches and community centers. These services help teens build digital literacies, develop social and emotional maturity, and become college and career ready. ‘Makerspaces’ at the Good Hope, Mitchell Street, and Washington Park branches, and soon to be at the new MLK branch serve as home-base for most of these programs. Teen Interns and Teen Advisory Board members do programming and curate the space and engage their peers by hosting interest-based, tech-oriented programs. Makerspace Facilitators provide expert coaching and support for the teen interns. Production-centered events and challenges that empower teens to build skills and create content are offered system-wide. The program is funded primarily by direct grants and private funding through the Milwaukee Public Library Foundation.

Digital Inclusion: MPL plays an important role in facilitating digital equity among Milwaukee’s residents. Each library location provides high speed broadband access to the internet, Wi-Fi, computer devices and technology training. MPL has been able to maintain a robust technology infrastructure with the financial support of the Federal E-Rate program. Expanding access to high-speed broadband is an ongoing priority.

Workforce Development and Business Growth: MPL contributes to economic and employment growth in Milwaukee via its workforce development and business resources and programs. All locations are resource hubs for the community and each of them offers programming and access to online business-oriented resources and reference assistance. In 2024, Central Library staff will increase the level of programming and partnerships as it activates the new Business Commons, a collaborative space at the Central Library for remote workers, entrepreneurs, and small business owners.

Library Collections & Resources: MPL locations offer enriching resources to support patrons to read, learn, and connect. MPL continues to invest in a variety of formats, including physical and digital, to meet patrons’ and Milwaukee’s diverse community’s unique needs and interests, including supporting literacy, job skills, entrepreneurship, and culture.

CAPITAL PROJECTS

New Library Development: The 2024 capital budget provides \$2,000,000 for the completion of the Martin Luther King Branch redevelopment project in Fall 2024. The branch, named to honor the legacy of Dr. Martin Luther King, Jr. will offer flexible-use community rooms, a makerspace, improved access to technology, new furnishings, and an updated and refreshed presentation of library materials and resources. The library interior and some key exterior features are being designed by Moody Nolan Architects, the largest African-American owned and operated architecture firm in the United States. MPL is also working with the developer to pursue green energy features in this project that include a geothermal heating and cooling system and solar panels for the roof to make it the “greenest” library in Milwaukee and likely Wisconsin. The developer will provide 45 parking spaces adjacent to the library building for library use. The apartment project and exterior of the library building is designed by JLA Architects.

Central Library Improvements: The 2024 capital budget provides \$1,150,000 for a facilities condition assessment, roof structure, and elevator replacement.

Security Technology: The 2024 capital budget provides \$320,000 for MPL to migrate to a new security system that matches the one used for other City-owned buildings. This system is critical for the safety and security of staff, patrons, and invaluable collections. This system is used throughout MPL’s 13 locations and provides access and door controls, as well as alarms for staff emergencies and other building events.

RACIAL EQUITY AND INCLUSION

The Milwaukee Public Library has made a firm commitment to Racial Equity and Inclusion (REI). Through the creation of the REI Workplan, the Library tracks REI efforts at all levels of the organization and regularly reports progress to library staff and the Board of Trustees.

1. REI Workplan

- REI Committee meets regularly to update the plan, provide feedback to administration, and serve as resource to staff regarding REI concerns.

2. Developing an REI Culture

- Developed a transparent process for making library policy recommendations, utilizing an REI lens.
- Increase administrative staff visibility in library branches and Central through regular visits and attendance at staff meetings and events.
- BIPOC Affinity Group meets regularly and provides feedback to the REI Committee.
- Developing year-round REI staff training and offering a mandatory all-staff, full day training on November 30, 2023.

3. Partnerships

- Developing more robust guidelines and criteria for partnerships and creating a database of active partnerships to expand our reach to underserved areas.
- Actively working with the Office of Violence Prevention and identified 3 key goals for the collaboration.
 - Create an employment pipeline for youth.
 - Provide safe spaces at designated branches to hold OVP-led community engagement meetings.
 - Disseminate information and engage youth in meaningful programming provided by a network of organizations.

4. MPL Collections

- MPL added two new world language vendors.
- In order to broaden MPL's reach, an online submission form for author/publisher requests was added to the website.

5. Future REI Goals

- REI Toolkit
 - Create an REI training and activity toolkit for MPL staff to conduct training and facilitate discussion around REI topics.
- Restorative Justice for Youth
 - Create a restorative justice alternative to banning to give youth a pathway for continued access to library programs and services the library offers, particularly during the summer when resources and safe spaces for youth are so critical.

MAYOR'S OFFICE

MISSION: Build a safer, stronger, and more prosperous city for all Milwaukee residents.

BUDGET SUMMARY

	2022 Actual Expenditures	2023 Adopted Budget	2024 Requested Budget	2024 Proposed Budget*	Change 2024 Proposed Versus 2023 Adopted 2024 Requested	
Personnel						
FTEs - Operations & Maintenance	12.50	13.75	14.00	5.47	-8.28	-8.53
FTEs - Other	2.25	0.00	0.00	9.00	9.00	9.00
Total Positions Authorized	17	17	17	16	-1	-1
Expenditures						
Salaries and Wages	\$947,212	\$1,017,830	\$1,046,782	\$402,884	\$-614,946	\$-643,898
Fringe Benefits	392,362	458,024	471,052	181,298	-276,726	\$-289,754
Operating Expenditures	42,666	56,000	76,000	77,000	21,000	\$1,000
Equipment	0	0	0	0	0	\$0
Total	\$1,382,240	\$1,531,854	\$1,593,834	\$661,182	\$-870,672	\$-932,652

* The 2024 Proposed Budget funds \$700,000 of salaries and wages with ARPA revenue replacement funds.

SUMMARY OF SERVICES DELIVERED BY THIS DEPARTMENT

The Mayor's Office is the nucleus of city government. The Office is responsible for the development and strategies that address the Mayor's five priorities:

- (1) Fiscal Stewardship
- (2) Public Safety
- (3) Community and Economic Development through Affordable Housing and Family Supporting Jobs
- (4) Maintaining a Clean and Healthy Environment
- (5) Connecting Our City through Safe and Equitable Transportation

The Mayor's Office works with all city departments and the community to execute and implement a plan to reach the vision of One Milwaukee and goals as set forth by the Mayor for the City of Milwaukee. The Office works directly with city departments to ensure the Mayor's priorities are attainable and met as well as to provide fiscal oversight and accountability of city operations.

Description of Services Provided	Budget*	FTEs
Constituent Services and Outreach: manages over 10,000 constituent calls and correspondences each year as well as performs countless community outreach and engagement efforts.	\$295,636	6.47
Reviews and signs over 1,000 pieces of Common Council legislation each year.	\$68,540	1.5

Description of Services Provided	Budget*	FTEs
Responds to hundreds of public records requests in compliance with Wisconsin's Public Records laws. Generates proclamations, hosts visiting foreign delegations, and coordinates dozens of annual events.	\$68,540	1.5
Provides executive direction and management for city government. Works collaboratively with city departments and community partners to explore operational efficiencies.	\$182,773	4
Leads the Administration's strategic communication efforts, including liaising with the media, coordinating work across departments' public information officers, and addressing urgent matters so the public stays informed.	\$45,693	1
Total *Does not include grant (including ARPA), capital, or reimbursable funding sources.	\$661,182	14.47

Key Performance Measures	2022 Actual	2023 Projected	2024 Planned
Responding to constituents within two business days (calls, emails, letters)	NA	14,000	17,000
Young people served through signature mayoral initiatives (Camp RISE, Play Ball, Earn and Learn)	1,500	3,500	4,000
Residents signed up for City of Milwaukee text alerts re: events and initiatives	NA	10,000	15,000
Number of youth service agencies and organizations visits	NA	30	50

SERVICE HIGHLIGHTS

The Mayor's Office provides support to the city through outreach efforts to various community organizations and constituencies. The Mayor's Office is actively engaged in community walks to hear constituent concerns and discuss how the City of Milwaukee can move forward as a safer city. By the end of 2023, community walks will have been completed in all aldermanic districts. Additionally, the Mayor's Office schedules monthly church visits to support ongoing community engagement. Plans are in place to expand office engagement efforts to include visits to restaurants and coffee shops. Constituent services are also an important work of the Mayor's Office. Through August 2023, the Mayor's Office has responded to thousands of constituent calls, emails, and correspondences.

The Mayor's Office will continue to work towards the vision for the City of Milwaukee in three ways:

- Serving as the Mayor's liaison between Mayor's Office and the city departments, Common Council, constituents, and businesses
- Acting as a bridge between the Mayor and the community
- Building relationships that support both short-term and long-term goals for public safety, economic growth, and city development

Notable work out of the Mayor's Office in 2023 includes:

Responsible fiscal stewardship and establishing a stable budgetary future for our City

Through Mayor Johnson's vision, the Mayor's Office leadership, with many other city departments and partners, was able to obtain legislative changes to address the City of Milwaukee's financial situation. The shared revenue from the State of Wisconsin and increased sales tax authorized in Act 12 (adopted by the Common Council), will help secure the City of Milwaukee's financial future while addressing the pension debt, provide additional public safety funding and staff, and provide for the continuation of all core city services. With the Mayor's signature in July 2023, the City of Milwaukee initiated the process to collect a 2% local sales tax that will go into effect on January 1, 2024. This action protects Milwaukee and its residents from extraordinary cuts to library and public safety services. For the first time, visitors and commuters will directly contribute to support the services they receive. And, with diversified revenue, Milwaukee will improve emergency service response times and continue to provide important municipal services. The Mayor's Office will continue to work through the Budget Office to ensure the city's spending displays integrity and demonstrates fiscal responsibility.

Public Safety

Mayor Johnson's top priority is public safety. Two key strategies include: (1) investing in the young people of Milwaukee to divert paths that could lead to criminal or violent behavior, and (2) violence interruption efforts like promoting peace and community resources.

The Mayor's Office visited over 30 schools throughout the 2022-2023 school year. Camp RISE, in partnership with Employ Milwaukee, is a program that supports building work ethics amongst young people 10 to 13 years old, increased participants from 200 to 500 in 2023 and introduced girls to the program. The initiative is a summer program that provides positive youth activities while earning a stipend each week. The Play Ball initiative provided 2,500 youths from 25 community agencies with an opportunity to enjoy a free Milwaukee Brewers baseball game while encouraging them to practice safe behaviors at the brink of the school year. Earn and Learn, also in partnership with Employ Milwaukee, continues to serve Milwaukee's youth through engagement and employment. Earn and Learn students also attended a Milwaukee Bucks basketball game this past winter as an incentive for displaying good behavior. These programs are successful due to the many partnerships the Mayor's Office has forged with community partners. These programs and initiatives are under the umbrella of positive youth engagement and public safety on the Mayor's priorities list. Ongoing efforts are already in place to expand these programs as well as increase enrollment in 2024.

The Mayor's Office created and launched MKE Peace Week in May 2023. This week-long initiative was not only informational, but transformational. The Peace Week was hosted in conjunction with the Office of Violence Prevention and many other organizations that felt the need to bring attention to public safety. The week included many discussions regarding public safety while providing the community with resources that can be referred to in the future. A panel discussion on domestic violence included MPD, a Milwaukee County representative, and local advocates. The faith-based breakfast triggered ongoing conversations to address public safety. In addition, many faith-based organizations are looking to increase their civic engagement to promote peace and unity in the future. More engagement is expected next year as many places of worship have expressed an interest in how they can be more actively engaged. "Amplify Love" was birthed through MKE Peace Week. "Amplify Love" is an initiative led by the Mayor's Office encouraging places of worship to organize outdoor worship services to spread the message of love outside of the four walls.

Climate and Racial Equity

In 2023, Mayor Johnson formally adopted the City of Milwaukee's first Climate and Equity Plan. The plan is comprised of 10 Big Ideas supporting two main goals: (1) to reduce community greenhouse gas emissions by 45% by 2030 and achieve net zero emissions by 2050, and (2) to improve racial and economic equity by creating green jobs that pay at least \$40,000 and are focused on recruiting people of color. Examples of Mayor Johnson's leadership to implement the plan include:

- Expanding use of electric vehicles: The City of Milwaukee has begun the process of transitioning its municipal fleet from traditional internal combustion engine vehicles to those powered by alternative fuels, electric vehicles, or hybrids. In 2023, Mayor Johnson adopted a City policy that puts the City on a path to convert its municipal fleet to fully electric, hybrid, and other low-emissions vehicles. MPD has purchased 10 hybrid Police Interceptors to pilot in 2020 and has ordered 30 more hybrids to use as primary vehicles moving forward. DPW-Parking has purchased 4 EVs to pilot and was recently awarded a \$1.7 million federal grant from the Congestion Mitigation and Air Quality Improvement Program to expand EVs in the fleet and build-out charging infrastructure. DPW-Parking is also looking for ways to make its EV chargers accessible to City employees and members of the public through a smart phone application.
- Greening the electrical grid: In 2009, Milwaukee set a goal of powering 25% of municipal operations with renewable energy by 2025. Because less than 8% of We Energies' current fuel mix is composed of renewable energy, Mayor Johnson and the Environmental Collaboration Office are working with the Public Service Commission and We Energies to develop new sources of renewable energy for the City and its residents to purchase. Because of this work, the City will be able to meet and surpass its renewable energy goal for the first time.

Economic and Community Development

The Mayor's Office has focused on and accomplished several key achievements in the area of economic development, including:

- Prioritized lead service line replacement in the City of Milwaukee by establishing a 20-year timeline to have all lead service line pipes replaced, reducing the original timeframe by over 40 years. An equity framework is being established for deciding replacement order at no cost to residents. This important accomplishment will also create training and jobs for Milwaukee residents in the future.
- Port of Milwaukee and The DeLong Co. opened a \$40 million agricultural maritime Export Facility on Jones Island.
- The new public Vel R. Phillips Plaza - Tax Incremental District (TID) #48 (Park East Corridor Redevelopment) is providing \$15,750,000 for the construction of an approximately 30,000-square-foot plaza and food and beverage building.
- Riverwest Apartments and Food Accelerator - Tax Incremental District #116 (Riverwest Apartments and Food Accelerator) was approved in July 2023 to support affordable housing and fresh food access. The project includes creating 83 new affordable apartments and 3 market rate apartments, including 19 units reserved for people with disabilities. The project will also create a new 2,500-square-foot commercial-grade demonstration kitchen and education space (the Food Accelerator) that will focus on fresh food, cooking, nutrition education, and food-oriented entrepreneurship. The Food Accelerator is a collaboration with MATC Culinary Program, Riverwest Food Pantry, and Teens Grow Greens.
- Setting a public goal of creating a citywide all ages and abilities bicycle network, with 50 new miles of bicycle infrastructure to be under construction within three years.

RACIAL EQUITY AND INCLUSION

Mayor Johnson centers racial equity and inclusion in his leadership of the City administration as well as in the work of his office. Under Mayor Johnson's leadership, City departments are directed to center equity in their work - to evaluate how their services affect racial and economic equity, and to reassess how quickly and efficiently services and programs can be delivered to increase quality of life for all of Milwaukee's residents, regardless of neighborhood, income, or background. Early examples of this work include:

- A commitment from Mayor Johnson to replace all lead service lines in the City within 20 years at no cost to residents, prioritizing work using an equity framework;
- Adopting and beginning to implement the Climate and Equity Plan;
- Leveraging the City's Tax Incremental Financing opportunities to create hundreds of new affordable housing units and make much-needed infrastructure investments to curb unsafe driving; and
- Securing new revenue from the State of Wisconsin that will be used to maintain vital services, like libraries.

MUNICIPAL COURT

MISSION: As the City’s judicial branch of government, the Court works independently to provide access to justice while safeguarding the legal rights of individuals, protecting the public interest, and striving to enhance public safety.

BUDGET SUMMARY

	2022 Actual Expenditures	2023 Adopted Budget	2024 Requested Budget	2024 Proposed Budget*	Change	
					2023 Adopted	2024 Requested Versus
Personnel						
FTEs - Operations & Maintenance	33.00	30.00	30.00	9.75	-20.25	-20.25
FTEs - Other	0.00	0.00	0.00	20.25	20.25	20.25
Total Positions Authorized	37	37	30	30	-7	0
Expenditures						
Salaries and Wages	\$1,563,422	\$1,807,267	\$1,920,744	\$625,632	\$-1,181,635	\$-1,295,112
Fringe Benefits	703,540	813,270	864,335	281,534	-531,736	-582,801
Operating Expenditures	515,260	485,600	505,000	505,000	19,400	0
Equipment	4,305	6,000	6,000	6,000	0	0
Special Funds	14,748	20,000	20,000	20,000	0	0
Total	\$2,801,275	\$3,132,137	\$3,316,079	\$1,438,166	\$-1,693,971	\$-1,877,913
Revenues						
Charges for Services	\$1,245,253	\$1,447,000	\$1,116,000	\$1,116,000	\$-331,000	\$0
Forfeitures	3,132,639	3,301,000	3,001,000	3,001,000	-300,000	0
Total	\$4,377,892	\$4,748,000	\$4,117,000	\$4,117,000	\$-631,000	\$0

* The 2024 Proposed Budget funds \$1,300,000 of salaries and wages with ARPA revenue replacement funds.

SUMMARY OF SERVICES DELIVERED BY THIS DEPARTMENT

The Municipal Court adjudicates city ordinance violations including traffic and building code cases. The Municipal Court has three elected Judges who preside over the court’s three branches. The presiding Judge appoints the Chief Court Administrator who oversees the department’s administrative functions.

Description of Services Provided	Budget*	FTEs
Municipal Court provides a fair and impartial hearing for persons charged with municipal ordinance violations, which are brought before the Court by the City prosecutor. Municipal Court provides the opportunity for the City and the defendant to each make their case and then brings it to conclusion via judgment. The Court is also responsible for the enforcement of judgments.	\$1,438,166	30
Total *Does not include grant (including ARPA), capital, or reimbursable funding sources.	\$1,438,166	30

KEY PERFORMANCE MEASURES

Indicators	2022 Actual	2023 Projected	2024 Planned
Percent of cases at Trial/PT within 90 days of filing	72%	89%	80%
Writs issued	17,634	12,000	20,000
Accounting transactions	55,411	64,000	48,000
Motor vehicle dispositions	57,057	100,000	70,000
Courtroom appearances	17,360	17,000	17,000
Cases processed	152,607	200,000	150,000
Number of calls answered	53,977	60,000	60,000
Records requests & background checks	1,670	1,500	1,600
Average Days from filing to judgment	100	30	60
Number of enforced driver's license suspensions lifted	10,968	10,000	7,000

SERVICE HIGHLIGHTS

- Adjudicate all ordinance violations in a timely and equitable manner.
- Effectively enforce judgments.
- Assist residents to restore suspended or revoked drivers' licenses.
- Manage/process annual intake of 60,000 cases (based on the latest 5-year average)
- Intake and process annual revenue from judgments of approximately \$4 million
- Serve defendants five days a week (not including holidays), from 8:00 a.m. to 4:45 p.m.
- Offer on-going special sessions to better serve at-risk populations already being served by other community agencies, such as: The Guest House of Milwaukee, the Veteran's Administration, the Benedict Center, the Salvation Army, the Community Reintegration Center (FKA the House of Corrections).
- Refer certain first time juvenile and adult offenders who appear for arraignment on retail theft charges to classes conducted by the Institute for Criminal Justice at the University of Wisconsin Milwaukee or the Social Development Commission, as appropriate.
- On-going night court pre-trial sessions for those requesting it. Night court sessions, which are more convenient for some defendants, were offered on 11 dates in 2022. In 2022, a total of 21 sessions were scheduled for 519 defendants.
- Staff and judges routinely manage unscheduled hearing requests, as appropriate, when received in writing or when defendants come in.
- Judges continually work with defendants to lift DL suspensions and warrants which could otherwise impede efforts to secure housing and jobs.
- Hearings by videoconference continue to be offered, to provide easier and less stressful access to the Court.
- Provision of time-to-pay extensions for defendants proactively seeking to pay off their judgment. Routinely providing 60-90 days to pay for as little as \$20 a month.
- Judges offer a number of alternative services in lieu of payment including: community service, job search activities, participation in/completion of AODA or mental health treatment programs, Drivers' Training programs.

- On-site court alternative program personnel provide assessment and recommendations to Court on referrals for those needing alternatives to payment. In 2022, 542 persons were sent to court alternatives program personnel for assessment. Individuals that successfully complete these Court referral programs are relieved of the burden of incarceration or forfeiture payments.

CAPITAL PROJECTS

The 2024 capital budget provides \$760,000 for the migration of the Court's case management system from Oracle to SQL (saving about \$35,000 annually in database server licensing), launching a new case search website, and moving the Court's current, proprietary case management system to a commercial product.

Anticipated completion: early 2025.

Updating Court audio and IT infrastructures which include:

- Improving and enhancing audio and video quality while establishing a permanent hybrid of in-person and virtual appearance capabilities within all courtrooms.
- Meeting possible statutory changes that would require greater capacity for digital recording inventory and storage of court proceedings where testimony is given.
- A new DR storage solution replacing aging equipment, near end-of-life.
- Replacement of other aging equipment, such as server UPS battery backups and audio/video hardware in conference rooms.

Anticipated completion: 2nd Quarter 2024.

RACIAL EQUITY AND INCLUSION

The work of the Court has always been about equity: equal access to justice, to services, and to impartial adjudication of cases that come before the Court regardless of race, sex, and socio-economic backgrounds for all defendant.

Focusing on diversity, equity, and inclusion within the Court and our operations the court has:

- Built relationships in various diverse communities around the City such as the Social Development Commission (SDC), Employ Milwaukee, and CDLRE
- Participated in multiple community engagement efforts from warrant withdrawal days to community court sessions within Milwaukee County
- Geared programming goals toward addressing and eliminating disparities
- Maintained a diverse staff within our department.
 - Current court staff representation is: 30% black, 19% Hispanic, & 51% white
 - This aligns similarly with representation data for the City of Milwaukee.
 - Our current staff population is also: 41% male/59% Female.

While DER manages the bulk of the recruitment work, Court management has - throughout the years - promoted job postings to a variety of City groups, including the YWCA, the State Workforce Development Office, Employ Milwaukee, UMOS, and other organization to support the city's efforts in fostering a diverse workforce. Leadership's commitment has always been to continue hiring people from all representative groups within the community: mirroring the community we serve.

NEIGHBORHOOD SERVICES

MISSION: Through the enforcement of Building, Zoning, Fire, Environmental, Property Maintenance, and other ordinances, DNS protects the value of investments in neighborhoods and commercial corridors, and supports community goals of building safe and healthy neighborhoods and increasing investment and economic vitality throughout the City.

BUDGET SUMMARY

	2022 Actual Expenditures	2023 Adopted Budget	2024 Requested Budget	2024 Proposed Budget*	Change	
					2023 Adopted	2024 Requested Versus
Personnel						
FTEs - Operations & Maintenance	188.88	189.88	189.88	66.06	-123.82	-123.82
FTEs - Other	60.30	60.30	60.30	180.44	120.14	120.14
Total Positions Authorized	285	288	288	286	-2	-2
Expenditures						
Salaries and Wages	\$10,160,876	\$11,095,557	\$12,581,152	\$4,610,104	\$-6,485,453	\$-7,971,048
Fringe Benefits	4,419,778	4,993,001	5,661,518	2,074,547	-2,918,454	-3,586,971
Operating Expenditures	1,672,242	1,508,060	1,508,060	1,469,403	-38,657	-38,657
Equipment	0	0	0	0	0	0
Special Funds	287,858	2,146,088	2,156,088	2,146,088	0	-10,000
Total	\$16,540,754	\$19,742,706	\$21,906,818	\$10,300,142	\$-9,442,564	\$-11,606,676
Revenues						
Charges for Services	\$13,571,218	\$12,760,000	\$12,870,000	\$12,870,000	\$110,000	\$0
Licenses and Permits	9,928,656	9,747,000	9,703,000	9,503,000	-244,000	-200,000
Intergovernmental Aids	1,524,381	1,444,000	1,500,000	1,500,000	56,000	0
Total	\$25,024,255	\$23,951,000	\$24,073,000	\$23,873,000	\$-78,000	\$-200,000

* The 2024 Proposed Budget funds \$8,400,000 of salaries and wages with ARPA revenue replacement funds.

SUMMARY OF SERVICES DELIVERED BY THIS DEPARTMENT

The Department of Neighborhood Services (DNS) enhances neighborhood appearance by improving city cleanliness, abating nuisance properties, and leveraging private investment in neighborhoods. DNS supports neighborhood improvements by enforcing standards for buildings, property, and land use. The department uses its enforcement, financial, and educational resources to encourage investment in housing and other neighborhood buildings. Inspection and enforcement activities ensure compliance with building and property codes, which support an attractive investment environment and foster reinvestment in neighborhoods. The department also supports reduction in property loss and fire deaths by conducting fire prevention inspections of residential and commercial properties and enforcing related building codes.

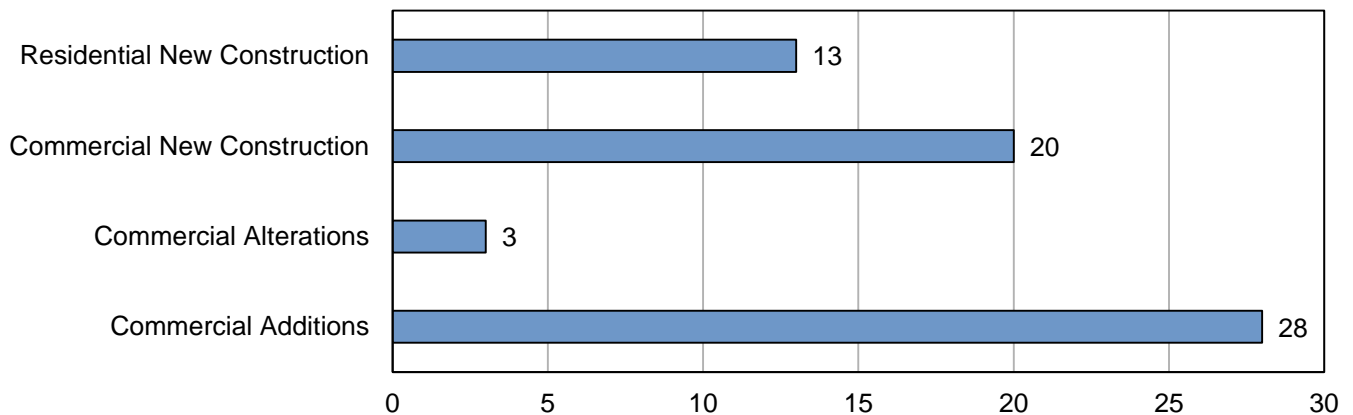
Description of Services Provided	Budget*	FTEs
Residential Inspection Services inspects residential properties including 1 and 2 family homes, condos, and apartments, and enforces the Milwaukee Code of Ordinances as well as local, state, and national fire codes.	\$2,778,740	66.50

Description of Services Provided	Budget*	FTEs
Development Center: encompasses plan examination and permit issuance activity, which ensures all building designs are compliant with building, fire, and zoning codes.	\$1,295,353	31.00
Cross Connection Services performs inspections to determine if there is a potential for a cross connection in the plumbing systems of commercial properties as mandated by the State. The program protects the City's water supply from contaminated sources and ensures safe drinking water in these buildings.	\$835,711	20.00
Construction Inspection Services oversees all construction trades inspections for commercial, industrial, and residential buildings and sites to ensure compliance with applicable codes.	\$584,998	14.00
Administrative Services oversees the business and administration operations of the department.	\$835,711	20.00
Plumbing Inspection Services ensures that residential and commercial properties are being built and maintained according to established plumbing code requirements. The activity of the plumbing inspection section is primarily driven by plumbing and periodic permit inspections.	\$626,783	15.00
Special Enforcement Inspection Services addresses residential and commercial property issues through the zoning, occupancy, fire, and maintenance sections of the Milwaukee Code of Ordinances (MCO).	\$668,589	16.00
Commercial Inspection Services ensures that commercial properties are being maintained according to established fire and commercial building code requirements.	\$752,140	18.00
Electrical Inspection Services ensures that residential and commercial properties are being built and maintained according to established electrical code requirements. The activity of this section is driven primarily by electrical permit inspections.	\$501,427	12.00
Court Services supports the efforts of the inspectors who issue orders to correct code violations by referring non-compliant owners to court.	\$334,285	8.00
Downspout Disconnection Services inspect residential properties with four or fewer dwelling units to disconnect their downspouts from the combined sewer system. The Milwaukee Metropolitan Sewerage District (MMSD) revised its regulations in 2014 and all disconnection must occur by January 1, 2025.	\$501,427	12.00
Elevator Inspection Services ensure that residential and commercial properties are being built and maintained according to established elevator code requirements. The activity of the elevator inspection section is driven primarily by elevator permit and periodic inspections.	\$208,928	5.00

Description of Services Provided	Budget*	FTEs
Condemnation Services evaluates residential and commercial properties for possible demolition. This section ensures that demolition and/or deconstruction occurs in accordance with established condemnation code requirements and City of Milwaukee ordinance.	\$250,713	6.00
Boiler Inspection Services assures that residential and commercial properties are being built and maintained according to the heating and air conditioning requirement in applicable building codes.	\$83,571	2.00
Graffiti Inspection Services works in close partnerships with the Milwaukee Police Department, property owners, businesses, community organizations and citizens to implement a number of initiatives to ensure that graffiti is removed promptly.	\$41,786	1.00
Total *Does not include grant (including ARPA), capital, or reimbursable funding sources.	\$10,300,142	246.50

Key Performance Measures	2022 Actual	2023 Projected	2024 Planned
Average days to respond to complaints	15.9	15	15
Orders issued	29,029	34,000	34,000
Number of permits issued	28,578	28,000	28,000
Number of properties that received compliance loans	51	54	54

**Median Plan Review Times (Days)*
for Large/Complex Projects**



*Median from data collected 5/1/2022 to 5/31/2023

SERVICE HIGHLIGHTS

- In 2023, Development Center staff along with ITMD implemented the integration of Electronic Plan Review software (EPR). This advancement allows customers the option to submit their plan for review digitally.
- DNS's Intern Program trains individuals from the community to become full-time Code Enforcement Inspectors. The interns conduct pre-foreclosure and graffiti inspections. Interns receive formalized classroom training at MATC and in-house field training provided by DNS. Since 2011, 41 interns have successfully completed the internship program and are currently employed by the City.
- DNS maintains a website (www.Milwaukee.gov/dumping) for citizens to report and provide timely, actionable information on illegal dumping. This enables DNS to respond to citizen concerns and act accordingly.
- DNS uses a Reward Program as an incentive for citizens to provide information leading to the issuance of illegal dumping citations. Citizens can receive up to \$1,000 for their information. 77 rewards have been issued since the start of the program in 2018.
- The 2024 budget includes \$1,926,088 in the Animal Pound Contract special fund. This funds the City's contribution to the Milwaukee Area Domestic Animal Control Commission (MADACC).
- The Graffiti Abatement Fund for 2024 includes \$65,000, to assist in the removal of graffiti in neighborhoods, while the Essential Services account ensures that residents have basic services available in residential properties.

CAPITAL PROJECTS

The 2024 Capital Budget includes \$4,064,000 for 2 capital projects, including

- **Targeted Demolition and Deconstruction**- Vacant properties that are abandoned or not maintained create neighborhood blight, require expenditure of additional city resources, and threaten public health, safety, and welfare. The program funds are used to demolish blighted residential and commercial properties. Under State Statute, buildings can be issued a raze order if the cost to repair the structure (to bring it into code compliance) exceeds 50% of its assessed value. As of July 2023, DNS has a backlog of 328 residential and commercial structures that meet this threshold and have raze files or orders. The department's 2024 Capital Improvement allocation of \$3,064,000 will help to address backlog in 2024 of approximately 180 properties.
- **Compliance Loan Program (CLP)** - A total of \$1 million in capital funds is allocated to the Compliance Loan Program. The Compliance Loan Program assists homeowners by replacing the traditional court enforcement process resulting in fines and fees, with a case management and resource-based program that keeps owners in their homes. A total of 51 loans, totaling \$664,063, were approved in 2022. DNS plans to award another 54 loans in 2024.

RACIAL EQUITY AND INCLUSION

The Department of Neighborhood Services recognizes the key to neighborhood stability is homeownership. Factors that affect the stability and quality of housing in the city's neighborhoods include housing age, ownership, property maintenance and market conditions. In Milwaukee, renters of color occupy a majority of the city's housing units. Neighborhood Services has committed outreach programs to address disparities in the communities of Milwaukee.

The Compliance Loan Program is designed to prevent city tax delinquency and tax foreclosure by helping owner occupants address observable building code violations on the exterior of their homes. Many are long-term homeowner living in aging housing stock. Traditional home improvement loans may not be accessible due to income, lack of credit, or little to no equity. The Compliance Loan Program provides 0%, deferred payment loans up to \$25,000 used to address code violations. A total of \$1 million in ARPA funds was allocated to the Compliance Loan Program in 2023. The Compliance Loan Program assists homeowners by replacing the traditional court enforcement process.

The results are a resource-based program that keeps owners in their homes. In 2022, 76% of CLP loans were awarded to Black and Hispanic households.

The City of Milwaukee's Neighborhood Improvement Project (NIP) also assists eligible low-income owner occupants in repairing their homes. All repairs are based upon municipal building code violations, lead hazard reduction, health and safety concerns. NIP provides contractor repair services to homeowners for electrical, plumbing, heating, and masonry repairs by providing a 5-year forgivable loan to owner occupied homeowners.

Since 2020, the city of Milwaukee has faced waves of evictions with low-income communities of color largely bearing the burden. Neighborhood Services utilizes outreach resources to mitigate this negative trend and has 2 programs that focus on this effort. "Rent for Success" is a free tenant training program designed to teach both potential new renters and existing renters how to better navigate renting property and learn more about their rights as a tenant. The award-winning "Landlord Training Program" has a goal to teach landlords fundamental ways to keep illegal activity out of their property. Considerable focus is also applied to operating according to the codes, laws and government directives that apply to rental properties.

POLICE DEPARTMENT

MISSION: To be a department where every member works with our community to help build sustainable healthy neighborhoods, free of crime, and maintained by positive relationships.

BUDGET SUMMARY

	2022 Actual Expenditures	2023 Adopted Budget	2024 Requested Budget	2024 Proposed Budget*	Change	
					2023 Adopted	2024 Requested Versus
Personnel						
FTEs - Operations & Maintenance	2,158.11	2,457.14	2,514.19	2,210.94	-246.20	-303.25
FTEs - Other	183.00	103.81	103.81	179.01	75.20	75.20
Total Positions Authorized	2,753	2,804	2,618	2,666	-138	48
Expenditures						
Salaries and Wages	\$181,367,839	\$190,333,279	\$196,976,018	\$189,274,333	\$-1,058,946	\$-7,701,685
Fringe Benefits	89,714,105	91,359,974	94,548,489	90,851,680	-508,294	-3,696,809
Operating Expenditures	18,186,841	16,923,420	18,999,947	19,442,947	2,519,527	443,000
Equipment	857,643	746,285	746,285	4,946,285	4,200,000	4,200,000
Special Funds	482,936	559,360	559,360	559,360	0	0
Total	\$290,609,364	\$299,922,318	\$311,830,099	\$305,074,605	\$5,152,287	\$-6,755,494
Revenues						
Intergovernmental	\$467,577	\$856,000	\$585,000	\$935,000	\$79,000	\$350,000
Charges for Services	6,341,839	4,039,000	4,522,000	4,522,000	483,000	0
Total	\$6,809,416	\$4,895,000	\$5,107,000	\$5,457,000	\$562,000	\$350,000

* The 2024 Proposed Budget funds \$5,630,447 of salaries and wages with ARPA revenue replacement funds.

SUMMARY OF SERVICES DELIVERED BY THIS DEPARTMENT

As Milwaukee’s primary law enforcement agency, the Police Department plays a critical role in mitigating crime and disorder in the City. The Police Department is committed to employing constitutional policing, community-oriented policing, and intelligence-oriented policing strategies. Equally important, the Department must develop strong partnerships and support with community members, community and non-profit organizations, as well as other local, state and federal partners. The Department actively promotes trust, transparency, and accountability to the community. Our services include the following areas:

Description of Services Provided	Budget*	FTEs
Provide leadership to proactively support the Department’s focus on crime reduction and disorder.	\$4,327,743	45.90
Respond to and prevent criminal activity at a district level and conduct specialized patrols.	\$195,323,221	1,301.92
Conduct city-wide investigations of criminal activity.	\$51,525,611	407.28
Oversee and manage the daily operations of the Department.	\$53,898,030	634.85
Total *Does not include grant (including ARPA), capital, or reimbursable funding sources.	\$305,074,605	2,389.95

Key Performance Measures	2022 Actual	2023 Projected	2024 Planned
Decrease part one crime by 10% annually.	-15%	-17%	-17%
Achieve a 70% homicide clearance rate.	57%	60%	60%
Guns seized.	3,242	3,300	3,300

Department of Justice Uniform Crime Reporting: 2019 to 2022 Annual; 2021 to 2023 January to June									
Offense	2019	2020	2021	2022	Jan - June 2021	Jan - June 2022	Jan - June 2023	Jan - June 21-23 Change	Jan - June 22-23 Change
Murder	97	190	193	214	80	105	72	-10%	-31%
Rape	468	491	505	480	265	234	241	-9%	3%
Robbery	1,980	2,086	2,080	1,800	957	859	887	-7%	3%
Aggravated Assault	5,746	7,238	7,518	7,120	3,844	3,561	3,394	-12%	-5%
Human Trafficking	57	30	12	29	12	14	18	50%	29%
Total Violent Crime	8,348	10,035	10,308	9,643	5,158	4,773	4,612	-11%	-3%
Burglary	3,693	3,463	2,831	2,332	1,226	1,027	1,160	-5%	13%
Larceny Theft	7,986	8,552	10,229	8,722	4,702	4,567	4,022	-14%	-12%
Motor Vehicle Theft	3,487	4,508	10,486	8,092	4,805	4,334	2,949	-39%	-32%
Arson	200	288	246	255	105	136	109	4%	-20%
Total Property Crime	15,366	16,811	23,792	19,401	10,838	10,064	8,240	-24%	-18%
Total Part 1 Crime	23,714	26,846	34,100	29,044	15,996	14,837	12,852	-20%	-13%

*The data was obtained from the WI Department of Justice (DOJ) and reflects preliminary UCR Summary Statistics from the time period of January 1 - December 31, 2019 -2022 and January 1 - June 30, 2021-2023. The data is subject to updates from year-to-year. UCR statistics are based on the reporting agency. The date here is only from the Milwaukee Police Department and does not include crime data that may have occurred in the Milwaukee but was reported by another agency.

SERVICE HIGHLIGHTS

- The 2024 budget funds the maximum number of annual classes (3) each at the maximum level of recruits per class (65). Factoring in expected attrition levels based on historical models, this will provide an average annual strength of 1,645 sworn officers, an increase of 15, or approximately 1%, over 2023 funding levels.
- Deploy constitutional policing in every transaction with every member of the Milwaukee community and mandate that all members attend a de-escalation training program;
- Implement the Chief’s Violent Crime plan to focus on prevention, disruption and deterrence of crime (rather than just enforcement actions) through strong partnerships and intelligence-based policing;
- Implement a micro-level approach to crime prevention through partnerships, data analysis, and district-level crime analysis across the Department’s seven police districts. Monitor accountability metrics and gather community feedback to evaluate progress;
- Deploy a rapid response protocol to areas of detected gun shots using the gunshot detection system (GSDS) and calls for service to address the increase in firearm-related criminal behavior. Using GSDS data along with casing collection helps the Department link cases, solve crimes and prevent future offenses.

- Expand the Domestic Violence High Risk Team (DVHRT), a U.S. Department of Justice best practice to address domestic violence at highest risk for homicide, and implement an immediate on-scene response pilot program in District 4;
- Continue to partner with the Milwaukee Providing Opportunity for Wellness, Empowerment, and Recovery (MPOWER) program to combat the intersecting challenges of the substance abuse epidemic and sex trafficking in Milwaukee;
- Deploy the dedicated email, ht@milwaukee.gov to improve the referral process for human trafficking cases and ensure shared communication. Through June 30, 2023, 52 referrals have been received from partners and other law enforcement agencies;
- Prepare for and support a successful and safe 2024 Republican National Convention through partnerships with national leaders and state and federal law enforcement agencies.;
- Continue to implement the Asset Forfeiture program in 2024 to support citywide public safety and neighborhood initiatives. In 2023, funding of \$1.6 million in crime-related assets was allocated to the Department from cases where convictions occurred and where there was proof the property was involved in criminal activity.
- Provide approximately \$4.5 million in reimbursed police support for enhanced security, festivals, runs and other special events that help build community in Milwaukee. In addition, continue to support Department funded community events such as the districts' National Night Out, Coffee with Cops, and other community building opportunities; and,
- Achieve operational and deployment efficiencies through several initiatives including the civilianization of Forensics, the civilianization of the property control section, the expansion of non-sworn Community Service Officers (CSO) and Police Aides, and implementation of a contracted in-house clinician to alleviate officers from having to perform medical runs.
- Continue to build trust and legitimacy by prioritizing police-community engagement and increasing awareness of MPD events that occur throughout neighborhoods. In addition, replicate best practices across multiple districts as well as conduct public listening sessions throughout the community;

RACIAL EQUITY AND INCLUSION

- Target 2024 recruitment activities to reach diverse populations. A culturally competent and diverse workforce is a critical strategy to building trust and legitimacy with all members of the community;
- Implement the Department's 30 x 30 initiative designed to increase the representation of women in police recruit classes to 30% by 2030. While 30 percent of the Department's current command staff (rank of captain and above) are women, women represent just 16% of all sworn staff, compared to census estimates that indicate 52% of Milwaukee residents are women;

CAPITAL PROJECTS

The 2024 Capital Budget includes \$20,335,000 for five capital projects, including:

- Joint Public Safety Radio Upgrade (\$16.9 million) - Address the radio system's interoperability capabilities and bring the system in line with industry standards;

- Police Administration Building Concrete Repairs (\$1.5 million) – Target areas with high risk of failure that could result in property damage or personal injury;
- Data Communications Repair (\$1.2 million) – Repair work for the data communication system;
- Squad Mobile Computer Upgrade (\$400,000) - Upgrade mobile data computers to ensure compatibility with new software systems; and,
- District Station Repair (\$335,000) - Various repair projects in the Department’s district stations.

In addition, projects previously funded in the Capital Budget have been moved to the 2024 Police Department’s Operating Budget including \$4,000,000 for the replacement of police vehicles; \$200,000 to replace 10 motorcycles; and, \$443,000 for various studies, software, and smaller repair projects.

PORT MILWAUKEE

MISSION: To enhance the overall economic and social environment of the City and region by stimulating trade, business, and employment.

BUDGET SUMMARY

	2022 Actual Expenditures	2023 Adopted Budget	2024 Requested Budget	2024 Proposed Budget	Change	
					2023 Adopted	2024 Requested Versus
Personnel						
FTEs - Operations & Maintenance	21.00	21.00	21.00	21.00	0.00	0.00
FTEs - Other	0.00	0.00	0.00	0.00	0.00	0.00
Total Positions Authorized	35	35	35	35	0	0
Expenditures						
Salaries and Wages	\$1,300,681	\$1,378,032	\$1,448,683	\$1,563,594	\$185,562	114,911
Fringe Benefits	661,916	620,114	651,907	703,617	83,503	51,710
Operating Expenditures	1,272,279	1,356,963	1,323,745	1,323,745	-33,218	0
Equipment	0	0	0	0	0	0
Special Funds	2,791,663	3,068,491	3,152,326	3,152,326	83,835	0
Total	\$6,026,539	\$6,423,600	\$6,576,661	\$6,743,282	\$319,682	\$166,621
Revenues						
Charges for Services	6,856,288	6,423,600	6,424,000	6,743,282	319,682	319,282
Total	\$6,856,288	\$6,423,600	\$6,424,000	\$6,743,282	\$319,682	\$319,282

SUMMARY OF SERVICES DELIVERED BY THIS DEPARTMENT

Port Milwaukee has a major role in the local and regional economy by providing land and multimodal infrastructure for businesses that need to be near the international Great Lakes-St. Lawrence Seaway system and the inland Mississippi River system. Through this work, Port Milwaukee contributes to the citywide goal of increasing investment and economic vitality throughout the City and region.

Description of Services Provided	Budget*	FTEs
Business Development & Administration - Stimulate international business and trade through marketing and local, regional, and global partnerships	1,961,456	6
Port Infrastructure & Maintenance - Provide land, infrastructure, and operational support to businesses, tenants, and partners	3,042,707	15
General Fund Support – Summerfest Lease Transfer	1,739,119	0
Total *Does not include grant (including ARPA), capital, or reimbursable funding sources.	6,743,282	21

KEY PERFORMANCE MEASURES

Indicators	2022 Actual	2023 Projected	2024 Planned
Percent of department expenses covered by revenue	119.12%	100%	100%
Percentage change in municipal port tonnage	-3.2%	0%	0%
Number of cruise ship visits	33	30	30
Number of cruise passengers	13,610	12,500	12,500

SERVICE HIGHLIGHTS

Port Milwaukee continues efforts to generate new revenue, increase tonnage, and support local and regional businesses. Sources of potential growth include:

- Commodity diversification, including exports of alternative fuels and agricultural products;
- Marketing available properties;
- Foreign trade zone activation; and
- Expanding export and import container yard activity through intermodal activity.

CAPITAL PROJECTS

Port staff will deploy capital funds to support work to continually address deferred maintenance and upgrades to Port facilities and property. Facility maintenance and improvements make the Port more attractive to potential tenants and enhance its competitive advantage. Whenever possible, Port Milwaukee uses capital funding to leverage grant funding to do more with less. At a high-level, projects that will be funded by the capital budget fall into the following categories:

Pier, Berth, and Channel Improvements: The 2024 capital budget provides \$500,000 for this capital program that provides ongoing maintenance and improvements to the Port’s heavy lift dock, inner mooring basin, and outer harbor shipping docks. Grants often supplement these costs, up to 80%, through the Wisconsin Department of Transportation’s Harbor Assistance Program (HAP).

Terminal & Facility Maintenance: The 2024 capital budget provides \$1,000,000 for this work that includes routine and unplanned maintenance, both of which are to be expected with facilities where large quantities of heavy cargoes are constantly handled. Port’s ability to respond quickly to maintenance issues ensure that our facilities remain safe and operational.

Rail Track & Service Upgrades: The 2024 capital budget provides \$1,000,000 to continue repairing and replacing more than 14 miles of Port’s rail track to address safety and service load requirements in compliance with state and federal regulation. Grant funding through the Wisconsin Department of Transportation’s Freight Railroad Preservation Program (FRPP) often supplement this work, covering up to 80% of the costs.

Roadway Paving: The 2024 capital budget provides \$189,714 for regular maintenance of Port’s owned service roads, terminal surfaces, and parking lots to support intermodal activity on Jones Island.

Utility Upgrades: The 2024 capital budget provides \$900,000 for replacing hydrants and water mains on Jones Island.

RACIAL EQUITY AND INCLUSION

While it can be difficult to make the connection between Port Milwaukee's work and the impact on neighborhoods and residents, it should be clear that racial equity and inclusion is important to the individuals who comprise the Port's team. In supporting the Mayor's Strategic Goal of increasing economic opportunity and family supporting employment for all Milwaukeeans, Port Milwaukee is connecting with local community groups and schools to encourage the idea of working at the Port to a more diverse population.

In 2024, Port Milwaukee will continue working to grow partnerships with local non-profits and educators seeking opportunities to expose youth to diverse career opportunities. It is Port Milwaukee's goal to begin introducing a younger and more diverse audience to the business, trade, and maritime opportunities that exist right here in their city. We hope to drive potential future employees to Port tenants, Port Milwaukee operations, and Great Lakes maritime careers.

DEPARTMENT OF PUBLIC WORKS ADMINISTRATIVE SERVICES DIVISION

MISSION: Provide business and administrative support for DPW, deliver services to constituents through economic development related projects and contract administration, serve as the liaison to the public and elected officials, and manage media relations and special event permits.

BUDGET SUMMARY

	2022 Actual Expenditures	2023 Adopted Budget	2024 Requested Budget	2024 Proposed Budget*	Change	
					2023 Adopted	2024 Proposed Versus 2024 Requested
Personnel						
FTEs - Operations & Maintenance	32.10	33.90	34.00	12.50	-21.40	-21.50
FTEs - Other	4.56	9.10	9.00	30.50	21.40	21.50
Total Positions Authorized	44	44	44	44	0	0
Expenditures						
Salaries and Wages	\$1,989,384	\$1,891,727	\$2,215,898	\$1,162,987	\$-728,740	\$-1,052,911
Fringe Benefits	884,221	851,277	997,154	523,344	-327,933	-473,810
Operating Expenditures	293,772	311,000	341,000	377,500	66,500	36,500
Equipment	0	0	0	0	0	0
Special Funds	0	0	0	0	0	0
Total	\$3,167,377	\$3,054,004	\$3,554,052	\$2,063,831	\$-990,173	\$-1,490,221
Revenues						
Charges for Services	\$1,874,953	\$1,149,000	\$1,500,000	\$1,500,000	\$351,000	\$0
Licenses and Permits	4,225,115	3,129,000	3,143,000	2,868,000	-261,000	-275,000
Total	\$6,100,068	\$4,278,000	\$4,643,000	\$4,368,000	\$90,000	\$-275,000

* The 2024 Proposed Budget funds \$1,000,000 of salaries and wages with ARPA revenue replacement funds.

SUMMARY OF SERVICES DELIVERED BY THIS DEPARTMENT

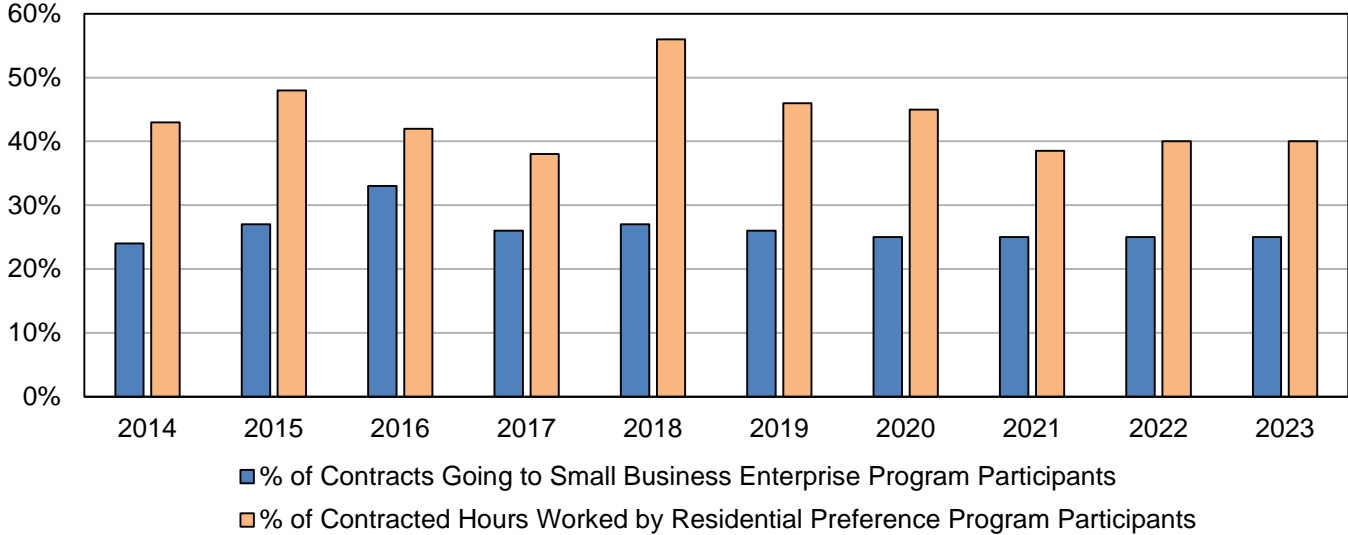
The Administrative Services Division manages the business affairs for the Department of Public Works. The Division develops and implements administrative policies and procedures, ensures timely and accurate payroll for DPW employees, provides human resource functions, administers bid and contracts procedures, and ensures a safe work environment for field and office employees. The Division also assists the Office of Equity and Inclusion with supervision of the Small Business Enterprise (SBE) and Residents Preference Program (RPP), processes special event permits for events across the City, coordinates open records requests with the general public, media, and external litigation firms, and provides workforce development opportunities.

Description of Services Provided	Budget*	FTEs
Develop and implement administrative policies and procedures	\$630,195	10
Human Resources and payroll for DPW and enterprise funds	\$544,367	15
Administer contracts, the Small Business Enterprise program, and the Residential Preference Program	\$83,552	2
Process and respond to open records requests	\$78,619	2

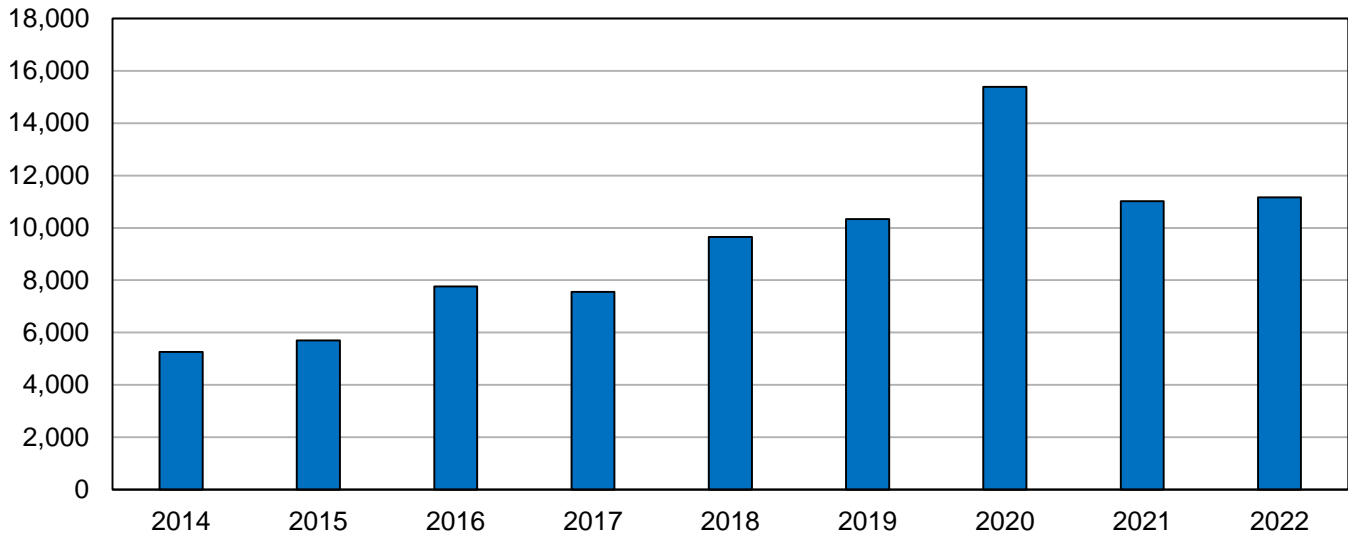
Description of Services Provided	Budget*	FTEs
Process permit requests and coordinate special event logistics	\$296,762	6
Conduct safety trainings, oversight, and workplace compliance	\$322,150	6
Workforce development	\$108,186	2
Total *Does not include grant (including ARPA), capital, or reimbursable funding sources.	\$2,063,831	43

KEY PERFORMANCE MEASURES

Contract Compliance



Workdays lost to injury



SERVICE HIGHLIGHTS

- Processed 1,317 permits in 2022, and as of August of 2023 we have issued 754. This is substantially more than 2021 when we issued 909 permits.
- Implemented a Resume Building Workshop as the first training in the new DPW Racial Equity and Inclusion Career Development Training Series.
- The former City of Milwaukee Compete Milwaukee Program no longer exists. In its place, DPW-Admin is working with Employ Milwaukee and other City Departments to leverage available Federal and State funds and other grant opportunities. The grant funding can off-set salary and training costs associated with Commercial Driver's Licenses, and classroom and on the job instruction/learning. In addition the funding provides supportive services, such as assistance with paying for vehicle registration, eyeglasses, work clothes, legal aid services, costs of childcare, and much more.
- MilWORKEE, a strategy involving a partnership with Wisconsin Community Services, has created pathways from temporary employment, mainly in DPW Sanitation, to regular Civil Service positions.

RACIAL EQUITY AND INCLUSION

In 2023, DPW-Administrative Services started a Racial Equity and Inclusion IDEAS Group. The Administrative Services IDEAS Group is moving forward with staff ideas, suggestions, questions, and business improvement processes. Additionally, DPW-Administrative Services established a Racial Equity and Inclusion Career Development Training Series designed to provide helpful career development training to DPW staff. A Resume Building Workshop was just completed and future trainings include an Interview Workshop and Civil Service Hiring Workshop in collaboration with DER staff.

DPW-Administrative Services also offers its staff opportunities to participate in professional development trainings while on city time.

DEPARTMENT OF PUBLIC WORKS INFRASTRUCTURE SERVICES DIVISION

MISSION: Enable the secure and efficient movement of vehicles, bicycles, pedestrians, and data throughout the city.

BUDGET SUMMARY

	2022 Actual Expenditures	2023 Adopted Budget	2024 Requested Budget	2024 Proposed Budget*	Change 2024 Proposed Versus	
					2023 Adopted	2024 Requested
Personnel						
FTEs - Operations & Maintenance	291.49	332.31	332.31	252.01	-80.30	-80.30
FTEs - Other	244.35	309.42	309.42	417.55	108.13	108.13
Total Positions Authorized	815	820	820	820	0	0
Expenditures						
Salaries and Wages	\$14,771,752	\$18,820,314	\$19,721,917	\$16,322,464	\$-2,497,850	\$-3,399,453
Fringe Benefits	7,480,262	8,469,141	8,874,863	7,345,109	-1,124,032	-1,529,754
Operating Expenditures	13,657,270	14,089,013	14,572,000	14,572,000	482,987	0
Equipment	509,454	563,000	782,000	782,000	219,000	0
Special Funds	344,989	800,000	800,000	300,000	-500,000	-500,000
Total	\$36,763,727	\$42,741,468	\$44,750,780	\$39,321,573	\$-3,419,895	\$-5,429,207
Revenues						
Charges for Services	\$14,090,758	\$13,855,000	\$14,064,000	\$13,809,000	\$-46,000	\$-255,000
Miscellaneous	391,351	326,000	344,000	344,000	18,000	0
Total	\$14,482,109	\$14,181,000	\$14,408,000	\$14,153,000	\$-28,000	\$-255,000

* The 2024 Proposed Budget funds \$8,700,000 of salaries and wages with ARPA revenue replacement funds.

SUMMARY OF SERVICES DELIVERED BY THIS DEPARTMENT

Description of Services Provided	Budget*	FTEs
Transportation Infrastructure Engineering, Design, Construction Management, & Maintenance	\$10,090,942	249.47
Transportation Operations Engineering, Design, Construction Management, & Maintenance	\$15,791,428	266.09
Bridges Engineering, Design, Construction Management, & Maintenance	\$8,474,708	95.41
Facilities Engineering, Design, Construction Management, & Maintenance	\$4,964,495	58.59
Total *Does not include grant (including ARPA), capital, or reimbursable funding sources.	\$39,321,573	669.56

Key Performance Measures	2022 Actual	2023 Projected	2024 Planned
Percentage of bridges with sufficiency rating greater than 50	94.9	95.6%	95.6%
Miles of Protected Bikeways (lanes or trails) added	0	3.7	10.3
Miles of street with useful life improved through local street, major street, and high impact street programs	20	24	22
Street lights converted from series to multiple circuitries	200	345	400

SERVICE HIGHLIGHTS / CAPITAL PROJECTS

ISD improves the condition of the city’s surface public ways, primarily streets, sidewalks, and alleys. Activities include resurfacing or reconstructing existing pavement, curb and gutter, and constructing new streets as part of residential, commercial, and industrial development. Maintaining streets, alleys, and sidewalks promotes economic development by providing the infrastructure necessary to move people, goods, and services efficiently throughout the city. Currently over 5.4 million trips occur each day on city streets. This includes rides to work, school, church, and other activities.

STREET, BRIDGE, AND ALLEY CAPITAL PROGRAMS

The city’s street network includes approximately 1,273 miles of highways, arterials, collectors, and local roads. Other government agencies and the city are responsible for repaving approximately 286 of these miles as part of the Federal Aid Transportation System and are eligible for federal, state, and county funding that varies from a 50% to a 100% non-city share. Approximately 987 miles of streets are repaved under the local street program, which includes collectors. In addition to the local street program, state funds are allocated on a 50% match every even numbered year within the major street program to be used for local streets.

A key transportation concern is limiting the number of street segments falling into poor condition. Once a street segment falls into poor condition, improvement costs increase. State funding allocations and local fiscal constraints do not allow for a conventional reconstruction only approach. Therefore, the city supplements conventional reconstruction with a preservation strategy. This cost-effective approach focuses attention on extending useful life and improving pavement condition on street segments that have high traffic counts.

With continued challenges related to reckless driving and the city’s commitment to Vision Zero and Complete Streets, these capital programs are also central to the Division’s goal of implementing transportation infrastructure that promotes safer driving and protects all users, whether they are walking, biking, taking transit, or driving. The Division continues to evolve design standards and employ street reconstruction and retrofit approaches that will provide a more pleasant public right-of-way for all users and help eliminate deaths and life-changing injuries on city-owned transportation infrastructure by 2037.

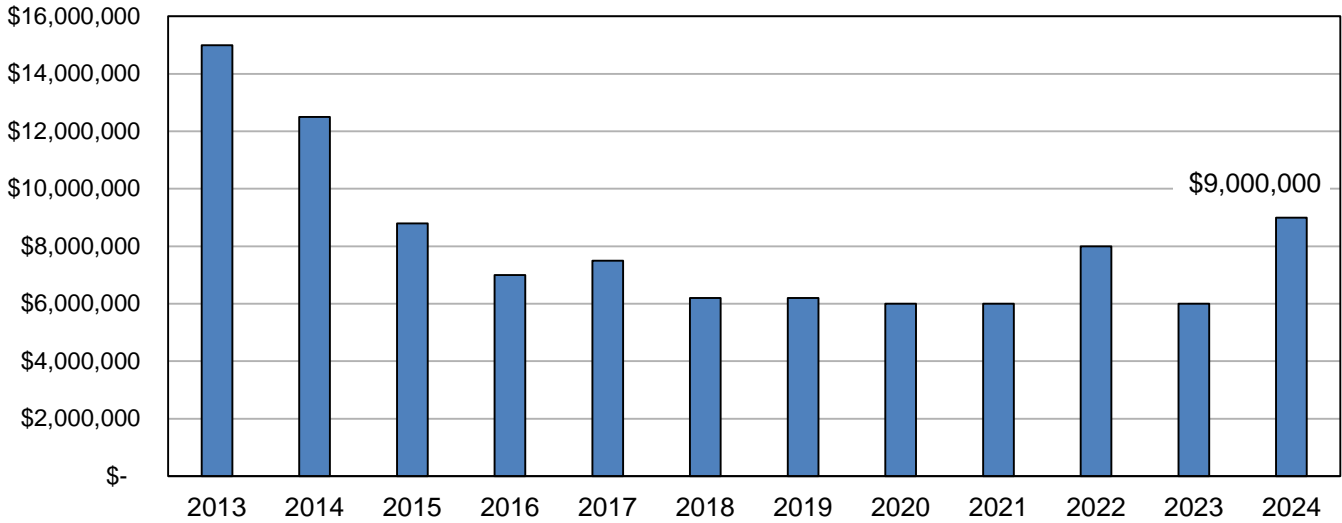
As part of Mayor Johnson’s goal of making Milwaukee a more bike-friendly city and consistent with the city’s commitment to Vision Zero and Complete Streets, the 2024 capital budget includes \$500,000 for a Bike Infrastructure special fund in DPW-Infrastructure. This special fund will be used to enhance the city’s protected bikeway network.

Major Streets: The city’s 286 miles of major and minor arterials are resurfaced and maintained as part of the major street program. Arterials are part of the Federal Aid Transportation System and are eligible for county, state, and federal funding. The 2024 budget includes \$61.4 million for the major street program, of which \$17.9 million is City funding. This is a decrease in City funding of \$2.3 million or 11%. The City will receive funding for the construction

of four major arterial streets, preliminary engineering for an additional eight paving projects in the 2024 budget, and several additional grants for major intersection improvements and bike trail projects.

Local Streets: Approximately 987 miles of city streets are not eligible for state and federal funding, except for the State’s Local Road Improvement Program (LRIP) which in even numbered years matches \$1 million of City funding with \$1 million of State funding to be used on local streets. Local streets are typically reconstructed and resurfaced with city funds through the resurfacing and reconstruction program.

Local Streets Program: Annual Allocation



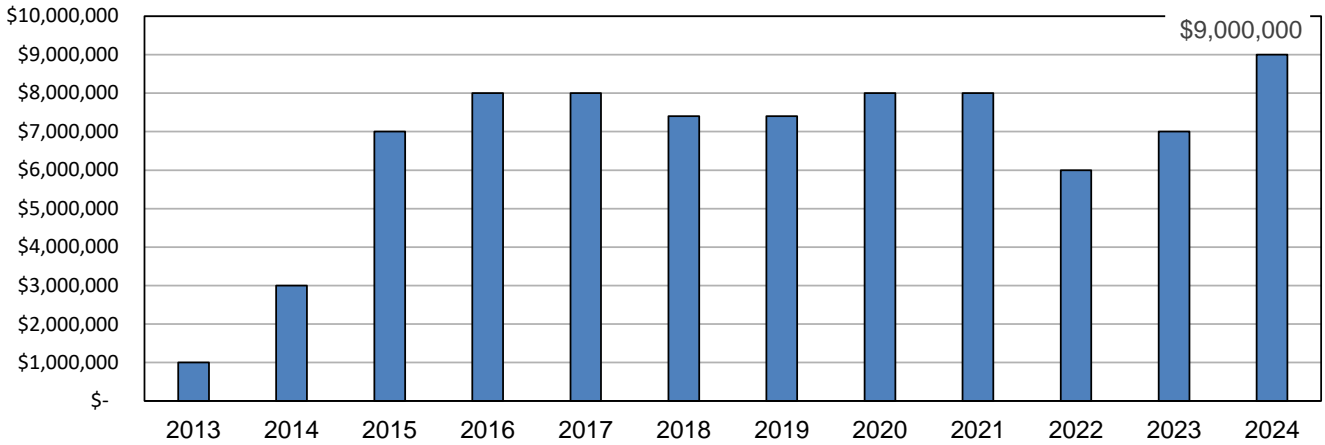
In 2024, \$9 million is included in the budget for the resurfacing and reconstruction of local streets. Funding sources include \$7 million in levy-supported borrowing, \$1 million in cash levy, and \$1 million from special assessments of property owners. The funding will improve approximately 4 miles of local streets. The \$9 million also includes \$1 million for capital maintenance which includes activities such as crack filling, sealing, and joint repair.

In 2023, Street Maintenance invested equipment funding into their emulsion storage tank in the Field Headquarters yard. The functionality of this tank is necessary to support the operation of their road patching vehicle. This vehicle is a one-person operation that cleans, prepares, patches, and seals potholes. Studies have shown that this operation provides longer-lasting patches than traditional practice. DPW anticipates to have two such vehicles operating by the spring of 2024, and this budget includes the funds to purchase a third in 2024.

High Impact Streets: The high impact street program uses a curb-to-curb asphalt resurfacing approach that improves three miles of roadway for the same cost as one mile of traditional reconstruction. This program focuses on high traffic streets typically serving commercial districts, but this approach is also applied to local streets when the right conditions are met. Focusing on high traffic streets has improved the condition of streets used by the greatest number of drivers. The 2024 capital budget includes \$9 million for the high impact street program of which \$8 million is levy-supported borrowing and \$1 million is cash levy. It is anticipated that 13 miles of city streets will be improved in 2024.

DPW incorporates curb ramp repair into the high impact street program. Whenever a street is resurfaced or reconstructed, any curb ramp at adjacent intersections that does not meet current applicable standards will be replaced. This improves the accessibility and usability of the pedestrian walkway system for persons with disabilities. Curb ramp repairs increase the cost of high impact projects, but enhance the accessibility of intersections and pedestrian ramps.

High Impact Streets Program: Annual Allocation

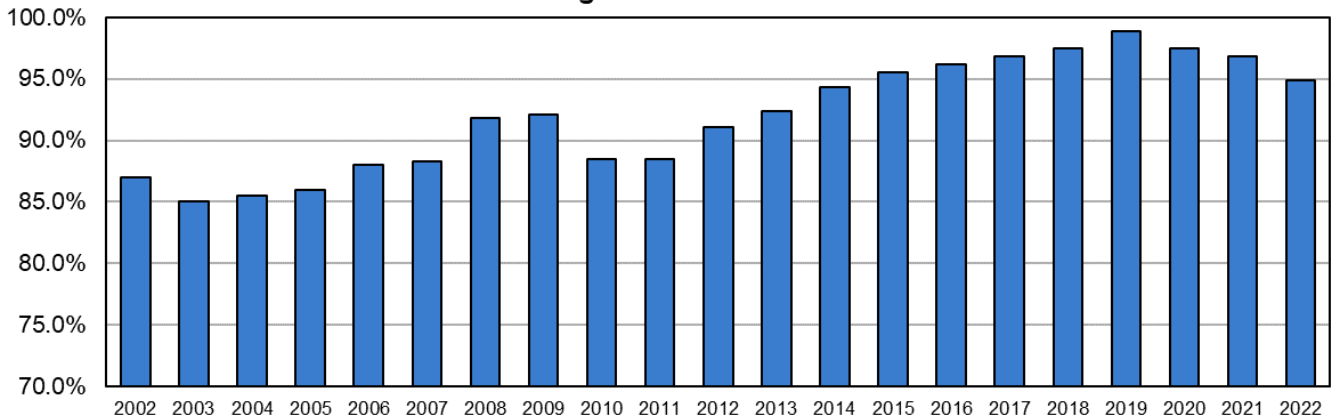


Bike Infrastructure: As part of Mayor Johnson’s goal of making Milwaukee a more bike-friendly city, the 2024 budget will continue to fund bike related infrastructure with a cash levy allocation of \$500,000 which will be used to enhance the city’s bike lane and bike trail network.

Major Bridges: The major bridge program preserves and maintains a bridge system that ensures the safe and efficient movement of vehicles, people, and commodities. In the 2024 budget, the major bridge program is funded at \$25.7 million including \$5.6 million in local funding and \$20.2 million in grant and aid funds.

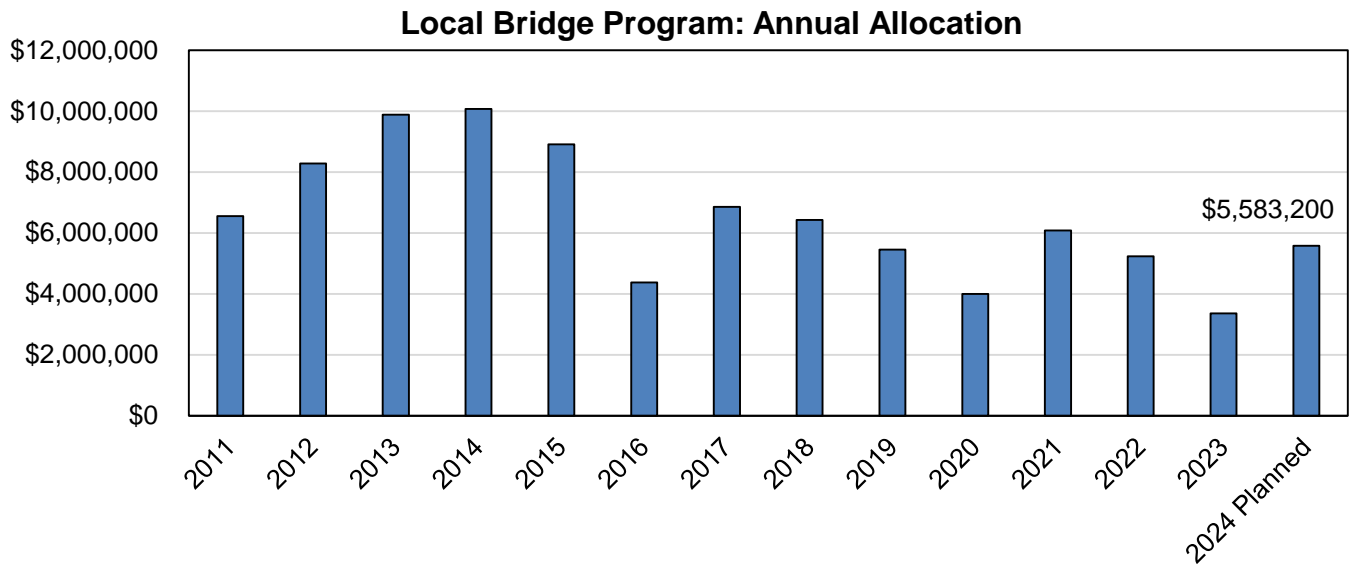
The 2024 budget includes funding for the fourth phase of a multi-year project by MMSD which aims to address flooding issues along the Kinnickinnic River. Several vehicular and pedestrian bridges must be replaced to accommodate the wider riverbed. The cost of replacing the city-owned bridges is shared with MMSD, with the City’s cost funded through the stormwater fee.

Percentage of Bridges with Condition Rating Greater than 50



Bridge conditions are measured using a sufficiency rating ranging from 0 to 100. Ratings are conducted every two years through physical bridge safety inspections. Bridges classified as structurally deficient are inspected annually. Structurally deficient means the deck, superstructure, or substructure is in poor condition. In 2022, 94.9% of rated bridges had a sufficiency rating above 50.

Local Bridges: The local bridge program ensures that bridges are maintained, renovated, and reconstructed when state and federal aid is not available or bridges are not eligible for such aid. Between 2011 and 2023, the City has invested more than \$85 million in both the Local and Major Bridge programs. Beginning in 2016, budgets for the local bridge program have decreased as the overall condition of the bridge system improved in order to address growing needs in other programs. The 2024 budget provides \$5.6 million in capital funding for local bridge projects of which \$3.8 million is new borrowing and \$1.8 million is cash revenues. Investment in bridge rehabilitation and replacement has significantly increased the percentage of bridges with a condition rating greater than 50. In 2024, funding is provided for repairs to the 16th Street viaduct pedestrian access stairs, repairs to the 20th Street Culvert, as well as engineering and several inspection programs. The city owns 21 moveable bridges and keeping these bridges in good operating condition is a priority. Moveable bridges provide commercial and leisure craft access to the city’s navigable waterways. In 2022, the city conducted 23,212 bridge raisings to accommodate water traffic.



Alley Reconstruction: The alley reconstruction program replaces aging alleys. The 2024 capital budget includes \$850,000 of new borrowing and \$450,000 of special assessment authority for the alley reconstruction program. This amount will fund 10 to 12 alley reconstruction projects.

Street Lighting: The city owns and operates nearly 77,000 street lights. The 2024 street lighting program includes \$15.9 million in capital funding, a \$4.3 million increase from the 2023 budget. This includes \$500,000 of revenue from the street lighting charge, \$12 million in levy-supported borrowing, and \$3.4 million in grant & aid funding. These savings will be applied to the street lighting capital program in 2024 to make long-lasting improvements to the city’s street lighting infrastructure. The 2024 street lighting program includes \$6.1 million for paving related improvements. Infrastructure Services installs temporary overhead lighting to maintain service during road reconstruction projects. Once paving projects are completed, temporary overhead lighting is removed and replaced with permanent lighting. DPW uses paving projects as an opportunity to replace outdated circuitry and lamps with more resilient circuitry and more efficient LED lamps.

The 2024 budget includes \$2.3 million for circuit replacements and \$1.5 million for LED replacement, in addition to the funding allocated in prior years for these efforts. In 2024, DPW estimates that the circuits serving approximately 400 fixtures will be replaced, through both paving projects and City-funded circuit conversions. Additionally, the city received a \$3.4 million dollar grant under the Federal Carbon Reduction Program to convert additional units into LED. At least 12,000 units are expected to be converted to LED in 2024 using a combination of city and federal funding sources. DPW anticipates converting nearly all street and alley lights that are on multiple system circuits to

LED by 2026, depending on funding availability. LED street lighting fixtures or lamps typically consume at least 50% less electricity than standard high-pressure sodium lamps or fixtures, reducing street lighting energy costs.

Traffic Control: The traffic control program designs and operates transportation systems that support the safe and efficient movement of people and goods. The program prevents traffic crashes, improves traffic flow, and reduces pollution.

In 2024, \$3.6 million in capital funds support the traffic control program, an increase of \$1.3 million from the 2023 budget. In 2024, the department will continue replacing LED traffic signals that were installed beginning in 2005. Converting traffic signals to LED lights has reduced energy consumption for traffic lights by approximately 75%. Replacement of LED traffic signals will occur over five years at an estimated cost of \$1.25 million.

Street Light and Traffic Light Knockdowns: The 2024 budget includes \$3 million for a program to fund labor and material costs associated with restoring street light and traffic light poles that are knocked down by motorists on city streets. DPW has incurred an average of \$2.4 million of expenses each year related to knockdowns. These expenses had previously been charged to a reimbursable account, with the expectation that the driver responsible for the knockdown would be required to reimburse the city for costs related to restoring the street light or traffic light poles. However, the majority of these costs go unrecovered. This program will fully fund the cost of restoring street light and traffic light poles in 2024, and any amounts recovered from drivers responsible for the knockdowns will be used to pay debt service on bonds that are issued to fund the repairs.

Multimodal Transportation: The 2024 budget includes \$1.4 million in new borrowing to develop and enhance bicycle and pedestrian infrastructure in the city and implement recommendations of the Milwaukee Pedestrian Plan. This includes funding for infrastructure improvements such as road diet projects, Safe Routes to School implementation, planning and studies, and bicycle and shared mobility parking.

Sidewalks: In 2024, \$1.9 million of funding is allocated to replace or repair defective or unsafe sidewalks. Property owners will contribute \$375,000 in special assessments, and \$1.5 million is new borrowing. Approximately \$875,000 is allocated to the scattered site sidewalk program, which replaces sidewalk sections that are upheaved by the roots of trees owned by the city. The traditional quarter section program is provided \$1 million. The quarter section program replaces any sidewalks needing repair within the boundaries of a particular section of the city by selecting boundaries with the most aged, deteriorated sidewalk each year. This program works on a rotating basis to ensure that each section of the city has a substantial effort to improve sidewalks every 40 years.

Underground Conduit: In 2024, \$1.3 million is allocated for the underground conduit program which provides internal communication services. The system provides a secure and weatherproof means of connecting communication cables among various city departments, including the Fire, Police, and Health departments, Milwaukee Public Library, Water Works, and the Department of Public Works. The conduit system also provides a secure and reliable route for traffic signals and street lighting cable circuits and systems.

Electrical Manholes: The electrical manholes program is closely related to the underground conduit program, as these manholes provide access to the city's conduit system for maintenance and installation of new communications cable. Deteriorated or collapsed manholes present a public safety threat to vehicles and can damage communications cables that link various public facilities. The 2024 capital budget includes \$900,000 for this program. Manholes are typically replaced in conjunction with paving projects, but DPW prioritizes repair or replacement of manholes that present a hazard to drivers.

FACILITIES CAPITAL PROJECTS

Aging city facilities present multiple challenges and are prioritized based on the probability and consequences of asset failure and the operational benefits and cost associated with each project. In 2024, \$8.4 million is allocated DPW facilities projects which is a \$1.3 million increase from 2023

Environmental Remediation Program: Funding of \$180,000 is provided for the environmental remediation program. This program funds lead and asbestos abatement in city facilities, soil and groundwater remediation, and fuel dispenser replacements.

ADA Compliance Program: The 2024 budget includes \$500,000 for the ADA compliance program. This program improves accessibility in various city facilities as part of a settlement agreement with the United States Department of Justice in 2016. The ADA compliance program funds improvements related to the settlement agreement in all city facilities and make improvements designed to improve accessibility of City programs for residents.

Facilities Exterior Program: The 2024 budget includes \$1.5 million for projects to maintain watertight integrity, improve energy efficiency and provide for safe conditions in city facilities. The 2024 facilities exterior program includes \$300,000 for City Hall Complex façade repairs, \$500,000 for repairs to a deteriorated paving at the Industrial Road site, which is used daily by garbage packers, sweepers and dump trucks, \$500,000 to replace a portion of the roof at the Safety Academy, and \$200,000 for emergency repairs.

Facilities Systems Program: The 2024 budget includes \$2.8 million for facility systems improvements. The 2024 facilities systems program includes \$750,000 for Safety Academy fire alarm upgrades, \$380,000 Safety Academy boiler replacement, \$240,000 Safety Academy secondary cooling tower pump, \$480,000 ZMB domestic water heater replacement, \$150,000 for building automation system upgrades, and \$800,000 will provide emergency mechanical and electrical repairs at various facilities.

Facilities Security Upgrade: The 2024 budget includes \$250,000 for upgrade and replacement of access card readers, security cameras, and other safety and security infrastructure in city facilities.

MKE Plays Initiative: The 2024 budget includes \$500,000 for the *MKE Plays* initiative. Led by Alderman Michael Murphy, this program leverages private dollars to replace the city's aging recreational facilities with modern, innovative play spaces for Milwaukee's youth.

Strategic Facilities Plan: Given the city's fiscal challenges, it is important to make the most optimal use of its facilities and reduce facilities that are no longer needed. The 2024 budget includes \$200,000 for a Strategic Facilities Plan, which will identify opportunities for consolidation with the goal of reducing the cost of operating and maintaining city facilities.

Municipal Services Building Repairs: The electrical services facility on 15th & Canal Street was originally constructed in 1925 and a recent report identified several significant building deficiencies. Repairs are urgently needed to address a sinking foundation, a failing wall, cracking façade, and a failing roof. The 2024 budget includes \$1.5 million to address the most critical repairs at this facility.

Space Planning, Alterations, and Engineering: The 2024 budget includes \$700,000 for space planning, alterations, and engineering. This includes funding for the facilities condition assessment program, which surveys city buildings and develops long term maintenance plans for each building. In addition, funds address potentially hazardous conditions or accessibility concerns in office spaces resulting from underinvestment in interior spaces. This work was previously funded out of departmental operating budgets when issues arose, but budget reductions to departments in the 2023 budget require an alternate funding source for this work.

RACIAL EQUITY AND INCLUSION

DPW-Infrastructure has joined multiple other work areas within DPW in organizing an IDEAS Group (Inclusion, Diversity, Equity, and Access) in Street Maintenance. This program was initiated by Water Works - Distribution several years ago and has been so successful that approximately five similar groups have formed throughout DPW in the last year. Representative members of Street Maintenance staff in good standing volunteered to participate and a champion was selected to conduct the meetings.

In each meeting the group discusses proposals to present to management, ranging from adjustments or changes with our practices to proposed changes in DPW-wide policies. The group is still in its infancy and forming an identity, but management are excited for the positive changes that will result from their efforts. Infrastructure is considering expanding this to other work units as we approach 2024.

Department of Public Works provides professional development opportunities, specifically for staff working in the field, the majority of whom belong to underserved racial groups. We have held several sessions on resume writing. Upcoming sessions will be held on interviewing skills and how to apply for positions through the DER application process. The goal of these sessions is to provide pathways to promotion for staff throughout DPW.

In addition, representative members within DPW Infrastructure have been participating in a DPW Racial Equity Leadership group. The present areas of focus in this group are to improve/standardize DPW's onboarding and training practices for new employees, standardizing leadership training for current staff members, and developing a safety training platform for DPW. The group is focused on ensuring that employees of all backgrounds and experience levels can be provided opportunities by recognizing that various methods of teaching and training are required for different individuals.

DEPARTMENT OF PUBLIC WORKS OPERATIONS DIVISION

MISSION: Provide essential services that maintain the cleanliness, safety and attractiveness of Milwaukee to enhance the quality of life for citizens, businesses, and visitors.

BUDGET SUMMARY

	2022 Actual Expenditures	2023 Adopted Budget	2024 Requested Budget	2024 Proposed Budget	Change 2024 Proposed Versus	
					2023 Adopted	2024 Requested
Personnel						
FTEs - Operations & Maintenance	561.63	670.08	671.08	677.58	7.50	6.50
FTEs - Other	98.68	61.26	61.26	61.26	0.00	0.00
Total Positions Authorized	815	800	802	807	7	5
Expenditures						
Salaries and Wages	\$28,401,778	\$36,248,646	\$37,709,410	\$43,327,885	\$7,079,239	\$5,618,475
Fringe Benefits	14,413,818	16,311,891	16,969,234	19,497,549	3,185,658	2,528,315
Operating Expenditures	17,390,867	15,209,504	16,014,056	16,014,056	804,552	0
Equipment	2,502,053	2,122,550	2,613,642	2,613,642	491,092	0
Special Funds	16,000,092	20,362,193	21,147,171	22,975,171	2,612,978	1,828,000
Total	\$78,708,608	\$90,254,784	\$94,453,513	\$104,428,303	\$14,173,519	\$9,974,790
Revenues						
Charges for Services	\$90,833,069	\$92,678,000	\$92,427,000	\$90,648,000	\$-2,030,000	\$-1,779,000
Miscellaneous	2,525,112	1,360,000	960,000	1,360,000	0	400,000
Total	\$93,358,181	\$94,038,000	\$93,387,000	\$92,008,000	\$-2,030,000	\$-1,379,000

SUMMARY OF SERVICES DELIVERED BY THIS DEPARTMENT

Description of Services Provided	Budget*	FTEs
Sanitation	\$59,824,410	423.26
Recycling	\$8,242,330	58.32
Snow & Ice	\$10,726,383	75.89
Forestry	\$17,229,905	121.90
Fleet Repair	\$8,405,275	59.47
Total *Does not include grant (including ARPA), capital, or reimbursable funding sources.	\$104,428,303	738.84

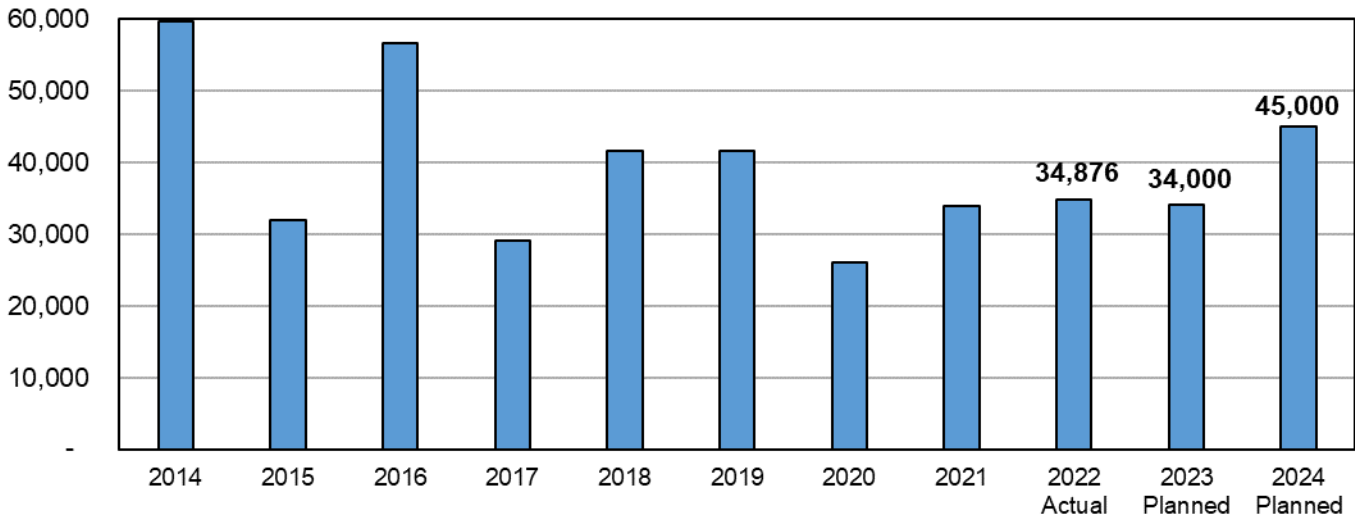
Key Performance Measures	2022 Actual	2023 Projected	2024 Planned
Tons of Rock Salt Used	34,876	34,000	45,000
Tons of Recycling Diverted from Landfill	28,243	24,400	27,000
Tons of Solid Waste Diverted from Landfill	59,326	58,000	60,000
Number of Trees Pruned	16,192	23,400	16,500
Number of Trees Planted	3,209	3,240	3,400
Fleet Availability: Police	87%	84%	85%
Fleet Availability: Light	88%	85%	85%
Fleet Availability: Heavy	88%	87%	85%

The Department of Public Works Operations Division is comprised of Sanitation, Forestry, and Fleet Operations. The division supports the city’s goals of building safe and healthy neighborhoods, increasing investment and economic vitality throughout the city, and sustaining, enhancing, and promoting Milwaukee’s natural environmental assets.

The 2024 budget provides \$104.4 million in operating funds, \$1.6 million of grant and aid funding, and \$13.2 million of capital funds for the Operations Division.

Snow and Ice Control Operations: The snow and ice control program’s goal is to remove snow and ice as quickly and economically as possible to restore safe travel and to minimize economic losses. A well-run snow and ice removal program adds value by supporting year-round operation of the regional economy.

Snow & Ice Services: Rock Salt (Tons)



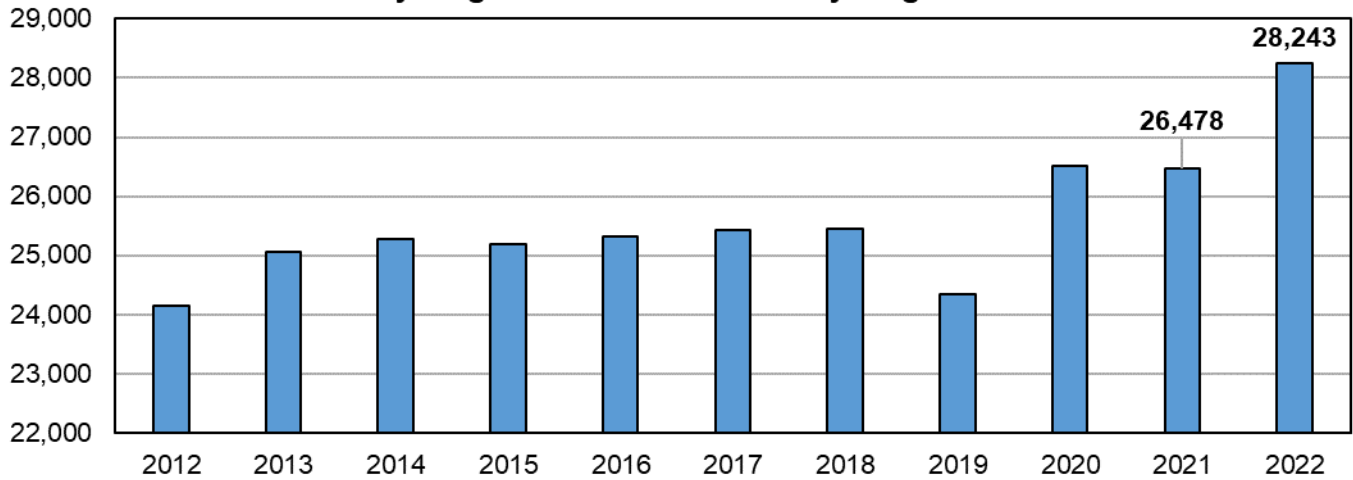
Weather conditions largely determine the extent to which snow and ice control operations are performed. Snowfall, which fluctuates tremendously, is the primary cost driver. The 2024 budget includes approximately \$10.8 million

for snow and ice control operations. This level of funding supports on average 24 general ice control operations and 3 full plowings.

Sanitation Operations: Sanitation is responsible for solid waste collection, recycling, street sweeping, brush collection, code enforcement, vacant lot maintenance, and snow and ice control. These services sustain neighborhoods, protect the environment from harmful chemicals, and protect city residents from infectious disease and injury.

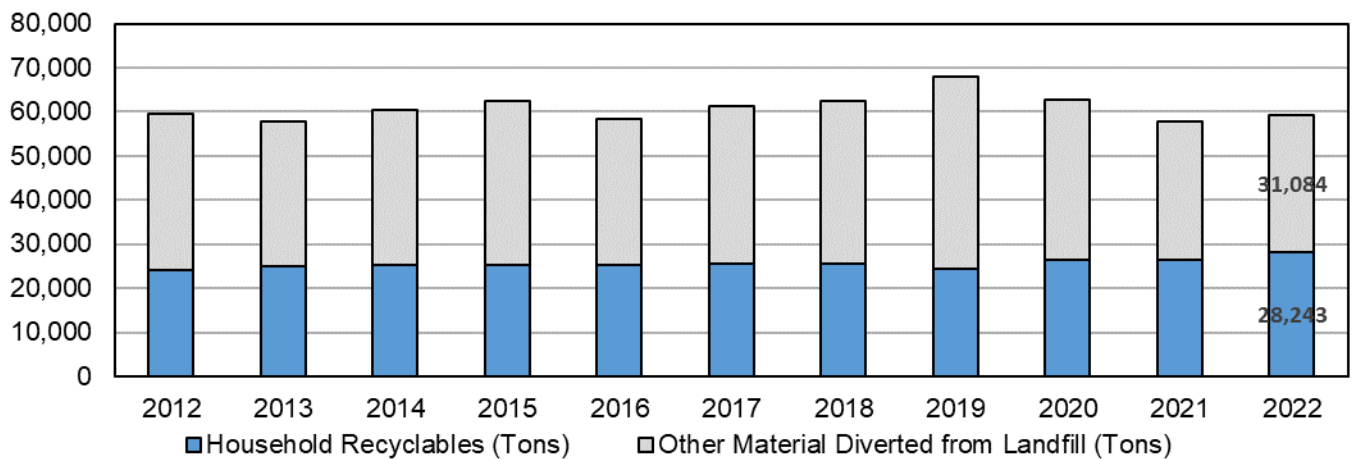
Sanitation operates an effective and robust recycling program. The program uses recycling, brush collection, and public education to reduce the amount of material sent to landfills. A high-performance recycling program generates revenue and reduces garbage tipping fees. This is important because the State of Wisconsin imposes the highest state collected fees on landfill disposal in the country.

Recycling Services: Tons of Recycling Diverted from Landfill



Approximately 25% of solid waste is currently diverted from landfills via recycling, composting or reusing discarded items. This level of waste diversion is possible as a result of program changes implemented by DPW. The Sanitation Section will continue efforts to promote waste reduction, reuse, recycling and composting.

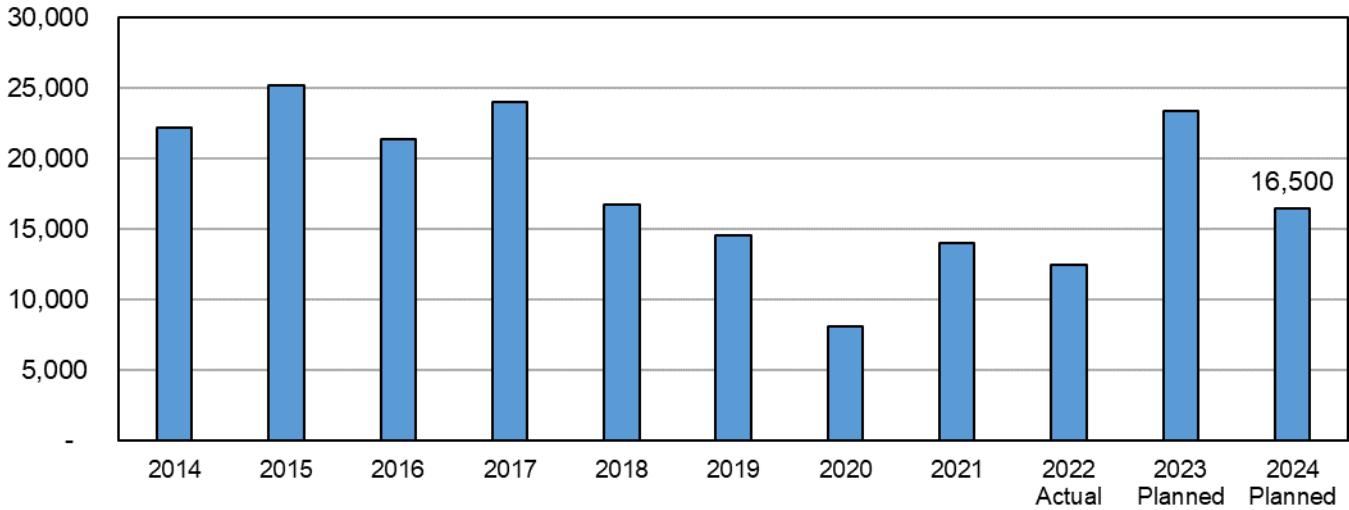
Refuse Services: Tons of Solid Waste Diverted From Landfills



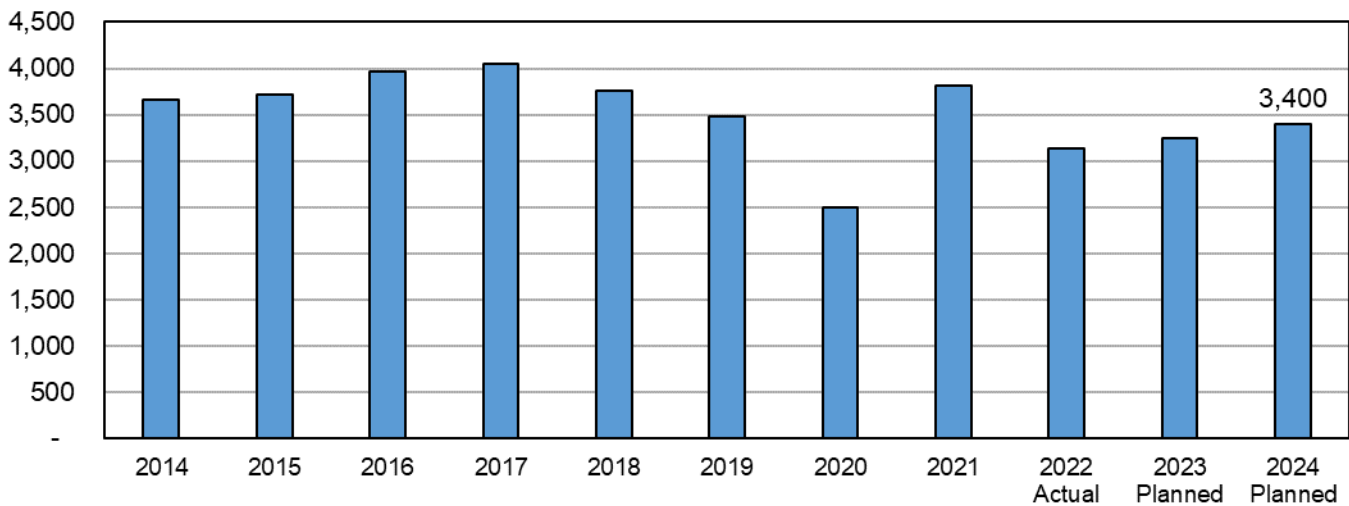
DPW collects waste weekly from approximately 181,000 households. In 2022, approximately 163,913 tons of residential solid waste was collected and landfilled. In addition, 59,326 tons of residential waste were also diverted from landfills. This included 25,968 tons of household recyclables, 2,275 tons of other recyclables, and 31,084 tons of compostable materials and logs.

Forestry Operations: Forestry is responsible for tree and landscape management. Forestry maintains up to 194,000 tree sites and 120 miles of boulevards that provide Milwaukee with a natural beauty both residents and visitors enjoy. The urban tree canopy and boulevard system contribute to the city’s environmental sustainability by managing storm water runoff. Forestry is responsible for the maintenance of approximately 4,113 vacant lots and foreclosed properties.

Forestry Services: Tree Pruning



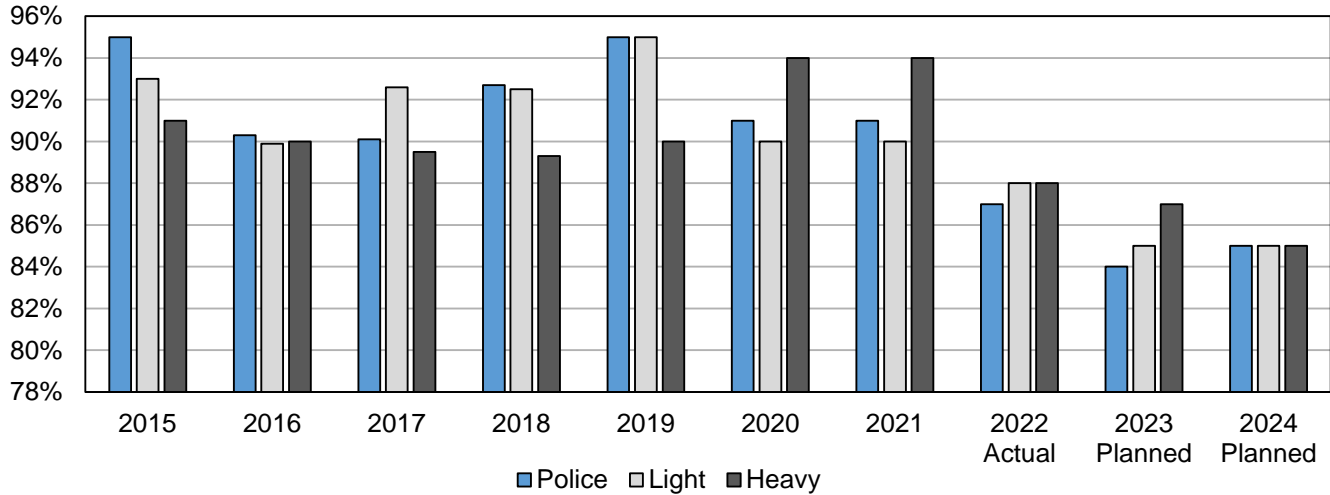
Forestry Services: Tree Planting



The Emerald Ash Borer (EAB) is a threat to the state’s ash tree population. The city has approximately 26,230 ash street trees under treatment for Emerald Ash Borer. Pesticide treatments in advance of EAB attack have proven highly effective in protecting ash trees. A comprehensive cost-benefit study completed in 2015 estimates a \$3 benefit return for every \$1 invested to protect Milwaukee’s ash street tree canopy from Emerald Ash Borer.

Fleet Operations: Fleet Operations maintains and operates the departments’ centralized fleet of 2,990 pieces of rolling stock and 1,917 related components, totaling 4,907 pieces of equipment. The division provides equipment and vehicles for other DPW divisions and various city departments, and repair services for vehicles owned by the Library, Health Department, Police Department, Water Works, Sewer Maintenance, and Transportation.

Fleet Services: In-Service Rates



The division has used Congestion Mitigation and Air Quality (CMAQ) grant funding to cover the marginal cost of purchasing compressed natural gas (CNG) packers. Adding CNG packers to the fleet reduces fuel costs. Currently the cost per mile for a diesel packer is more than two times the cost of a CNG packer. There are currently 76 CNG refuse packers in service; 16 additional CNG refuse packers purchased over the last year are expected to be in service by Spring 2024. The current fleet of CNG packers will generate fuel savings of approximately \$138,000 in 2024, based on recent fuel prices.

Strong Neighborhoods Plan: The Operations Division operates programs related to the Strong Neighborhoods Plan which works to improve the overall condition of Milwaukee’s neighborhoods. The 2024 budget includes \$3.5 million for general maintenance of city owned properties. Maintenance activities include addressing illegal dumping, debris removal, grass mowing, and snow removal. The program maintains over 3,144 city owned vacant lots and nearly 969 improved properties.

Residential Disposal Costs: In 2024, funding for landfill waste is \$12.6 million. Landfill tonnage costs are budgeted for 250,000 tons at a rate of \$50.30 per ton.

Replacement Fleet Equipment: The 2024 budget provides \$1.4 million in replacement equipment funding, including \$1.2 million for additional refuse packers, \$151,000 for fleet vehicle purchases, \$40,000 for specialized brine upgrades, and \$11,000 for the replacement of vehicle diagnostic equipment.

FEES

Solid Waste Fee: The 2024 solid waste fee per quarter will increase by 2% to \$64.06 per residential unit. The annual impact on households with one garbage cart will be \$256.24 which will generate approximately \$47.6 million.

Snow and Ice Control Fee: The 2024 snow and ice control fee will increase by 2% to \$1.13 per front footage. The annual cost for a homeowner with a typical property with 40 feet of street frontage is \$45.20. The fee will generate approximately \$10.9 million.

Cart Fee: Approximately 18% of city residents have two or more garbage carts. In 2024 city residents with two or more garbage carts will be assessed \$19.14 quarterly (2% increase) for each garbage cart after the first cart. This policy encourages residents to throw away less and recycle more. The fee applies only to garbage carts. Residents can request additional recycling carts and service upon request at no extra charge.

CAPITAL PROJECTS

Tree Planting and Production: The 2024 capital budget provides \$1,400,000 for the tree planting and production program. This request will replace 3,400 diseased or dead street trees and 539 street trees removed during construction.

Historically the Forestry section has strived to maintain a 98% street tree stocking goal and improved intra-block street tree diversity to protect the City against catastrophic street tree losses from Emerald Ash Borer and other threatening pests and diseases as a short- and long-range outcome. Currently, a 96% stocking level of street trees exists. Successive years of higher than average tree mortality, reduced funding levels, and reduced planting capacity due to stumping backlogs has contributing to a net loss of urban tree canopy. Loss in tree canopy adversely impacts property values and neighborhood quality, storm water mitigation, energy consumption, and air quality.

Stump Removal: The 2024 capital budget provides \$1,175,000 to support the City’s contracted stump removal program. Funding will facilitate removing approximately 2,700 stumps in 2024.

Concealed Irrigation and Landscaping: The 2024 capital budget provides \$360,000 for boulevard irrigation system replacements in addition to the replacement of approximately 60 deep water taps. A properly maintained irrigation system is necessary to provide water for boulevards with plant beds.

Emerald Ash Borer: The 2024 capital budget includes \$930,000 for treatment of ash trees. Treatable ash trees are injected with a pesticide to protect against the Emerald Ash Borer beetle. The program’s goal is to treat one-third of the city’s 26,230 ash trees each year.

Major Capital Equipment: The 2024 capital budget includes \$8,900,000 for major capital equipment that costs more than \$50,000 per unit and has a life cycle of approximately ten years. This funding replaces garbage and recycling packers and equipment for the Operations and Infrastructure Services divisions.

SPECIAL PURPOSE ACCOUNTS

OBJECTIVES: Special Purpose Accounts appropriate funds for purposes not included in departmental budgets. These accounts may include funding for short term programs, programs that affect multiple departments, or programs that warrant distinction from departmental budgets. Every year the Common Council adopts a resolution that authorizes expenditure of funds from the various Special Purpose Accounts by specific departments or by Common Council resolution.

The 2024 proposed budget provides over \$45 million of funding for miscellaneous special purpose accounts and total funding of over \$180 million for all special purpose accounts. Highlights of the changes to 2024 miscellaneous special purpose accounts (SPAs) include:

Alternative Transportation for City Employees: This account is increased by \$2,000 to \$62,000 in 2024. This account pays for part of the cost for employees to use Milwaukee County Transit System buses. Actual expenditures increased to approximately \$67,000 in 2022. The 2024 funding amount is based on projected expenditures.

Audit Fund: This account pays for the cost of contracting for a private audit of the city's Annual Comprehensive Financial Report, among other activities. The 2024 budget provides funding of \$302,000, an increase of \$12,000.

City Memberships: This account pays for the City's membership in various organizations that promote municipal interests. The 2024 budget provides funding of \$125,000, an increase of \$5,500 from 2023.

Crisis Response for Trauma-Informed Care Counseling: This account funds activities that provide emotional aid and practical support to victims of traumatic events and their families in the first few hours following a tragedy. Funding of \$205,000 is provided in 2024. This account is managed by the Office of Community Wellness and Safety in the Department of Administration.

Damages and Claims Fund: This account is used to settle claims and judgments against the city and was increased by \$1.78 million to \$3 million in 2024 to decrease the city's potential financial risk from court judgments. Actual expenditure in 2022 was over \$6.7 million.

Employee Training and Safety Fund: This account is used to provide training to city employees. In 2024, this account was increased by \$150,000 to \$220,000, reflecting planned efforts by the Department of Employee Relations to expand and improve training and talent development opportunities for city employees.

Insurance Fund: This account provides funding for insurance premiums for city policies. In 2024, the account is increased by nearly \$150,000 to about \$1.62 million. This funding amount reflects anticipated insurance premium payments in 2024.

Land Management: This account supports the maintenance and management costs of RACM and city owned improved property, with the goal of preserving property for sale and return to private ownership. Funding of \$900,000 is provided in 2024, an increase of \$224,000 from 2023 to better reflect actual costs. In 2022, this account was funded from the American Rescue Plan Act (ARPA).

Outside Counsel/Expert Witness Fund: This account funds legal representation in cases with conflicts of interest, specialized expertise, or requirements beyond the City Attorney's existing capacity. The 2024 budget increases funding for this account by over \$240,000 to \$391,000 to reflect anticipated costs. Actual costs in 2022 were over \$650,000.

Remission of Taxes Fund: This account funds the refunding of incorrect *ad valorem* taxes and interest on the same to property owners who successfully appeal their property assessments. Funding is increased by \$86,565 to \$1.5 million in the 2024 budget, based on anticipated needs.

Unemployment Compensation: This account funds the city's portion of unemployment compensation benefit payments to city employees who are laid off or otherwise separated from service. Eligibility for this benefit is determined by the State of Wisconsin upon review of the employee's level of earnings and the circumstances surrounding the separation from employment. Funding of \$400,000 is provided in 2024, an increase of \$200,000 from 2023. The 2023 budget was lower due to credits from the State of Wisconsin.

Violence Interruption: This account supports the Office of Community Wellness and Safety's violence interruption initiative. Local residents in priority neighborhoods outlined in the Blueprint for Peace are trained as violence interrupters. Interrupters seek to prevent violence by mediating conflicts likely to result in gun violence or other serious injury. Funding of \$750,000 is provided in 2024. In 2022, this account was funded from the American Rescue Plan Act (ARPA).

One Milwaukee Citizen-Led Transformational Fund: The 2024 Proposed Budget allocates \$5 million for community programs recommended by the ARPA Funding Allocation Task Force. The Mayor's budget proposes allocating levy-funded dollars for these efforts in lieu of ARPA to allow for greater flexibility and remove time constraints. The Common Council created the ARPA Task Force in June 2022 (Resolution Number 211910) to provide recommendations for transformational uses of ARPA funds. The Task Force includes representatives from the Mayor's Office, Common Council, Comptroller's Office, Budget Office, and Equity Office, the Community Development Grants Administration director, and two community members.

Wages Supplement Fund: This account funds anticipated wage and fringe benefit increases for city employees, including increases resulting from collective bargaining agreements and changes to non-union compensation. Funding of about \$17.4 million is provided in 2024, an increase of over \$8 million from 2023. This increase reflects increased efforts by the Department of Employee Relations to provide market rate-comparable compensation rates for city positions, many of which have been stagnant for several years.

Opioid Settlement Fund: This fund was established to accept and account for funding delivered to the City from the National Prescription Opioid Settlement, authorized by 2021 Wisconsin Act 57 and administered by the Wisconsin Department of Justice. This \$1.43 million account will fund opioid mitigation efforts in the Health Department.

SPECIAL PURPOSE ACCOUNTS SUMMARY

<u>Special Purpose Accounts Miscellaneous</u>	2022	2023	2024	2024	Change	
	Actual	Adopted	Requested	Proposed	2024 Proposed	
	Expenditures	Budget	Budget	Budget	2023 Adopted	2024 Requested
Alternative Transportation for City Employees	\$67,187	\$60,000	\$62,000	\$62,000	\$2,000	\$0
Annual Payment to Department of Natural Resources	7,039	7,100	7,100	7,100	0	0
Audit Fund	285,000	290,000	302,000	302,000	12,000	0
Boards and Commissions Reimbursement Expense	9,099	16,000	16,000	16,000	0	0
Care of Prisoners Fund	0	1,000	1,000	1,000	0	0
Children's Savings Accounts	25,000	25,000	25,000	25,000	0	0
City Collection Contract	1,087,707	1,250,000	530,000	530,000	-720,000	0
City Memberships	86,332	119,500	125,000	125,000	5,500	0
Contribution Fund General	0	2,900,000	2,900,000	2,900,000	0	0
Crisis Response-Trauma Informed Care Counseling	0	180,000	205,000	205,000	25,000	0
Damages and Claims Fund	6,722,385	1,225,000	3,000,000	3,000,000	1,775,000	0
eCivis Grants Locator	12,000	21,250	21,250	21,250	0	0
Economic Development Committee Fund	0	20,000	20,000	20,000	0	0
E-Government Payment Systems	142,108	200,000	200,000	200,000	0	0
Employee Training and Safety Fund	52,749	70,000	70,000	220,000	150,000	150,000
Employee Resource Group Fund	3,853	5,000	5,000	5,000	0	0
Firemen's Relief Fund	190,548	177,000	190,000	190,000	13,000	0
Flexible Spending Account	56,242	60,000	60,000	60,000	0	0
Graffiti Abatement Fund	58,157	65,000	65,000	65,000	0	0
Group Life Insurance Premium	4,513,393	4,200,000	4,200,000	4,200,000	0	0
Insurance Fund	1,336,201	1,470,968	1,619,389	1,619,389	148,421	0
Land Management	0	676,000	676,000	900,000	224,000	224,000
Long Term Disability Insurance	740,447	750,000	750,000	750,000	0	0
Maintenance of Essential Utility Services	54,722	55,000	55,000	55,000	0	0
Milwaukee Arts Board Projects	240,879	250,000	250,000	250,000	0	0
Milwaukee Fourth of July Commission	153,245	125,000	125,000	125,000	0	0
MKE Community Excellence Fund	14,360	50,000	50,000	50,000	0	0
MMSD User Charge	0	56,246,399	56,957,218	56,957,218	710,819	0
Less Recover MMSD User Charge	0	-56,246,398	-56,957,217	-56,957,217	-710,819	0
Municipal Court Intervention Program	487,000	487,000	487,000	487,000	0	0
Outside Counsel/Expert Witness Fund	659,196	150,000	391,000	391,000	241,000	0
Reimbursable Services Advance Fund	0	50,000,001	50,000,001	50,000,001	0	0
Less Recover Reimbursable Services Advance Fund	0	-50,000,000	-50,000,000	-50,000,000	0	0
Remission of Taxes Fund	809,635	1,413,435	1,500,000	1,500,000	86,565	0
Reserve for 27th Payroll	0	1,500,000	1,500,000	1,500,000	0	0
Retirees Benefit Adjustment Fund	24,739	25,000	25,000	25,000	0	0
Tuition Reimbursement Fund	599,304	700,000	700,000	700,000	0	0
Unemployment Compensation Fund	0	200,000	400,000	400,000	200,000	0
Violence Interruption	365,192	750,000	750,000	750,000	0	0
One Milwaukee Citizen-Led Transformational Fund	0	0	0	5,000,000	5,000,000	5,000,000
Wages Supplement Fund	0	9,350,000	24,900,000	17,295,500	7,945,500	-7,604,500

SPECIAL PURPOSE ACCOUNTS

	2022 Actual Expenditures	2023 Adopted Budget	2024 Requested Budget	2024 Proposed Budget	Change 2024 Proposed Versus	
					2023 Adopted	2024 Requested
<u>Special Purpose Accounts Miscellaneous</u>						
Opioid Settlement Fund	1,285	0	1,424,819	1,425,000	1,425,000	181
Total Miscellaneous SPAs	\$18,805,004	\$28,844,255	\$47,607,560	\$45,377,241	\$16,532,986	\$-2,230,319
Board of Zoning Appeals	\$302,964	\$335,499	\$449,450	\$0	\$-335,499	\$-449,450
Workers' Compensation Fund	\$9,468,948	\$11,500,000	\$11,500,000	\$11,500,000	\$0	\$0
<u>Employee Health Care Benefits</u>						
Administration Expenses	\$5,864,967	\$6,200,000	\$6,200,000	\$6,200,000	\$0	\$0
UHC Choice Plus (formerly Claims)	2,056,264	4,000,000	3,500,000	3,500,000	-500,000	0
Wellness Program	2,208,973	2,900,000	2,900,000	2,900,000	0	0
Dental Insurance	1,658,224	1,800,000	1,800,000	1,800,000	0	0
UHC Choice "EPO" (formerly HMOs)	99,285,851	108,500,000	109,000,000	109,000,000	500,000	0
High Deductible Health Plan	55,229	150,000	100,000	100,000	-50,000	0
Total Employee Health Care Benefits	\$111,129,508	\$123,550,000	\$123,500,000	\$123,500,000	\$-50,000	\$0
Grand Total Special Purpose Accounts	\$139,706,424	\$164,229,754	\$183,057,010	\$180,377,241	\$16,147,487	\$-2,679,769

SPECIAL PURPOSE ACCOUNT BOARD OF ZONING APPEALS

BUDGET SUMMARY

	2022 Actual Expenditures	2023 Adopted Budget	2024 Requested Budget	2024 Proposed Budget	Change	
					2023 Adopted	2024 Proposed Versus 2024 Requested
<u>Personnel</u>						
FTEs - Operations & Maintenance	4.33	4.33	5.33	0.00	-4.33	-5.33
FTEs - Other	0.00	0.00	0.00	0.00	0.00	0.00
Total Positions Authorized	11	11	12	0	-11	-12
<u>Expenditures</u>						
Salaries and Wages	\$199,542	\$213,034	\$289,276	\$0	\$-213,034	\$-289,276
Fringe Benefits	89,281	95,865	130,174	0	-95,865	-130,174
Operating Expenditures	14,141	26,600	30,000	0	-26,600	-30,000
Equipment	0	0	0	0	0	0
Total	\$302,964	\$335,499	\$449,450	\$0	\$-335,499	\$-449,450
<u>Revenues</u>						
Licenses and Permits	\$239,534	\$225,000	\$225,000	\$0	\$-225,000	\$-225,000
Total	\$239,534	\$225,000	\$225,000	\$0	\$-225,000	\$-225,000

The 2024 Proposed budget moves the Board of Zoning Appeals to the Department of Administration. Please refer to the Department of Administration section for more information on the Board of Zoning Appeals

SPECIAL PURPOSE ACCOUNT EMPLOYEE HEALTH CARE BENEFITS

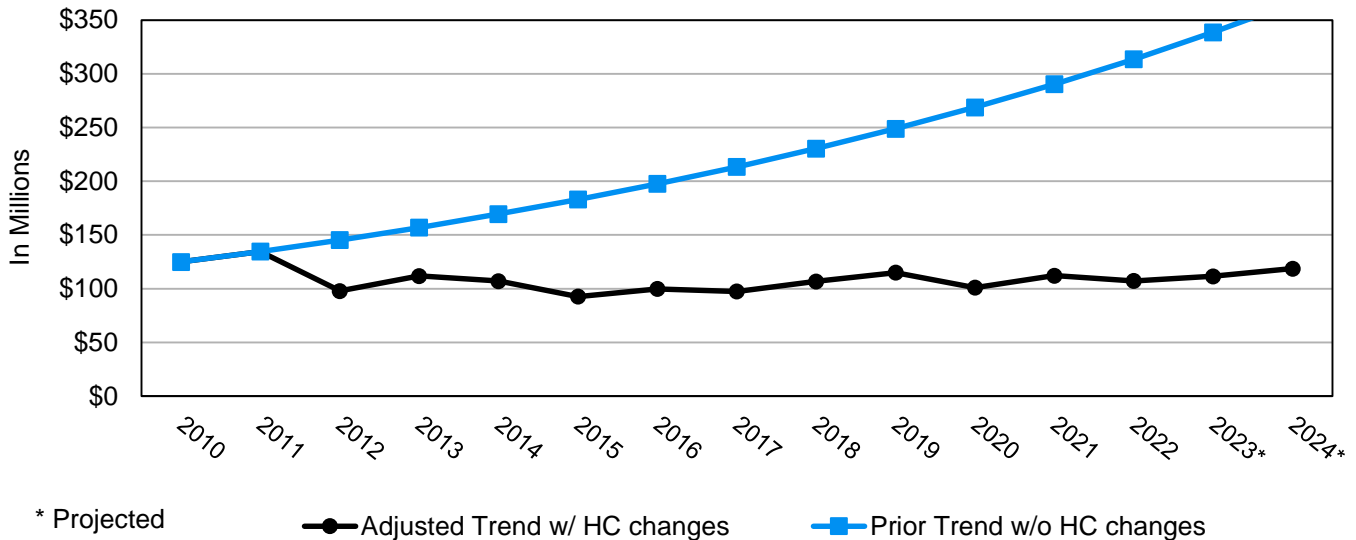
SUMMARY OF EXPENDITURES

	2022 Actual Expenditures	2023 Adopted Budget	2024 Requested Budget	2024 Proposed Budget	Change 2024 Proposed Versus	
					2023 Adopted	2024 Requested
UHC Choice Plus PPO	\$2,056,264	\$4,000,000	\$3,500,000	\$3,500,000	\$-500,000	\$0
UHC Choice EPO	99,285,851	108,500,000	109,000,000	109,000,000	500,000	0
HDHP	55,229	150,000	100,000	100,000	-50,000	0
Dental Insurance	1,658,224	1,800,000	1,800,000	1,800,000	0	0
Wellness Program	2,208,973	2,900,000	2,900,000	2,900,000	0	0
Administrative Expense	5,864,967	6,200,000	6,200,000	6,200,000	0	0
Total	\$111,129,508	\$123,550,000	\$123,500,000	\$123,500,000	\$-50,000	\$0

This special purpose account covers employee health care costs for three separate self-funded plans, administered through UnitedHealthcare (UHC), Choice Plus PPO, Choice EPO, and a High Deductible Health Plan along with dental insurance, administrative expenses, and the City’s comprehensive wellness program. The Department of Employee Relations (DER) manages the account and all related benefits, programs, and services.

Prior to 2012, total health care expenditures were increasing at a rate of 8 to 9% annually, reaching almost \$139 million in 2011, and were projected to reach \$187 million by 2015 (see Figure below). In light of this unsustainable trend, the City, with the support of policy makers, elected officials, employees, and vendor partners, took steps to control the rising costs of health care.

Health Care Expenditure Trend



The City launched initiatives to address the increased cost and utilization trends in health care and worker’s compensation. The City began examining policies to encourage more appropriate health care benefit utilization, including developing and significantly expanding a formal wellness program, opening an onsite Workplace Clinic, and implementing initiatives to decrease workplace injuries. Recognizing the importance of these ongoing efforts, as

well as the link between employee health care, wellness, and safety, the DER has worked to integrate these areas into a model of total worker health and employee wellbeing.

Health Care: The City has experienced positive health care expenditure trends over the past decade. The City's experience is possible because of employees' high engagement in the City's comprehensive health and wellness program and onsite clinic services to improve health awareness and encourage smarter healthcare utilization choices. Employees' actions to improve or maintain their health significantly affect healthcare trends, limiting premium increases over the past 10 years and allowing the City to maintain generous health benefits for employees.

Wellness Program: The City's wellness program has grown significantly since its inception in 2009 and includes the Health Appraisal, the outcomes-based Healthy Rewards, and a wide range of programs, services and resources, such as a wellness center, traveling wellness center sites, year round coaching and access to registered dietitians, ongoing educational sessions, chronic condition prevention and management programs, flu clinics, group fitness classes, mental health and financial wellness initiatives, an onsite nurse liaison as well as the City's onsite clinics and Froedtert FastCare Clinic services. The comprehensive wellness program and onsite clinic services play a critical role in the City's efforts to control healthcare costs while providing a substantial benefit to employees and their families and contributing to an integrated model for total worker health, safety and wellbeing.

DER uses a multi-pronged approach to inform decision making and provide critical feedback on current and new programs. The Wellness and Prevention Labor Management Committee reviews all benefit and wellness related programming including trends and issues impacting programs and employees. DER meets regularly with employee wellness champions through the Wellness Promotion Committee, which serves as a sounding board on programs and services. DER also holds health and wellness vendor partner meetings to share best practices, discuss barriers to access and participation in programs, and ensure continuity of benefit programming at multiple levels. This transparent and inclusive approach builds trust and ensures the benefits and wellness program continues to be designed by employees for employees.

2024 Highlights

The City's annual health care expenditures are significant and affect funding available for other City services. The cost of medical care continues to increase and DER is working on both short and long term strategies to control healthcare costs while ensuring employees have affordable access to health care. In 2021, for the first time in six years, additional benefit design changes were implemented for employees to help control increasing expenditures. To balance those changes, additional care options were implemented through the City's Workplace Clinic to include chronic condition management and dependent care options as well as wellness and prevention care. The Workplace Clinic remains a critical and free resource to help employees and their families obtain care and identify health concerns before they become more urgent issues. In 2024, the City plans to implement primary care options to further support employees and their families.

The City continues to self-insure the health plans provided to employees and retirees and established a reserve fund to address the risk associated with being self-funded and fluctuating health care expenditures. The reserve fund provides protection if annual expenditures exceed budget funding. The City has not purchased stop loss insurance to date because its health plan experience has not warranted that type of coverage. The City will continue to explore stop loss insurance on an annual basis to determine if this coverage is needed.

In 2021, DER launched a new voluntary benefits initiative starting with vision insurance to provide additional solutions to address the changing needs of employees and their families and give employees the opportunity to tailor a benefit package that meets their specific circumstances. In 2022, additional voluntary benefits were added including short-term disability, critical illness, and accident insurance coverage.

DER Benefits continues to expand communication options to help educate employees on the many benefit programs and services available to them and improve understanding and utilization of those benefits. Employees have access to a library of benefit videos and a dedicated online resource center for new employees and open enrollment. DER implemented a benefit counselor service that is used during open enrollment and has been expanded year-round for employee onboarding. DER also offers virtual onboarding options to ensure new employees understand the City's benefit offerings.

SPECIAL PURPOSE ACCOUNT WORKER'S COMPENSATION

SUMMARY OF EXPENDITURES

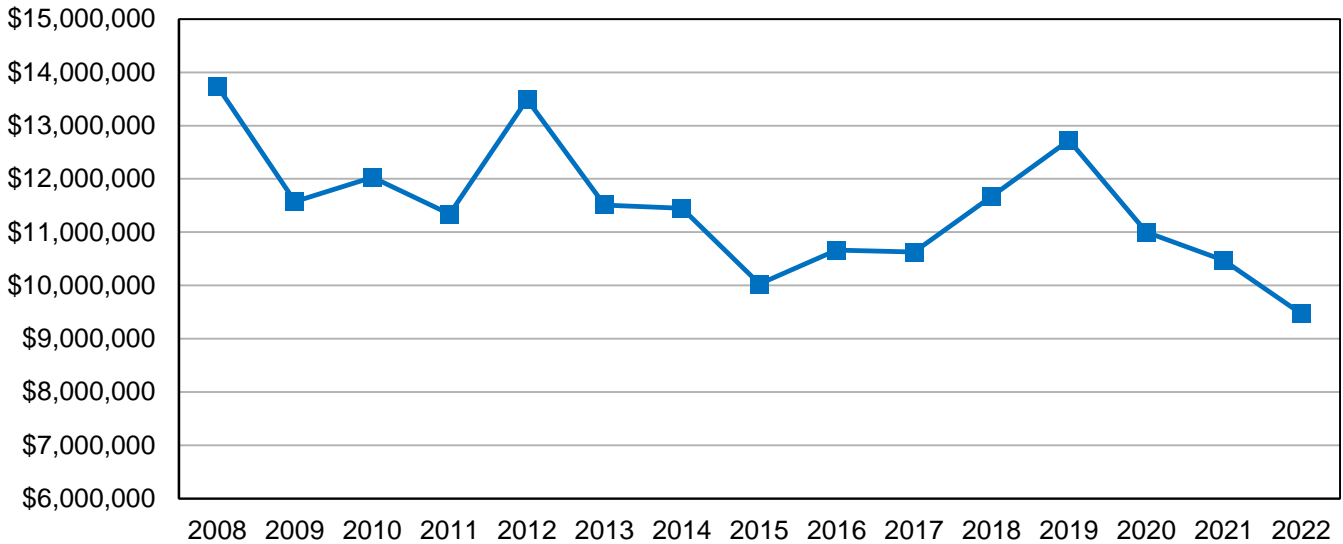
	2022 Actual Expenditures	2023 Adopted Budget	2024 Requested Budget	2024 Proposed Budget	Change 2024 Proposed Versus	
					2023 Adopted	2024 Requested
Worker's Compensation	\$9,468,948	\$11,500,000	\$11,500,000	\$11,500,000	\$0	\$0
TOTAL	\$9,468,948	\$11,500,000	\$11,500,000	\$11,500,000	\$0	\$0

The Worker's Compensation Special Purpose Account, managed by the Department of Employee Relations (DER), funds the city's financial obligations under the State's Worker's Compensation Act. The number and severity of claims as well as medical inflation drives the cost.

The 2024 budget for the worker's compensation account totals \$11.5 million. Since 2011, worker's compensation expenditure trends have remained relatively flat and are not expected to increase unless unforeseen events occur that lead to more severe injuries and higher injury rates (see Figure 1).

The worker's compensation program is self-funded and administered by CorVel Corporation. CorVel has a long-standing relationship with the City of Milwaukee and is a valuable partner providing bill review and Preferred Provider Organization (PPO) network services when the City self-administered worker's compensation benefits. CorVel has a proactive healthcare approach that puts the injured worker first and makes proper medical care for employees the priority. DER works closely with CorVel in a collaborative approach to claims administration that focuses on helping employees recover from injuries and return to full health.

Worker's Compensation Expenditures



DER continues to assess current practices and implement new initiatives to address employee safety, fulfilling the City's responsibility to provide the safest possible work environment for employees. DER's Risk Management and

Safety Officer works with departments and safety personnel to implement practices for injury prevention and mitigation as well as ongoing training efforts to promote employee safety. The Risk Management and Safety Officer also works with departments to update department safety plans and annual safety reporting.

Over the past few years, DER has worked to implement a more structured training program to address employees' safety concerns. In 2022, 62 safety classes were offered with around 1,300 participants. DER continues to collaborate with departments and outside organizations to identify and provide relevant training opportunities for employees, including the trainings listed below.

- Active Shooter Training
- Basic Self Defense Safety Training
- Dog Bite Prevention
- Defensive Driving Training
- Personal Safety/Situational Awareness (Lone Worker Training)
- NAMI Community Members Living with Mental Health
- NAMI Communicating De-escalation Strategies and Techniques
- NAMI Friends and Family
- Trauma Informed Care (addressed, moral hurt, and resilience) initiative
- Conflict Management
- See Something Say Something
- Bully Prevention

Froedtert Occupational Health provides occupational health services for the City of Milwaukee. Froedtert Workforce Health provides comprehensive health and wellness services to employees and their families and supports the City's goal of an integrated model for total work health, safety and wellbeing. Using Froedtert Occupational Health for pre-employment services allows the City to capitalize on existing synergies with health and wellness efforts, employee safety, and risk management initiatives and the need to assess employment suitability at time of hire. Pre-employment medical exams use screening mechanisms at the time of hire and help identify interventions to prevent and reduce workplace injuries. Froedtert also conducts job analysis to align pre-placement evaluations with physical job demands and cost effective management of work related injury treatment and rehabilitation service

Froedtert Occupational Health also works with the City's existing wellness programs to implement targeted programs to increase worker safety, identify unsafe work conditions and practices, improve job readiness, and educate and train employees to reduce future injuries.

FRINGE BENEFIT OFFSET

BUDGET SUMMARY

	2022 Actual Expenditures	2023 Adopted Budget	2024 Requested Budget	2024 Proposed Budget	Change 2024 Proposed Versus	
					2023 Adopted	2024 Requested
Fringe Benefit Offset	\$-173,802,260	\$-163,674,341	\$-207,928,613	\$-179,312,379	\$-15,638,038	\$28,616,234
Total	\$-173,802,260	\$-163,674,341	\$-207,928,613	\$-179,312,379	\$-15,638,038	\$28,616,234

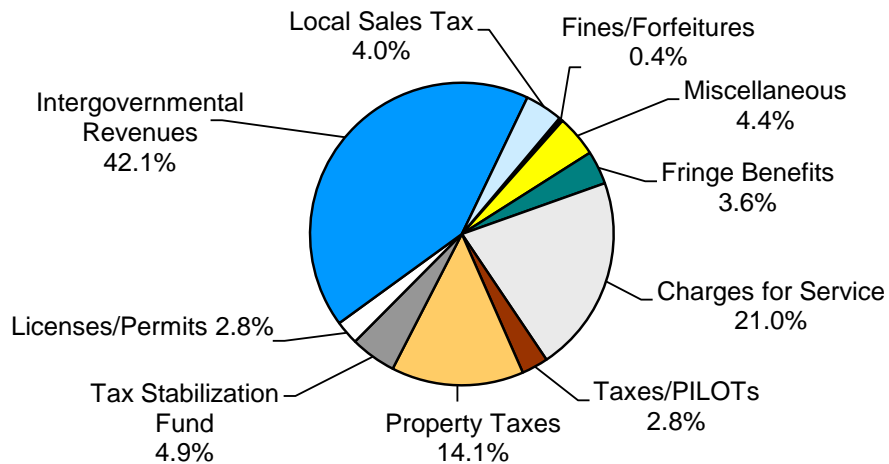
Employee fringe benefit costs are appropriated in various special purpose accounts. In addition, department operating budgets include an estimated employee fringe benefit factor in order to reflect the total cost of department operations. The 2024 budget offsets this “double” budget with a budget offset, to avoid levying twice for employee benefits. This approach avoids overstating the total city budget by the fringe benefit factor, which in 2024 amounts to approximately \$179.3 million.

SOURCE OF FUNDS FOR GENERAL CITY PURPOSES

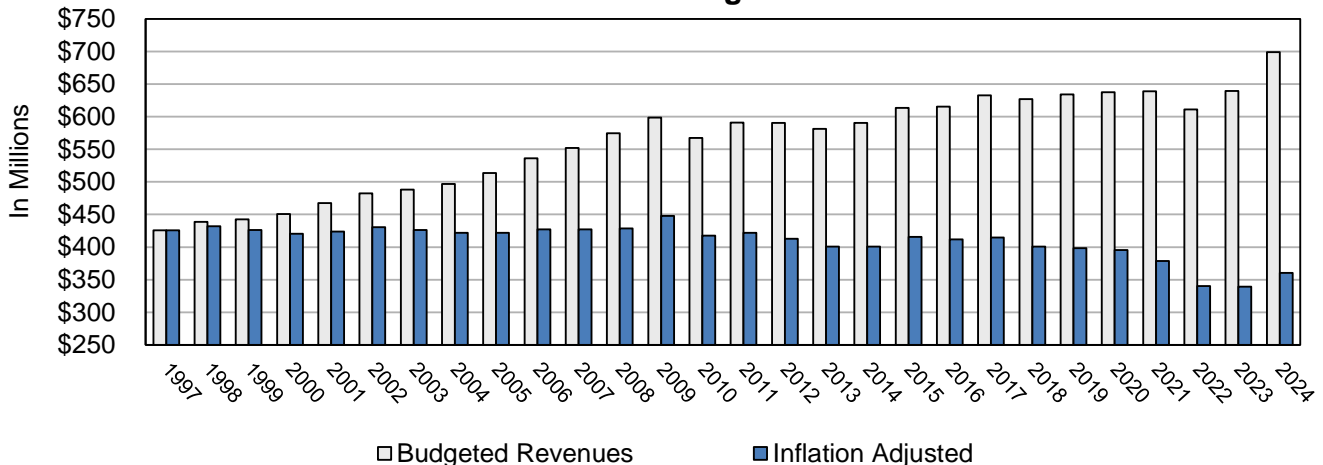
Each year, the Comptroller’s Office develops revenue estimates for the upcoming budget year. When finalized, these estimates determine the property tax levy and reserve fund withdrawals needed to offset budgeted expenditures. In 2024, the city anticipates generating approximately \$699.2 million in revenue for general city purposes. The chart below provides a breakdown of these revenues by major category.

Revenue diversification and enhancement provides the city with the means to retain existing service levels. Property tax increases continue to be limited by state legislation but the 2024 budget sees significant changes to the City’s overall revenue structure. For the first time in a generation State Shared revenue is expected to have a meaningful increase of nearly \$22 million and is expected to annually grow with inflation. In addition, the State passed Wisconsin Act 12 which allowed the City to levy a local sales tax. In July 2023, the Council approved a two percent local sales tax and the Mayor signed the tax into law. The estimated sales tax revenue in 2024 is \$184,000,000. Approximately \$28 million of the sales tax will be used in the general fund to maintain and increase police and fire department service levels. The remainder of the sales tax revenue will be a source of revenue for the Pension System.

2024 General City Purpose Revenues by Source



General City Purpose Revenues 1997 through 2024

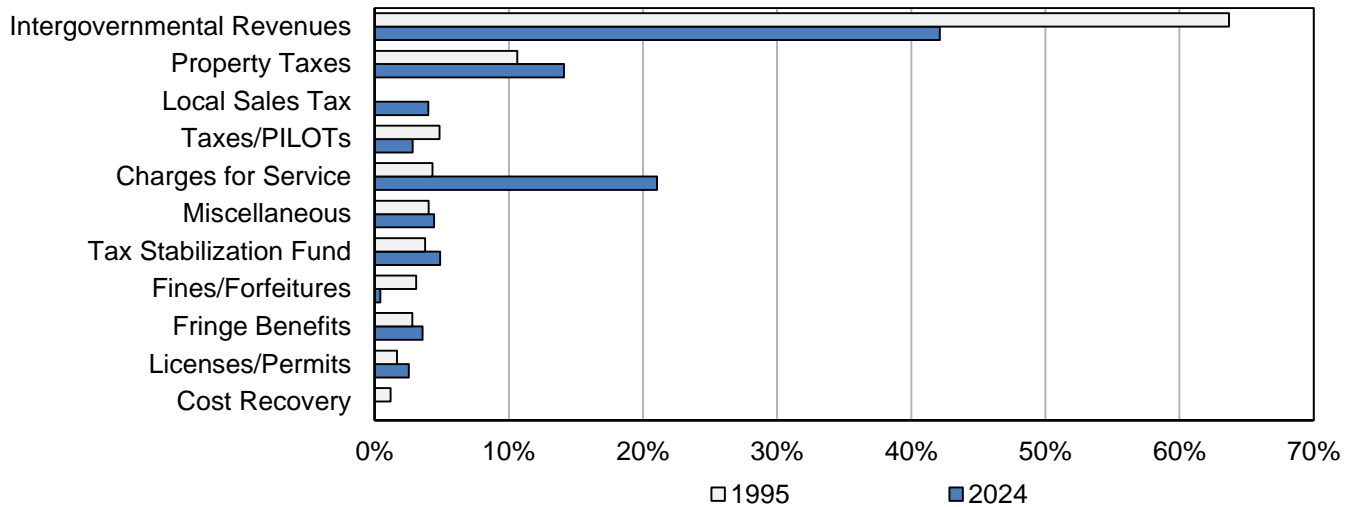


Even with the increase in Shared Revenue and a new local sales tax, the overall general city purposes revenues have grown less than the rate of inflation. Revenues in 1997 equaled \$426 million which is \$66 million higher than the inflation adjusted revenue for 2024 of \$360 million.

There are a variety of sources of funds for the general city purposes budget. The following chart illustrates the distribution of the different revenue categories in the 1995 budget and the 2024 budget. A noticeable shift in intergovernmental, property taxes, and charges for service is evident over the time period. The city received proportionately more intergovernmental aid in 1995 when it accounted for 63.7% of total revenues versus 42.1% in 2024.

Over the same time period, the city’s reliance on property taxes increased from 10.6% to 14.1%. The city has increased its efforts to diversify revenues by increasing charges for service as a percentage of revenue from 4.3% to 21.0%.

General City Purpose Revenues by Source



The following discussion provides more specific detail on the different categories of general purpose revenues.

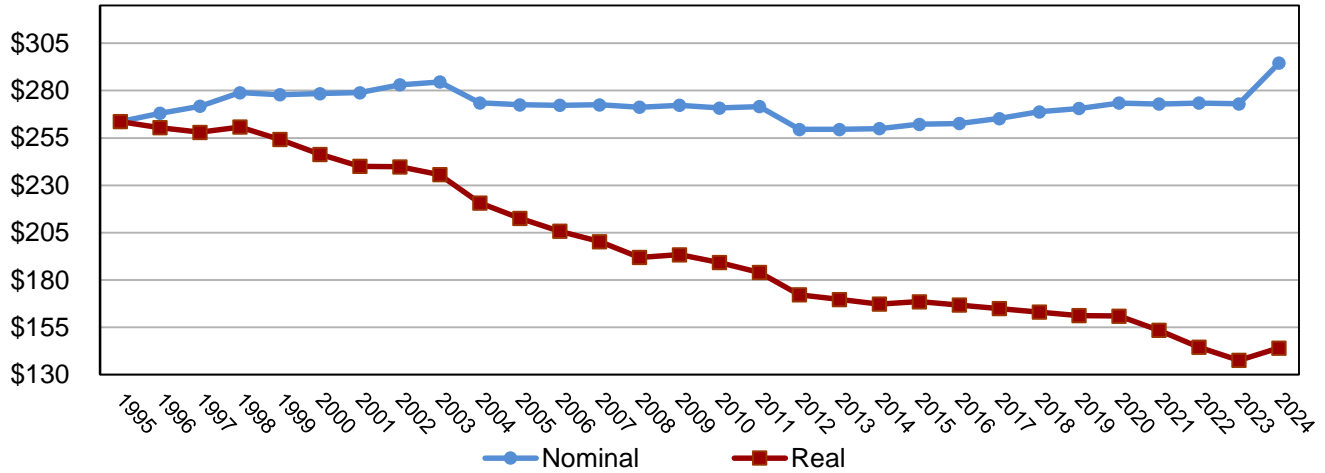
Intergovernmental Revenue: These revenues include funding received from other governmental jurisdictions, state and federal aid formulas, grants, and other program specific government aids. In the 2024 budget, intergovernmental revenues total \$294.6 million, an increase of \$21.5 million from 2023.

The largest amount of state aids received by the city comes in the form of state shared revenue. In 2024, the city expects to receive \$241.3 million of shared revenue; an increase of \$21.9 million from 2023.

Since the state fixed the allocation for shared revenue in 1995 and later fixed the amount municipalities received, the city is unable to rely on shared revenue to address its structural budget issues. The city has turned to other sources of funds or service cuts to offset this lack of growth. Even with the ten percent increase in Shared Revenue in 2024, the city will experience a \$119 million decrease in real intergovernmental aids since 1995.

The state transportation aids are determined by the amount that is spent on transportation related accounts and the funds made available in the state budget for this purpose. In 2024, these aids total \$29.5 million, the same amount as 2023.

Intergovernmental Revenue 1995 through 2024 (In Millions)



Another state aid is the expenditure restraint payment. The program provides payments to communities that control their general fund expenditures. General fund expenses are allowed to increase by the CPI and 60% of the net new construction. The other qualifying factor is an equalized property tax rate above \$5 per \$1,000 of equalized value. Funds are distributed by the percentage of excess property tax levy which means the higher you tax the more money you receive. Milwaukee has done an excellent job of controlling its property tax levy, causing the expenditure restraint aids to remain relatively flat. The estimate for 2024 is \$9.8 million, a decrease of \$513,000 from 2023.

Property Taxes: The property tax levy will provide \$98.6 million in revenue for the general city purposes budget in 2024. In 2024, the total city tax levy will be \$317.4 million; a \$6.2 million increase in the tax levy from the 2023 budget.

Taxes and Payments in Lieu of Taxes: The 2024 budget includes an estimated \$47.8 million in revenue attributable to taxes and payments in lieu of taxes (PILOTs), an increase of \$27.3 million from 2023. These funds include:

- Revenues raised by non-property tax levies;
- Occupational taxes;
- Trailer park taxes;
- Principal, interest, and penalties on delinquent taxes;
- Property tax adjustments;
- TID excess revenue; and
- Payments from property tax exempt governmental entities.
- Local Sales tax

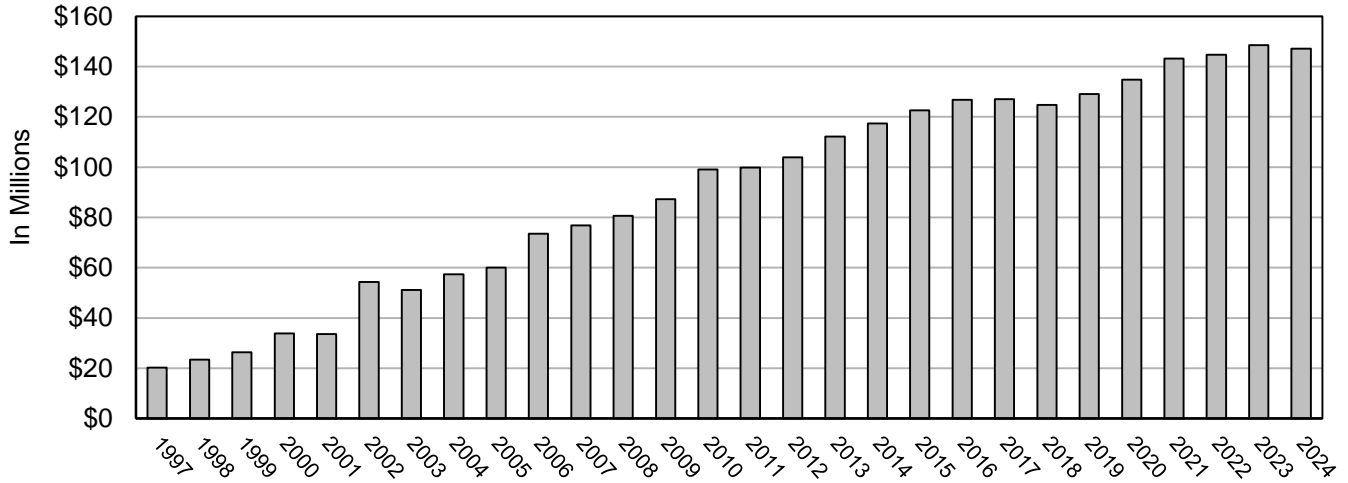
The \$27.3 million increase from 2023 is primarily due to the addition of the two percent local sales tax, which is estimated to generate \$28 million in general city purposes revenue.

Charges for Services: The 2024 budget includes \$147.1million in revenue from charges for services, a decrease of \$1.4 million from 2023. This category of funding encompasses revenue received for services provided by city operating departments.

The following chart illustrates the increased city reliance on user-based fees. Charges for service revenues increased from \$20.3 million in 1997 to \$147.1 million in 2024. Fees for solid waste, snow and ice, street lighting, and sewer maintenance are charged to city property owners according to usage, instead of through the tax levy. These fees are increasing by 2% in the 2024 budget.

The solid waste fee is a charge that recovers approximately 90% of the cost of weekly garbage collection. Service costs for related solid waste services like recycling, and special collections are also recovered through the fee. An additional charge is made to residences that have more than one garbage cart per household.

**Charges for Service Revenue
1997 though 2024**



In 2024 the annual extra garbage cart fee increases from \$75.04 per cart above one cart per household to \$76.54, an increase of \$1.50 from 2023. There is no charge for additional recycling carts. The solid waste fee increases from \$251.22 per year for residential units to \$256.24, and increase of \$5.02, and will generate \$49.5 million when combined with the extra garbage cart fee.

The snow and ice fee increases from \$1.11 per foot of property frontage to \$1.13, an increase of \$0.02 from 2023. In 2024, the fee will generate a total of \$11.0 million.

Forestry stormwater management costs will continue to be recovered through the sewer maintenance fee. The budget reflects tree pruning costs which are charged to the sewer maintenance fee. This is done in the form of a \$21.5 million transfer from the sewer maintenance fund to the general fund.

The street lighting fee is estimated to generate \$9.7 million in 2024. The fee offsets the cost of operating and maintaining the City’s street lights. Costs recovered through the fee include electricity, equipment, labor, and other operating expenses like parts and materials. Properties are assessed the Street Lighting fee based on a rate of \$1.06 per foot of frontage that the property has on streets that are served by City of Milwaukee street lights.

Miscellaneous Revenues: Miscellaneous revenues include the transfer from the transportation fund, interest on investments, funds from the sale of surplus property, real estate property sales, several spending offset accounts, and other revenues not included in any other category. In 2024, these revenues are expected to total \$31.0 million, a decrease of \$5.0 million from 2023. The primary change in 2024 is no transfer from other funds, which is a decrease of \$10 million. The decrease is partially offset by an increase in interest income of \$4.1 million.

Fines and Forfeitures: Revenue of \$3.0 million related to fines and forfeitures is included in the 2024 budget. Fines and forfeitures include payments received from individuals as penalties for violating municipal laws. The revenue in this account reflects collections made by the Municipal Court.

Licenses and Permits: In 2024, revenue from licenses and permits is estimated at \$17.9 million, an increase of \$27,000 from 2023. These funds include charges administered by various departments for legal permission to engage in a business, occupation, or other regulated activity.

Fringe Benefit Offset: The fringe benefit costs associated with reimbursable, grant, enterprise fund, and capital activity are gross budgeted in the general fund. These other funds make a payroll payment to the general fund to offset the cost of their general fund budgeted fringe benefits, which is anticipated to be \$25.0 million in 2024. This is a decrease of \$27.0 million from 2023. The 2024 proposed budget uses \$77 million of remaining ARPA to fund salaries. If this allocation is approved it is expected this revenue account will increase by \$34.2 million.

Tax Stabilization Fund (TSF): The tax stabilization fund accumulates unexpended appropriations and revenue surpluses. It assists in stabilizing the city's tax rate and protects citizens from tax rate fluctuations that can result from erratic variations in non-property tax revenues. The estimated balance of the fund as of January 1, 2023 was \$29.4 million. The 2024 budget includes no withdrawal from the Tax Stabilization Fund.

SOURCE OF FUNDS FOR GENERAL CITY PURPOSES

	2021 Actual <u>Expenditures</u>	2022 Actual <u>Expenditures</u>	2023 Adopted <u>Budget</u>	2024 Proposed <u>Budget</u>	Change 2024 Proposed Versus 2023 Adopted
<u>Taxes and Payments in Lieu of Taxes</u>					
Housing Authority	\$1,002,490	\$1,031,347	\$875,000	\$1,000,000	\$125,000
Parking	1,444,000	1,464,000	1,464,000	1,503,000	39,000
Water Works	13,459,000	13,585,205	14,500,000	14,000,000	-500,000
Trailer Park Taxes	85,083	98,394	84,000	90,000	6,000
Payment in Lieu of Taxes Other	383,005	397,813	870,000	370,000	-500,000
PILOT Wisconsin Center District		250,000		750,000	750,000
Interest/Penalties on Taxes	1,890,280	1,788,848	1,600,000	1,789,000	189,000
TID Excess Revenue	1,861,219	589,678	591,000	0	-591,000
Other Taxes	925,638	-382,969	505,000	300,000	-205,000
Local Sales Tax	0	0	0	28,032,000	28,032,000
Total Taxes	\$21,050,715	\$18,822,316	\$20,489,000	\$47,834,000	\$27,345,000
<u>Licenses and Permits</u>					
<u>Licenses</u>					
Dog and Cat	\$64,579	\$101,720	\$86,000	\$89,000	\$3,000
Food City Clerk	1,839,436	2,313,290	2,046,000	2,219,000	173,000
Food Health Dept.	96,510	167,985	170,000	170,000	0
Health Dept. Non-Food	21,415	31,921	15,000	20,000	5,000
Scales	349,292	372,019	321,000	377,000	56,000
Miscellaneous City Clerk	1,742,313	2,368,238	2,049,000	2,331,000	282,000
Miscellaneous Neighborhood Services	229,115	183,064	175,000	179,000	4,000
Ambulance Service License	0	4,400	2,000	5,000	3,000
Miscellaneous Dept. Public Works Administration	13,258	13,022	12,000	13,000	1,000
<u>Permits</u>					
Board of Zoning Appeals	\$211,564	\$239,534	\$225,000	\$235,000	\$10,000
Zoning Change Fees	38,675	47,100	40,000	40,000	0
Building	5,210,882	5,524,961	5,102,000	4,892,000	-210,000
Electrical	1,882,440	1,759,324	2,042,000	2,000,000	-42,000
Elevator	447,340	313,127	450,000	450,000	0
Occupancy	381,493	559,870	410,000	410,000	0
Plumbing	858,543	801,395	868,000	868,000	0
Miscellaneous Neighborhood Services	114,574	117,555	115,000	119,000	4,000
Sign and Billboard	87,333	172,987	82,000	82,000	0
Special Events	132,060	183,130	132,000	132,000	0
Miscellaneous Dept. of Public Works	208,217	220,103	207,000	220,000	13,000
Special Privilege Misc. Neighborhood Services	88,507	301,790	300,000	300,000	0
Sprinkler Inspection	205,456	194,583	203,000	203,000	0
Use of Streets Excavating	2,973,378	3,808,860	2,778,000	2,503,000	-275,000
Total Licenses and Permits	\$17,196,380	\$19,799,978	\$17,830,000	\$17,857,000	\$27,000
<u>Intergovernmental Revenue</u>					
Fire Insurance Premium	\$1,384,413	\$1,524,381	\$1,444,000	\$1,500,000	\$56,000
Local Street Aids	30,037,987	29,758,339	29,495,000	29,495,000	0
Payment for Municipal Services	2,087,445	2,522,368	2,500,000	2,500,000	0
State Payments Police	859,932	467,577	856,000	935,000	79,000
State Shared Revenue (General)	219,162,468	219,431,478	219,368,000	241,268,000	21,900,000
Other State Payments	52,418	50,917	7,000	7,000	0
Expenditure Restraint Aid	10,267,969	10,559,094	10,340,000	9,827,000	-513,000

SOURCE OF FUNDS FOR GENERAL CITY PURPOSES

	2021 Actual Expenditures	2022 Actual Expenditures	2023 Adopted Budget	2024 Proposed Budget	Change 2024 Proposed Versus 2023 Adopted
Computer Exemption Aid	6,610,439	6,655,900	6,699,000	6,699,000	0
Personal Property Exempt Aid	1,453,898	1,415,492	1,410,000	1,410,000	0
Video Service Provider Aid	920,227	920,227	920,000	920,000	0
Total Intergovernmental Revenue	\$272,837,196	\$273,305,773	\$273,039,000	\$294,561,000	\$21,522,000
<u>Charges for Services - General Government</u>					
City Attorney	\$841,609	\$649,959	\$828,000	\$728,000	\$-100,000
Dept. of Employee Relations	236,066	276,665	256,000	313,000	57,000
City Treasurer	189,818	116,234	121,000	119,000	-2,000
Common Council City Clerk	203,744	192,326	220,000	225,000	5,000
Cable Franchise Fee	3,361,408	3,151,607	3,360,000	3,152,000	-208,000
Comptroller	463,752	485,734	510,000	500,000	-10,000
Municipal Court	1,054,732	1,245,253	1,447,000	1,116,000	-331,000
Assessor	956,343	1,187,886	1,000,000	1,150,000	150,000
Dept. of City Development	108,050	108,510	108,000	108,000	0
Dept. of Administration	107,955	121,896	82,000	91,000	9,000
Fire Dept.	8,565,646	8,886,350	7,563,000	7,581,000	18,000
Police Dept.	4,353,530	6,341,839	4,039,000	4,835,000	796,000
Dept. of Neighborhood Services	9,952,106	10,561,678	9,713,000	9,845,000	132,000
Building Razing	611,601	432,222	500,000	480,000	-20,000
Fire Prevention Inspections	2,172,710	2,227,334	2,200,000	2,200,000	0
Essential Services	0	0	40,000	40,000	0
Placard Fee	3,480	3,600	7,000	5,000	-2,000
IT/Training Surcharge Dept. of Neighborhood Services	317,196	346,384	300,000	300,000	0
Dept. of Public Works Operations Buildings and Fleet	3,758,284	3,064,522	3,540,000	3,075,000	-465,000
Dept. of Public Works Infrastructure Division	3,017,435	4,408,610	4,266,000	4,080,000	-186,000
Dept. of Public Works Operations Division Forestry	329,944	384,160	760,000	560,000	-200,000
Harbor Commission	6,392,000	6,856,288	6,423,600	6,743,282	319,682
Dept. of Public Works Administrative Services	-3,382,047	1,874,953	1,149,000	1,500,000	351,000
Dept. of Public Works Operations Div. Sanitation	4,994,059	5,716,833	4,651,000	4,965,000	314,000
Solid Waste Fee	45,024,252	44,932,612	46,727,000	47,661,000	934,000
Extra Garbage Cart Fee	1,793,000	1,765,000	1,857,000	1,857,000	0
Snow and Ice Control Fee	10,435,544	10,457,586	10,682,000	10,961,000	279,000
Forestry Stormwater Management	24,370,944	24,395,944	24,421,000	21,529,000	-2,892,000
Apartment Garbage Pickup	45,084	116,412	40,000	40,000	0
Health Dept.	1,045,913	749,510	1,133,000	644,000	-489,000
Public Library	73,813	148,800	188,000	181,000	-7,000
County Federated System	758,513	760,469	819,000	819,000	0
Street Lighting Fee	7,199,384	9,652,651	9,588,000	9,729,000	141,000
Total Charges for Services	\$139,355,868	\$151,619,827	\$148,538,600	\$147,132,282	\$-1,406,318
<u>Fines and Forfeitures</u>					
Municipal Court	\$2,566,472	\$3,132,639	\$3,301,000	\$3,001,000	-\$300,000
Other	11,864	29,497	1,000	0	-1,000
Total Fines and Forfeitures	\$2,578,336	\$3,162,136	\$3,302,000	\$3,001,000	-\$301,000
<u>Miscellaneous Revenue</u>					
Transfer from other funds	\$16,725,761	\$10,000,000	\$10,000,000	\$0	\$-10,000,000
Interest on Overdue Invoices	0	262,738	100,000	80,000	-20,000
Interest on Investment	-74,244	3,156,607	2,542,000	6,667,000	4,125,000
Contributions	2,234,734	2,864,721	2,900,000	2,900,000	0

SOURCE OF FUNDS FOR GENERAL CITY PURPOSES

	2021 Actual <u>Expenditures</u>	2022 Actual <u>Expenditures</u>	2023 Adopted <u>Budget</u>	2024 Proposed <u>Budget</u>	Change 2024 Proposed Versus 2023 Adopted
DOA Property Sales	553,830	348,557	270,000	282,000	12,000
DPW-ISD Facilities-Rent	0	391,351	326,000	344,000	18,000
Comptroller-Rent	602,593	85,049	80,000	80,000	0
DCD Rent	83,854	53,314	32,000	30,000	-2,000
DOA Rent/Leases	14,109	110,402	100,000	124,000	24,000
Sale Recyclable Materials	75,614	2,525,112	1,360,000	1,360,000	0
Other Miscellaneous	1,700,399	856,879	1,197,000	1,047,000	-150,000
Insurance Recovery	78,231	-27,530	15,000	15,000	0
Potawatomi	23,678	5,831,977	5,800,000	5,800,000	0
Harbor Commission Transfer	4,377,159	1,698,502	1,718,000	1,739,000	21,000
Opioid Settlement funds	1,679,243	1,974,576	0	1,425,000	1,425,000
Vehicle Registration Fee	8,927,888	9,103,807	9,450,000	9,100,000	-350,000
Total Miscellaneous Revenue	\$37,002,849	\$39,236,062	\$35,890,000	\$30,993,000	\$-4,897,000
<u>Fringe Benefits</u>					
Fringe Benefit Offset	\$22,378,953	\$31,771,533	\$52,000,000	\$25,000,000	\$-27,000,000
Total Fringe Benefits	\$22,378,953	\$31,771,533	\$52,000,000	\$25,000,000	\$-27,000,000
<u>Total General Fund Revenue</u>	\$512,400,297	\$537,717,625	\$551,088,600	\$566,378,282	\$15,289,682
Amount to be Raised Pursuant to 18-02-6	\$119,286,102	\$85,038,772	\$88,461,529	\$132,836,963	\$44,375,434
Less:					
Tax Stabilization Fund Withdrawal (Sustainable)	\$6,500,000	\$0	\$0	\$0	\$0
Tax Stabilization Fund Withdrawal (Revenue Anticipation)	\$0	\$0	\$0	\$34,200,000	\$34,200,000
Property Tax Levy	\$112,786,102	\$85,038,772	\$88,461,529	\$98,636,963	\$10,175,434
Total Sources of Funds for General City Purposes	\$631,686,399	\$622,756,397	\$639,550,129	\$699,215,245	\$59,665,116

B. PROVISION FOR EMPLOYEES' RETIREMENT FUND

MISSION: Secure payment of retirement benefit obligations in a manner that seeks to avoid destabilizing city operations and that limits the transfer of financial responsibility to future generations by funding those obligations over the remaining work life of System members in an actuarially sound basis.

SUMMARY OF EXPENDITURES

	2022 Actual Expenditures	2023 Adopted Budget	2024 Requested Budget	2024 Proposed Budget	Change 2024 Proposed Versus	
					2023 Adopted	2024 Requested
<u>Firemen's Pension Fund</u>						
Lump Sum Supplement Contribution	\$18,000	\$18,000	\$18,000	\$18,000	\$0	\$0
Subtotal	\$18,000	\$18,000	\$18,000	\$18,000	\$0	\$0
<u>Policemen's Pension Fund</u>						
PABF Payroll	\$22,709	\$24,000	\$18,000	\$12,000	\$-12,000	\$-6,000
Lump Sum Supplement Contribution	10,000	10,000	10,000	2,000	-8,000	-8,000
Subtotal	\$32,709	\$34,000	\$28,000	\$14,000	\$-20,000	\$-14,000
<u>Employees' Retirement Fund</u>						
Employer's Pension Contribution	\$70,014,039	\$100,000,000	\$134,415,000	\$205,410,000	\$105,410,000	\$70,995,000
Employer's Pension Contribution - WRS	\$0	\$0	\$0	\$1,300,000	\$1,300,000	\$1,300,000
Employer's Pension Contribution - Employers' Reserve Fund	0	0	0	0	0	0
Administration	17,289,833	23,383,349	23,957,885	24,271,800	888,451	313,915
Subtotal	\$87,303,872	\$123,383,349	\$158,372,885	\$230,981,800	\$107,598,451	\$72,608,915
Social Security Tax	\$20,216,281	\$20,000,000	\$21,000,000	\$22,000,000	\$2,000,000	\$1,000,000
Deferred Compensation Plan	\$278,679	\$433,502	\$480,667	\$522,427	\$88,925	\$41,760
Total	\$107,849,541	\$143,868,851	\$179,899,552	\$253,536,227	\$109,667,376	\$73,636,675
<u>Revenues</u>						
Fringe Benefits Pensions	\$1,522,165	\$1,687,329	\$2,153,633	\$2,251,055	\$563,726	\$97,422
Charges for Service ERS	17,289,833	23,383,349	23,957,885	24,271,800	888,451	313,915
Charges for Service Deferred Compensation	279,122	433,502	480,667	522,427	88,925	41,760
Property Tax Levy	88,641,764	118,230,671	153,142,367	70,357,945	-47,872,726	-82,784,422
Local Sales Tax	0	0	0	155,968,000	155,968,000	155,968,000
Employer's Reserve Fund	0	0	0	0	0	0
Misc. Employees' Retirement System	117,100	134,000	165,000	165,000	31,000	0
Total	\$107,849,984	\$143,868,851	\$179,899,552	\$253,536,227	\$109,667,376	\$73,636,675

The Employees' Retirement Fund includes provisions for employee pensions, the Policemen's Annuity and Benefit Fund, the Firemen's Pension Fund, social security contributions, and the City's Deferred Compensation Plan.

The Employees' Retirement System (ERS) is responsible for administering the city's defined benefit pension plan for city employees and city agency members of the system. The system operates under the direction of the Annuity and Pension Board. Retirement contributions for employees of the Milwaukee Metropolitan Sewerage District, the Wisconsin Center District, Water Works, Milwaukee Public School Board (excluding teachers), and the Milwaukee Area Technical College are borne by those respective governmental units and are not included in these appropriations. There were 29,613 members in the system as of January 1, 2023, including 9,800 active members and 13,853 retirees.

The Policemen's Annuity and Benefit Fund (PABF) administers pensions for city police officers employed prior to 1947. There were two members as of August 2023.

Funds in the Firemen's Pension Fund are provided for retired fire fighters who were employed prior to 1947. This fund had six members as of August 2023.

The Comptroller oversees the city's contribution for payment of the employer's share of social security tax. The Deferred Compensation Board is responsible for administration of the city's Deferred Compensation Plan.

STRATEGY IMPLEMENTATION

Stable Contribution Policy: The City had used a stable contribution policy since it was adopted in 2013. The stable contribution policy is based on a blended rate representing the total employer contribution rate which results from adding the proportionately weighted rates of the three employee groups. The blended rate is applied to covered compensation to determine the City's contribution. The blended rate was updated every five years. However, due to the provisions in WI Act 12 the City will repeal the stable contribution policy.

Employer's Pension Contribution: The 2024 proposed budget includes a pension contribution of \$205.4 million to the City of Milwaukee Employees Retirement System and an additional \$1.3 million to the Wisconsin Retirement System for a total contribution of \$206.7 million, an increase of \$106.7 million from 2023. Several factors contributed to the significant increase. Prior to the adoption of WI Act 12 the City estimated the pension contribution for 2023 was \$134.4 million. The 2023 adopted budget included a \$100.0 million pension contribution, as the required contribution amount was not known until mid-year 2023. In addition, WI Act 12 requires the City to reduce its assumed rate of investment return from 7.5% to 6.8%. This change led to an increase cost of approximately \$40.5 million. Finally, WI Act 12 also requires the City to provide funding to other agencies whose normal cost also increased from the change in assumed investment return rate. This increase the City's contribution by \$6.3 million.

ERS' unfunded liabilities were \$ 1,306,260,000 before the implementation of WI Act 12, reflecting an 81.5% funded status on an actuarial basis. After the implementation of WI Act 12 the unfunded liabilities increased to \$1,868,740,000, or a funding status of 75.5%.

Local Sales Tax: Wisconsin Act 12 provided the City of Milwaukee the ability to enact a local sales tax up to two percent. In July 2023, the City passed a local sales tax ordinance enacting a two percent sales tax. The provisions of WI Act 12 require the City to use the sales tax to pay for the unfunded actuarial accrued liability and to fund the increased normal cost for the City and another participating agencies that are due to reducing the rate of return from 7.5% to 6.8%. The 2024 proposed budget includes \$156 million on sales tax revenue to fund these pension payments.

Employer's Reserve Fund: The City has a pension reserve fund that can be used to ease the impact of increasing pension contributions. The reserve fund has a current balance of \$83.5 million. The 2024 proposed budget does not anticipate a withdrawal from the reserve fund.

Social Security Payments: In the 2023 budget, \$22 million is provided for social security payments.

Administration: In the 2024 proposed budget, ERS administrative costs are \$24.3 million.

Policemen's Employer's Pension Contribution (PABF): The 2024 budget does not include a contribution for the former Policemen's Annuity and Benefit Fund. Instead the city will provide \$12,000 for member payments on an on-going basis from an account funded by an annual appropriation.

Lump Sum Contribution for Policemen's Annuity and Benefit Fund (PABF): There is \$2,000 provided in the 2024 budget to provide a pension supplement.

Lump Sum Contribution for Firemen's Annuity and Benefit Fund (FABF): A total of \$18,000 is provided in the 2024 budget for a pension supplement to remaining members of this fund.

EMPLOYEES' RETIREMENT SYSTEM

MISSION: Administer the plan as provided under the city charter, as a fiduciary pursuant to state and federal requirements as an IRS-qualified retirement plan and trust, maintain member and beneficiary records, pay the benefits to which members and beneficiaries are entitled, communicate with and council members and beneficiaries, and invest and manage the funds of the trust in a prudent and vigilant manner.

BUDGET SUMMARY

	2022 Actual Expenditures	2023 Adopted Budget	2024 Requested Budget	2024 Proposed Budget	Change	
					2023 Adopted	2024 Requested Versus
Personnel						
FTEs - Operations & Maintenance	48.41	51.00	51.00	51.00	0.00	0.00
FTEs - Other	0.00	0.00	0.00	0.00	0.00	0.00
Total Positions Authorized	57	59	59	59	0	0
Expenditures						
Salaries and Wages	\$3,492,461	\$3,749,620	\$4,785,852	\$5,002,345	\$1,252,725	\$216,493
Fringe Benefits	1,522,165	1,687,329	2,153,633	2,251,055	563,726	97,422
Operating Expenditures	11,507,681	15,910,400	16,305,400	16,305,400	395,000	0
Equipment	767,526	2,036,000	713,000	713,000	-1,323,000	0
Special Funds	0	0	0	0	0	0
Total	\$17,289,833	\$23,383,349	\$23,957,885	\$24,271,800	\$888,451	\$313,915
Revenues						
Charges for Services	\$17,289,833	\$23,383,349	\$23,957,885	\$24,271,800	\$888,451	\$313,915
Miscellaneous	117,100	134,000	165,000	165,000	31,000	0
Total	\$17,406,933	\$23,517,349	\$24,122,885	\$24,436,800	\$919,451	\$313,915

DEPARTMENT MISSION AND RELATIONSHIP TO COMMUNITY GOALS

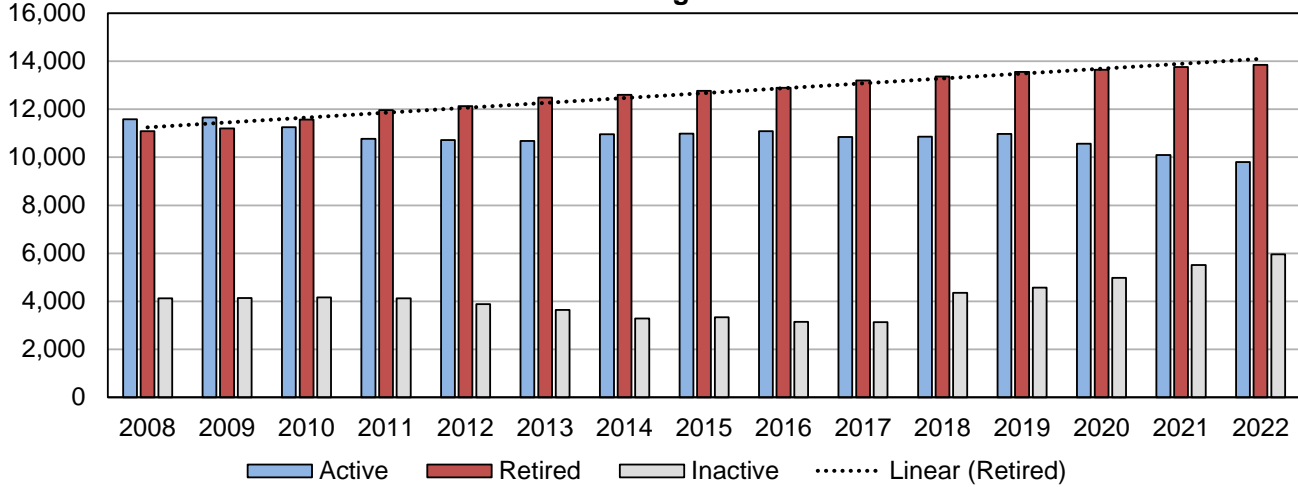
Community Goals and Department Objectives:

1. Optimize the amount of tax levy funding needed to support the Employees' Retirement System consistent with the risk assumed by the investment policy.
 - Effectively manage the pension funds under its control.
 - Provide fiduciary standard of care as required by state law to its members and beneficiaries.

The Employees' Retirement System ("ERS" or "the Fund") operates a multiple employer cost-sharing defined benefit pension plan for employees of the City of Milwaukee and related agencies. ERS contributes to the city's fiscal stability and capacity by effectively managing the pension funds under its control. Effective management of these funds optimizes the amount of tax levy and member funding needed to support ERS and the pensions it manages. It also ensures adequate funding for the city's long term financial obligations to retirees and their beneficiaries. ERS also administers the enrollment and contributions for the Group Life Insurance program and health care for city retirees, including COBRA health and dental plans. As of January 2023, there were 29,613 members and beneficiaries in the Employees' Retirement System, of which approximately 66.9% are retirees or inactive members.

The Annuity and Pension Board is the trustee of the system's funds and is responsible for the system's general administration. The Executive Director & Secretary is responsible for the daily operation of the system and function with oversight by the Board.

**Membership Trends
2008 through 2022**



The Annuity & Pension Board is a city agency pursuant to state law that serves as an independent fiduciary with a duty of loyalty to members and beneficiaries of the system and is sworn to act solely in their interests. The Board is comprised of three trustees elected by the members and beneficiaries, one trustee elected by the retirees, three appointed by the President of the Common Council, and the city Comptroller as an ex officio trustee. This structure and the Board’s status as an independent fiduciary was confirmed by a 2018 decision of the Wisconsin State Supreme Court.

Key Performance Measures	2022 Actual	2023 Projected	2024 Planned
Annualized excess return above the blended benchmark index, gross of fees (over the past five years).	1.6%	0.5%	0.5%
Exceed 95% favorable rating on customer satisfaction survey.	99%	98%	98%

STRATEGY IMPLEMENTATION

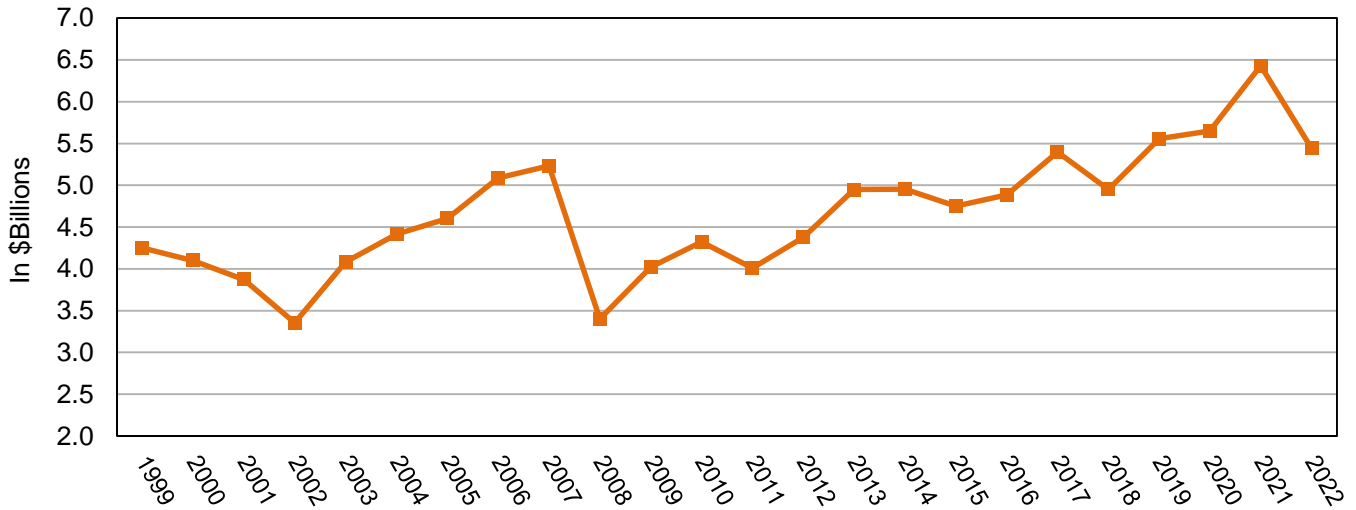
The actuarial accrued liabilities on behalf of the ERS members are approximately \$7.1 billion as of January 1, 2023.

The Annuity and Pension Board voted in April 2019 to reduce the investment return assumption for the fund from 8.0% for calendar years through 2022 and 8.25% beginning in 2023 to 7.5% for all years, effective with the 2019 valuation, and to amortize the resulting unfunded liabilities over 25 years. The reduction of the investment return assumption to 7.5% significantly increased the actuarial accrued liability, resulting in a liability increase of \$450 million in 2019. As of January 1, 2023, the actuarial accrued liability is approximately \$7.1 billion, and the funded status on an actuarial basis is 82.7%, with an unfunded liability of approximately \$1.2 billion. The Board’s adopted reduction in the investment return assumption reduced projected earnings from investments and thereby increased both unfunded liabilities and the required employer contributions. Further information on the impacts on changes to the investment return assumptions, liabilities, and funded status are discussed later in Wisconsin Act 12 impacts.

Higher interest rates allowed the Annuity and Pension Board to approve a new asset allocation in June 2023 that is expected to reduce return volatility without sacrificing expected returns. The Annuity and Pension Board works with its investment consultant and staff to identify a prudent long-term investment strategy that balances the prospects for achieving this long-term return target with the expected year-to-year downside-risks.

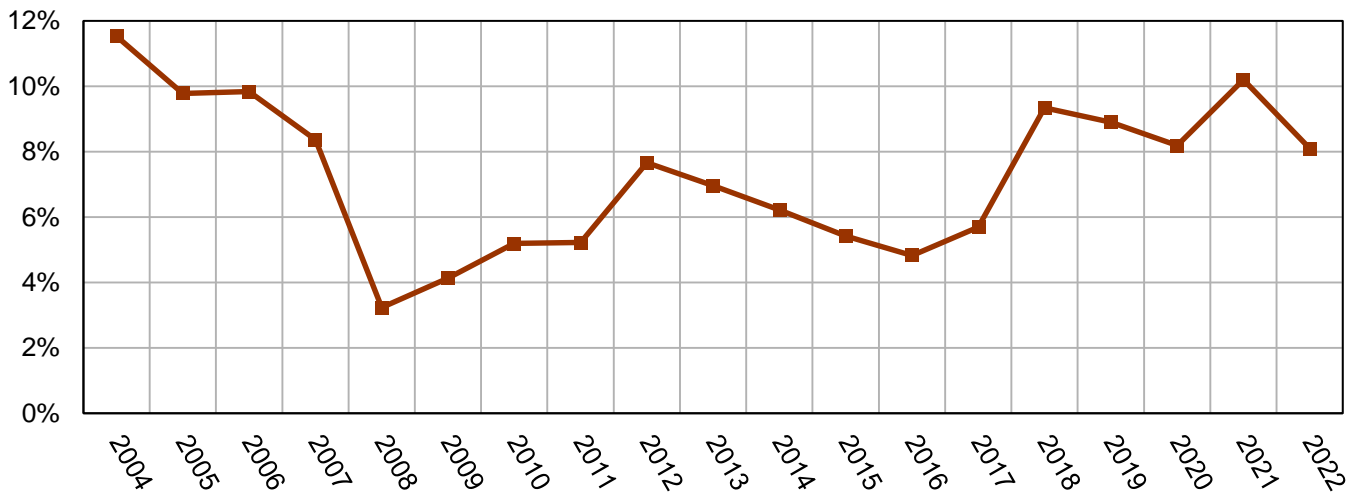
The inherent volatility of capital markets has created material swings in the Fund's value in recent years. Despite this volatility, the Fund has been able to generate an annualized 5-year return of 6.4% and an annualized 10-year return of 8.1%, both net of fees.

Value of Assets Available for Benefits



The below chart shows historical information with the 10-year rolling average of returns for time periods ending on December 31 (net of fees).

Total Fund 10-year Rolling Average Return (net of fees)



In 2022, the Fund's stock benchmark declined 18.4% and the Fund's bond benchmark declined 13.0%. The strategic asset allocation that the Annuity and Pension Board has approved is diversified in more investment types than stocks and bonds. This asset class diversification, combined with successful advice, implementation, and investment manager performance, resulted in the Fund generating an investment return that was significantly better than its benchmark and peers. The Fund's return in 2022 was -6.5%, net of fees, and outperformed its benchmark return of -10.6%. When compared to its Public Fund peers, the Fund's -6.5% return ranked in the top decile according to data published by the Fund's investment consultant. As of July 31, 2023, major stock markets have rebounded strongly year-to-date, albeit while still not fully recovering all of the declines experienced in 2022. The Fund's year-to-date return as of July 31, 2023, is 7.3%, net of fees, underperforming its benchmark by 1.9%. The Fund's market value as of July 31, 2022 is \$5.73 billion.

During the 15-year period from 2008-2022, investment gains of approximately \$4.3 billion have contributed substantially to funding the approximately \$5.2 billion in benefit payments made during the period, aided by approximately \$1.55 billion of employer and member contributions. The most recent actuarial report projects benefit payments to be approximately \$5.3 billion over the next 10 years. Increased contributions are needed to maintain the Fund's current asset level.

ERS measures the Fund's performance by comparing its investment return against a blended benchmark index consisting of the following indices:

- Morgan Stanley Capital International ACWI IMI (All Country World Investable Market Index) Stock Index
- Bloomberg U.S. Aggregate Bond Index
- NFI-ODCE (NCREIF Open End Diversified Core Equity) Real Estate Property Index
- 90 Day T-Bill + 3%
- Russell 3000 + 2%
- S&P Global Infrastructure Index
- FTSE EPRA/NAREIT Developed Market Index
- S&P Global Natural Resources Index
- Bloomberg U.S. Treasury TIPS Index
- Bloomberg Commodity Total Return Index

The blended benchmark is weighted according to the asset allocation strategy adopted by the Annuity and Pension Board. This strategy takes advantage of long term investment and market trends that occur over the life of an investment cycle. The Fund's long-term objective is to outperform the blended benchmark by 0.5%.

Customer Service: ERS provides enhanced customer service through a series of membership awareness projects and counseling on a variety of benefits, including pension, disability, separation, and death benefits.

ERS also administers group life insurance and retiree health insurance for the City of Milwaukee and certain city agencies. A monthly retiree newsletter and annual newsletter to active members provide information on a variety of issues, including fund performance, tax issues, and health insurance issues. Letters, counseling sessions, and phone conversations inform individuals of their rights, options, and answer their questions. ERS regularly conducts community presentations and pre-retirement seminars for its members. More recently, due to the COVID pandemic, ERS has switched to conducting these seminars using video conferencing. The response has been positive and ERS plans to continue some online sessions in 2024 and beyond. The ERS member handbooks, brochures, and website also improve customer service delivery.

ERS focuses on providing enhanced online services and business process automation. Several technology upgrade projects were completed in 2022 and more will be completed in 2023, primarily focusing on security enhancements and infrastructure upgrades. Enhancements were made to the ERS website and self-service site, including security updates and additional service features. Network security enhancements better protect and secure member and

institutional data and provide a more proactive approach to network security. As the risk to IT networks continue to increase, ERS plans to further strengthen its security in 2024 and will use a third-party security firm to assist in a security review.

The ERS budget is funded almost entirely by pension trust fund assets, as approved by the Annuity and Pension Board. Because funds allocated to ERS administration and management are not available for investment, ERS aims to minimize expense growth and operate with optimal cost effectiveness.

The 2024 budget increases by approximately \$888,000, primarily due to higher salary costs, a projected increase in professional services and IT expenditures.

WISCONSIN 2023 Act 12 Impacts

Provisions of 2023 Wisconsin Act 12 that significantly impact ERS:

- ERS is soft closed to new hires and re-hires effective January 1, 2024
- State mandated 30-year amortization of unfunded actuarial accrued liability
- State mandated investment return assumption no higher than WRS (currently 6.8%)
- State mandated financial and actuarial audit by the Wisconsin Legislative Audit Bureau

Total Actuarial Accrued Liability	
Pre-Act 12	\$7,053,087,000
Post-Act 12	\$7,616,350,000

Unfunded Actuarial Accrued Liability	Pre-Act 12	Post-Act 12
Based on Actuarial Value of Assets	\$1,306,260,000	\$1,868,740,000
Based on Market Value of Assets	\$1,626,760,000	\$2,189,250,000

Funded Ratio	Pre-Act 12	Post-Act 12
Based on Actuarial Value of Assets	81.5%	75.5%
Based on Market Value of Assets	76.9%	71.3%

COM Employer Contribution	2023	2024
	\$131,780,000	\$174,890,000

ERS Member Population (1/1/2023)	General	Police	Fire	Total
Active Members	7,476	1,591	699	9,766
Pensionable Payroll Size	\$388,670,000	\$146,530,000	\$62,370,000	\$597,580,000

Retirees (1/1/2023)	All Groups
Head Count	19,813
Total Annual Benefits	\$451,050,000

DEFERRED COMPENSATION

MISSION: To help City of Milwaukee employees save assets adequate to retire at the desired time, with dignity, and with sufficient income throughout retirement via a tax deferred savings plan under Section 457(b) of the Internal Revenue Code.

BUDGET SUMMARY

	2022 Actual Expenditures	2023 Adopted Budget	2024 Requested Budget	2024 Proposed Budget	Change 2024 Proposed Versus	
					2023 Adopted	2024 Requested
Personnel						
FTEs - Operations & Maintenance	2.54	3.00	3.00	3.00	0.00	0.00
FTEs - Other	0.00	0.00	0.00	0.00	0.00	0.00
Total Positions Authorized	3	3	3	3	0	0
Expenditures						
Salaries and Wages	\$182,241	\$198,553	\$231,081	\$259,881	\$61,328	\$28,800
Fringe Benefits	79,283	89,349	103,986	116,946	27,597	12,960
Operating Expenditures	17,155	67,600	67,600	67,600	0	0
Equipment	0	3,000	3,000	3,000	0	0
Special Funds	0	75,000	75,000	75,000	0	0
Total	\$278,679	\$433,502	\$480,667	\$522,427	\$88,925	\$41,760
Revenues						
Charges for Services	\$279,122	\$433,502	\$480,667	\$522,427	\$88,925	\$41,760
Total	\$279,122	\$433,502	\$480,667	\$522,427	\$88,925	\$41,760

SUMMARY OF SERVICES DELIVERED BY THIS DEPARTMENT

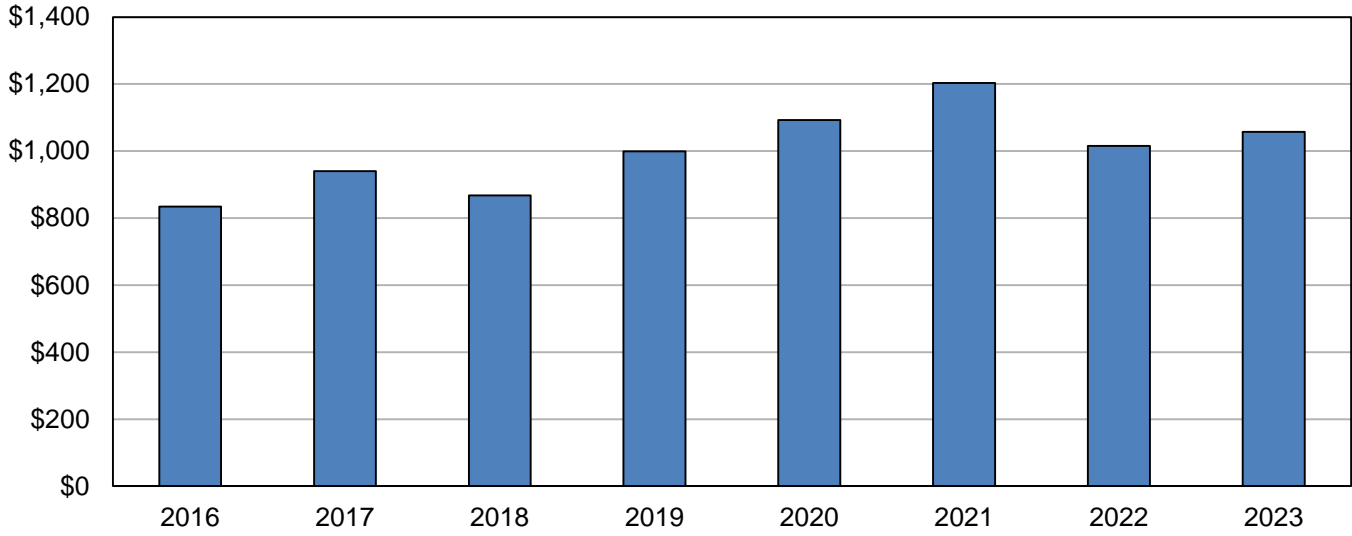
The Deferred Compensation Plan offers an optional, supplemental retirement savings plan for City of Milwaukee employees. The Plan is an Internal Revenue Code Section 457 deferred compensation plan, which allows employees to save money directly from their paycheck for retirement, and offers tax benefits and different investment options. In 2017, the Plan implemented auto enrollment and re-enrollment for all of its employees (with the exception of collectively bargained police and fire employees), which means that employees are enrolled and/or re-enrolled into the Plan at a minimum of 3% deferred contributions, unless they elect to opt out of the Plan. In 2023, employees could contribute up to \$22,500 (and an additional \$500 for those age 50 or older, and additional catch-up contributions for employees within 3 years of their retirement date) to their Deferred Compensation accounts.

The Department, through the oversight of the Deferred Compensation Board, vigilantly monitors investment management and administrative fees, clearly discloses same to participants on an annual basis, educates participants on financial planning topics, utilizes industry best practices, academic research, and partnerships with financial sector experts to consistently improve the Plan's investment options, performance analysis, and employee participation and savings rates, and administers the Plan in accordance with applicable regulations to maintain the Plan's tax deferred status.

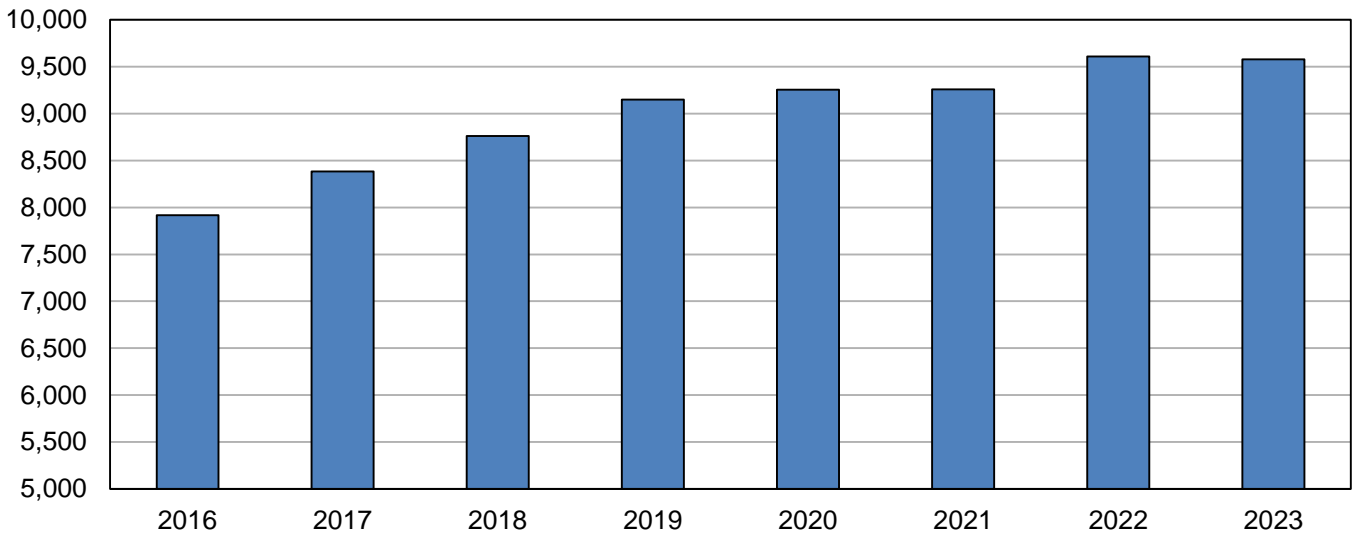
Description of Services Provided	Budget*	FTEs
Facilitating administration of the Deferred Compensation Plan	\$522,427	3
Total *Does not include grant (including ARPA), capital, or reimbursable funding sources.	\$522,427	3

KEY PERFORMANCE MEASURES

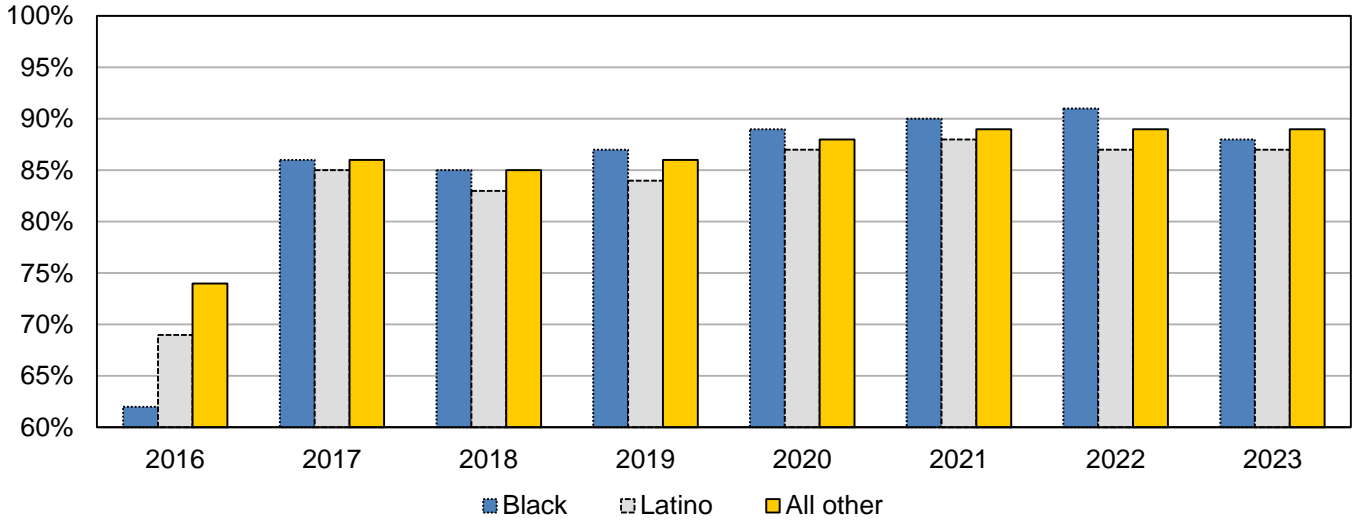
Assets (in millions)



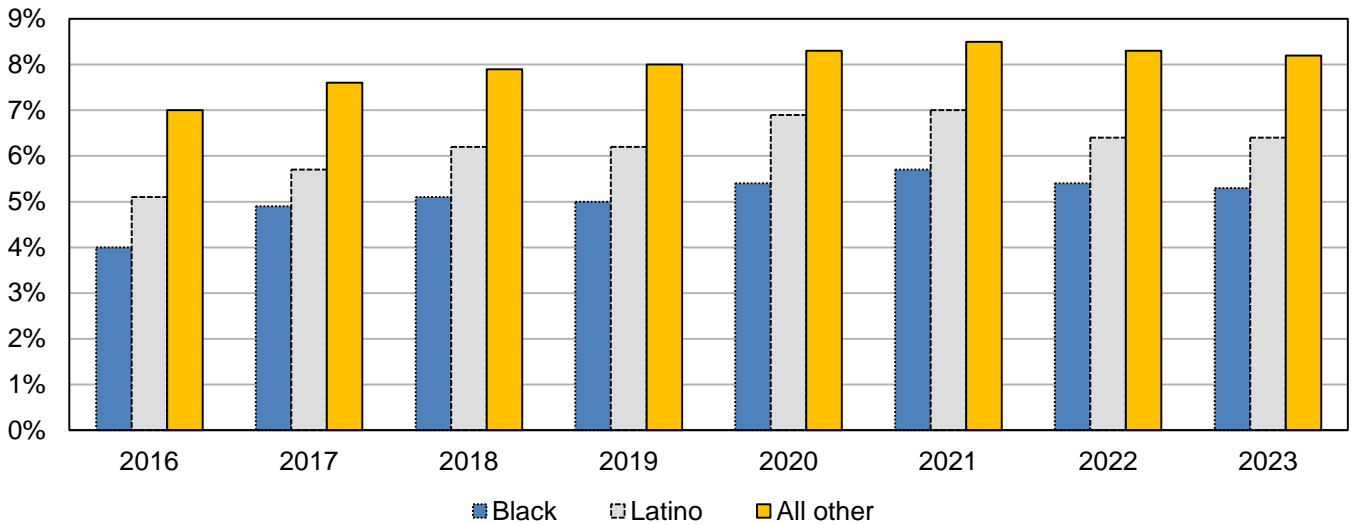
Participants



Participation Rate



Average Savings Rate



SERVICE HIGHLIGHTS

- Compiled and circulated a clear and comprehensive annual fee disclosure.
- Continued expansion of the Financial Wellness component in the City’s Wellness Program.
- Received the 2023 Communicator Awards Excellence in Content Distribution Strategy-Institutional for Marketing Achievement for City of Milwaukee Deferred Compensation Plan Healthy Rewards Program.
- Received the 2023 Communicator Awards Distinction in Overall Communications Strategy-Consumer for Marketing Achievement for City of Milwaukee Deferred Compensation Plan Healthy Rewards Program.
- The Plan was featured as a successful case study in a 2023 Voya Perspectives entitled “Bringing greater financial equity to the workplace to support everyone’s opportunity for a better financial future; How diversity, equity and inclusion best practices can close retirement savings gaps to improve financial outcomes.”

RACIAL EQUITY AND INCLUSION

Over the last six-plus years the Plan has been successful in closing several disparity gaps in relation to retirement participation and savings gaps that existed amongst underserved employee populations. The October 2016 deployment of automatic enrollment and re-enrollment Plan design changes has significantly impacted Plan participation and contribution increases when benchmarking results amongst race/ethnicity and gender. When comparing rates between September 2016 (pre-design changes) to June 2023, the following drastic improvements have occurred: amongst Black/African American employees the Plan participation rate has increased from 62% to 88% (for an overall increase of 42%) and the average savings rate has increased from 4% to 5.3% (for an overall increase of 33%); amongst Hispanic/Latino employees the Plan participation rate has increased from 69% to 87% (for an overall increase of 26%) and the average savings rate has increased from 5.1% to 6.4% (for an overall increase of 25%); amongst female employees the Plan participation rate has increased from 69% to 87% (for an overall increase of 26%) and the average savings rate has increased from 5% to 6% (for an overall increase of 20%).

C. CAPITAL IMPROVEMENTS

MISSION: Support the regional economy and protect the environment and public health.

DEPARTMENT MISSION AND RELATIONSHIP TO COMMUNITY GOALS

The 2024 proposed capital improvements budget represents the initial year of a six-year capital improvements plan. The budget and plan identify the city’s capital funding needs and provide funding sources to support these needs. Capital improvements generally include projects to reconstruct, rehabilitate, or otherwise restore an existing system or facility to full functionality or add to its useful life. They may also include projects to construct a new or more expansive facility to meet increased demands or to enhance economic development through job creation, business formation, and housing production. Capital investment may include technology or system enhancements that aid the city in increasing efficiency and productivity in its operating budget.

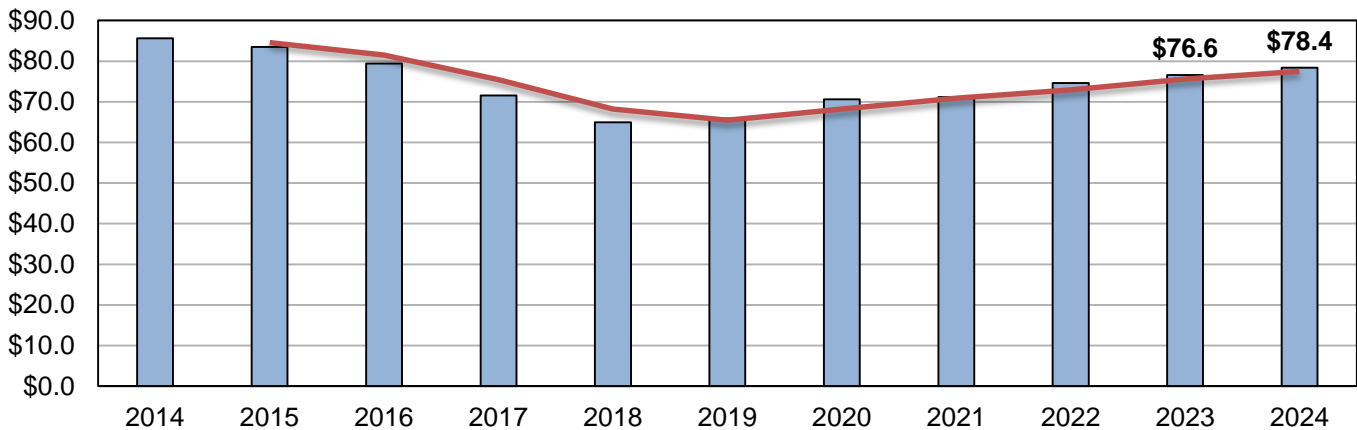
HIGHLIGHTS

The 2024 proposed general city capital improvements budget totals \$194 million, an increase of \$29.8 million from the 2023 budget. Tax levy supported general obligation (GO) debt in the 2024 budget, totals \$95 million. This is a \$1.1 million decrease from the amount of tax levy supported borrowing included in the 2023 budget.

One of the city’s long-term goals is to provide tax levy supported borrowing authorizations that equate to tax levy debt retirements in order to control future increases in the debt service tax levy. Previous budgets have converted debt supported programs which mitigate stormwater to cash financing through the sewer maintenance fund and the stormwater fee. The city has also utilized lease payments from the sewer maintenance fund and water works for the Tower Automation facility to pay GO debt service. These financing changes increase the city’s capacity to prudently invest in infrastructure, using long term debt within debt limit constraints.

Continuing high levels of investment in core infrastructure projects is a priority of the 2024 capital budget. Core infrastructure programs including streets, bridges, street lighting, and sewers total \$78.4 million in the 2024 capital budget, an increase of \$1.8 million (2.4%) from 2023. The following chart shows improvements made in core infrastructure funding from 2014 to 2024. Since 2018 funding for core infrastructure has increased by \$13.4 million, or nearly 21%.

Capital Budget: Core Infrastructure Programs (In Millions)

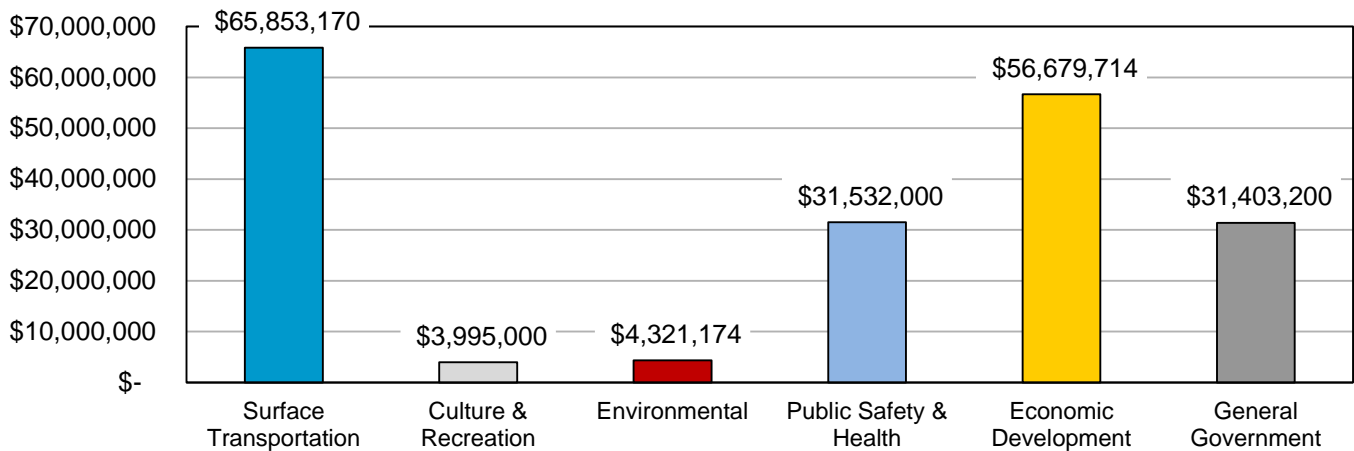


*Includes city funding for Major, Local, and High Impact Street Programs, Major and Local Bridge Programs, Street Lighting Program, and Sewer Capital Program.

The 2024 levy-supported capital budget includes \$13.5 million for facility improvement projects, which is 15% of the levy supported general city capital budget. The single largest facility improvement project in the 2024 budget is Infrastructures Facilities Systems program at \$2.8 million. The Facilities Systems program repairs and replaces major mechanical, electrical, and safety related building components.

The 2024 capital budget uses \$36.8 million of cash from the tax levy for capital improvements which is an increase of \$35.8 million. In 2024, the cash levy will address long deferred street and facilities projects in addition to providing increased funding for both major public safety and IT projects. Investments in major capital projects now with one-time funding aims to maintain levy-supported borrowing at a responsible level while reducing future impacts on the debt levy.

Capital Improvements Budget by Function General City Purpose Funding



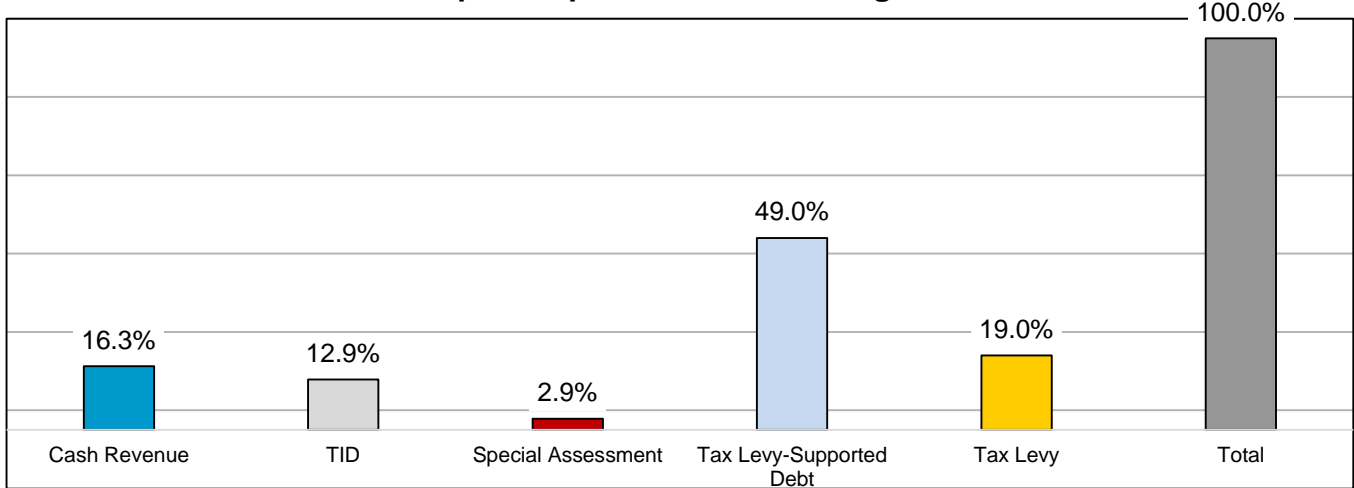
Functional Categories: General city funded capital improvement projects are categorized in six functional categories, including:

- Surface Transportation:** These projects constitute the largest functional category, which is 34% of the general city capital budget or \$65.9 million. Including grant and aids, total surface transportation spending is \$132.9 million, an increase of \$26.7 million from 2023.
- Culture and Recreation:** This category is the smallest and supports the MKE Plays program, which leverages private investment to create innovative play spaces in neighborhoods, Library improvements, and the Municipal Art Fund. The cultural and recreation category represents 2% or \$4 million of the 2024 general city purposes capital budget.
- Environmental:** The environmental category supports forestry and environmental remediation programs. These projects are 2% or \$4.3 million of the city funded capital budget.
- Public Safety & Health:** Public safety and health related project comprise 16% or \$31.5 million of the 2024 general city capital budget. This includes Fire, Police, Emergency Communications, Municipal Court, Neighborhood Services, and Health department capital programs.
- Economic Development:** Economic development is the second largest capital functional area at \$57.2 million or 7% of the general city funded capital budget. In 2024, the capital budget for economic development is \$3.8 million higher than in 2023. Borrowing for tax incremental districts (TIDs) totals \$38 million, a \$1 million increase from the 2023 budget. This amount includes \$13 million for developer funded TID’s.

- General Government:** This category constitutes the fourth largest functional area with \$31.4 million or 16% of total funding provided for this purpose. This category consists of buildings, non-police IT projects, and major capital equipment.

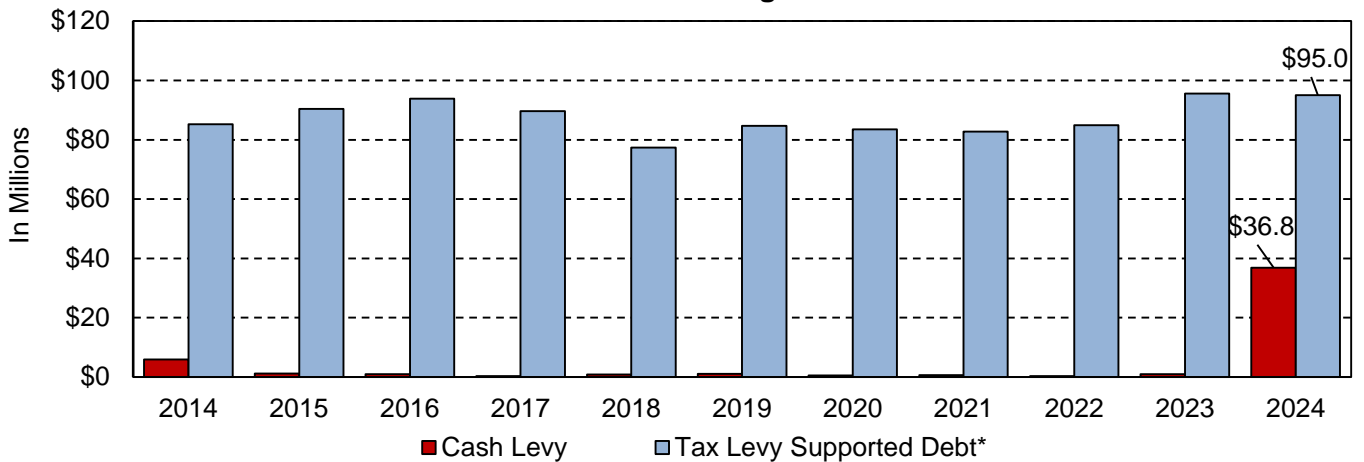
Funding Sources: The 2024 proposed capital budget is financed through several funding sources including the property tax levy, tax levy supported GO debt, tax incremental districts, special assessments, cash revenues, and grants and aids. The following chart shows funding sources for the 2024 city funded capital budget (excluding grant and aids).

2024 Capital Improvements: Funding Sources



In 2024, the largest funding source is tax levy supported debt financing, composing 49% of total funding sources. Levy supported GO borrowing in the capital budget is \$95 million, a decrease of \$1.1 million from the amount of levy supported borrowing in 2023. Given the life expectancy of the facilities to be constructed or equipment to be purchased, borrowing is used to maximize the city’s capital investments and spread the cost of long-term investments to all beneficiaries.

**Tax Levy and Debt* Financing for City Capital Improvements
2014 through 2024**



* Does not include school purpose borrowing.

Another major source of funding for capital projects is TID borrowing, with \$25 million or 12.9% of total funding sources. TID borrowing is self-supporting because the improvements made in these districts are financed through property tax revenue generated from the incremental values resulting from the improvements. The 2024 budget includes borrowing authority for TIDs of \$25 million, which matches the amount included in the 2023 budget.

In addition to TID financing, other self-supporting funding sources include \$31.5 million of cash revenues, which represents 16.3% of the total capital budget funding sources. Cash revenues in the 2024 budget include \$13 million of revenues for costs related to developer-financed TID's, \$7.9 million from the stormwater fee for forestry capital programs and other stormwater-related projects, and \$500,000 from the street lighting charge for the street lighting capital program. The 2024 budget includes \$5.5 million of special assessments, which represents 2.9% of capital budget funding sources. The Funding Sources chart on the preceding page does not include capital grant and aids for street reconstruction, bridge rehabilitation, and harbor improvements, which are anticipated to be \$67.8 million in 2024.

In addition to levy supported GO debt, the tax levy is the other non-self-supporting funding source for capital. Direct levy funding for capital improvements reduces the long term interest cost of financing short lived assets and immediate small cost improvements. The Tax Levy and Debt Financing chart on the preceding page highlights the tax levy compared to tax levy supported debt for capital improvements from 2014 through the 2024 budget.

2024 HIGHLIGHTS AND CHANGES

Cash Financed Capital Projects: The American Rescue Plan Act (ARPA) brought \$394 million to the City of Milwaukee and provides an opportunity to fund programs and projects which would otherwise be funded using the City's levy-supported capital budget. The Mayor and Common Council allocated funding from the second tranche of ARPA funding to make investments in key areas such as housing. As a result, the 2023 budget limited or eliminated levy-supported capital funding for a number of programs including the In-Rem Property Program, Strong Homes Loan Program, Code Compliance Loan Program, Concentrated Blight Elimination, Housing Trust Fund, and the Advanced Planning Program. ARPA funds allocated from both the first and the second tranche are required to be under contract by the end of 2024 and spent before the end of 2026. For this reason, ARPA funds that supported key projects in 2023 will be used for general fund operations in 2024 which allows the City to make significant investments needed capital programs.

Facility, Information Technology (IT), and Equipment: The 2024 levy-supported capital budget includes \$13.5 million in capital funding for projects to upgrade or construct city facilities, \$8.3 million for IT related capital projects, and \$13.5 million for capital equipment. The largest single IT project in the 2024 budget is a major upgrade to the cities Enterprise Resource System which is funded at \$8,000,000. When feasible, projects are funded over two or more years in order to preserve funding for traditional core infrastructure investments, such as streets and bridges. These types of projects are less visible to the public but are crucial to city operations and service delivery.

City facility projects include various general facility maintenance programs (\$7,800,000), ADA compliance (\$500,000), Fire Facilities Maintenance (\$1,600,000), Central Library Improvements (\$1,150,000), and Branch Library New Construction (\$2,000,000)/

Municipal Services building repairs started in 2023 to address significant deficiencies identified in an inspection report at the electrical services facility located at 1540 W. Canal St. The building was constructed in 1925 and requires overhaul of several elements of the facility's exterior and foundation. The 2024 budget will continue to allocate funding to address the most critical of the deficiencies until a plan is in place to provide a replacement facility.

Public Safety Communications: In 2024, opportunities for increased efficiency and the need to upgrade existing systems continue. The single largest communications project in 2024 is the major upgrade to the radio system used by the Police Department and Fire Department. The long-term cost of this project is expected to be approximately \$40 million which has significant impacts on the city's overall capital budget.

In 2024, the city will continue to support this key project with a total of \$19.8 million in funding which is approximately 50% of the projects total cost. As this single project requires significant funding obligations the 2024 capital budget aims to reduce funding needs over the next few years which will allow the City to continue to increase investments in core street infrastructure.

Major Fleet Capital Equipment: Funding will be used to purchase fleet vehicles for the Department of Public Works, fire engines and medical units for the Fire Department, and various vehicles for other general city departments. In 2024, capital equipment totals \$13.6 million, an increase of \$3.3 million from 2023. The 2024 budget includes \$8.9 million for fleet services equipment for the Department of Public Works which will facilitate the purchase of refuse packers, street sweepers, forestry equipment, and infrastructure equipment. The Fire Department will utilize \$4.7 million in 2024 to facilitate the purchase of approximately three engines and three paramedic ambulances.

Core Infrastructure: The 2024 capital budget prioritizes investments in projects that will enhance and repair the City's core infrastructure. Core infrastructure spending in the 2024 budget totals \$79.8 million, a 5% increase from the 2023 budget. Both the Local Streets (\$9,000,000) and High Impact Paving (\$9,000,000) programs will see the largest investments in a decade. In addition, the city continues to leverage State and Federal grant funding for both major street reconstruction (\$43,472,681), and Bridge Construction projects (\$20,150,800).

The 2024 capital budget also includes funding for the fifth year of a multi-year initiative by the Milwaukee Metropolitan Sewerage District and the City of Milwaukee which requires the replacement of several city-owned vehicle and pedestrian bridges. The project will address flooding issues along the Kinnickinnic River.

**Summary of Departmental Appropriations
Overview of 2024 Proposed Capital Budget General City Purposes**

	2023 Adopted Budget	2024 Requested Budget	2024 Proposed Budget	Change	
				2024 Proposed Versus 2023 Adopted	2024 Requested
<u>City Funded</u>					
Special Projects	\$10,115,000	\$10,515,000	\$10,515,000	\$400,000	\$0
Administration, Department of	2,095,000	9,225,000	8,945,000	6,850,000	-280,000
Assessor	0	936,157	0	0	-936,157
City Attorney	750,000	925,000	0	-750,000	-925,000
City Clerk	0	7,308,320	95,000	95,000	-7,213,320
City Development, Department of	40,100,000	40,700,000	42,600,000	2,500,000	1,900,000
Emergency Communications, Dept. of	789,000	128,000	113,000	-676,000	-15,000
Employee Relations, Department of	0	241,270	0	0	-241,270
Fire Department	3,000,000	30,906,320	6,260,000	3,260,000	-24,646,320
Fire and Police Commission	0	0	0	0	0
Health Department	0	550,000	0	0	-550,000
Library	1,600,000	6,010,000	3,470,000	1,870,000	-2,540,000
Municipal Court	265,000	750,000	760,000	495,000	10,000
Neighborhood Services, Department of	3,200,000	6,437,052	4,064,000	864,000	-2,373,052
Police Department	17,930,000	22,960,690	20,335,000	2,405,000	-2,625,690
Port of Milwaukee	3,319,000	4,040,258	3,589,714	270,714	-450,544
Public Works, Department of	80,875,000	135,441,313	93,037,544	12,162,544	-42,403,769
Subtotal City Funded	\$164,038,000	\$277,074,380	\$193,784,258	\$29,746,258	-\$83,290,122
<u>Grants and Aids Funding</u>					
Partnership in Affordable Housing	\$0	\$2,000,000	\$0	\$0	-\$2,000,000
Public Safety Radio Upgrade	\$0	\$0	\$3,000,000	\$3,000,000	\$3,000,000
Port of Milwaukee	1,958,000	800,000	800,000	-1,158,000	0
Public Works, Department of	47,595,000	67,911,235	67,023,481	19,428,481	-887,754
Subtotal Grants and Aids Funding	\$49,553,000	\$70,711,235	\$70,823,481	\$18,270,481	-\$887,754
<u>Enterprise Funds</u>					
Transportation	\$2,410,000	\$4,311,989	\$3,411,989	\$1,001,989	-\$900,000
Sewer Maintenance	28,400,000	26,900,000	26,400,000	-2,000,000	-500,000
Water	47,010,000	50,495,000	50,495,000	3,485,000	0
Subtotal Enterprise Funds	\$77,820,000	\$81,706,989	\$80,306,989	\$2,486,989	-\$1,400,000
Total Capital Plan	\$291,411,000	\$429,492,604	\$344,914,728	\$50,503,728	-\$85,577,876

C. CAPITAL IMPROVEMENTS

2024 CAPITAL IMPROVEMENTS FINANCED BY CATEGORY

	Tax Levy	General Obligation	TID	Special Assessments	Cash Revenues	City Budget Total	Grant and Aid Financing	Project Total
<u>Special Capital Projects</u>								
Municipal Art Fund								
Budget	\$25,000	\$0	\$0	\$0	\$0	\$25,000	\$0	\$25,000
Grant and Aid								
Budget	0	0	0	0	10,000,000	10,000,000	0	10,000,000
Housing Trust Fund								
Budget	0	400,000	0	0	0	400,000	0	400,000
Capital Improvements Committee								
Budget	90,000	0	0	0	0	90,000	0	90,000
Total	\$115,000	\$400,000	\$0	\$0	\$10,000,000	\$10,515,000	\$0	\$10,515,000
<u>Department of Administration</u>								
IT Upgrades								
Budget	\$0	\$100,000	\$0	\$0	\$0	\$100,000	\$0	\$100,000
Cyber Security								
Budget	0	200,000	0	0	0	200,000	0	200,000
ERP System Replacement								
Budget	0	8,000,000	0	0	0	8,000,000	0	8,000,000
Better Buildings Challenge								
Budget	0	45,000	0	0	0	45,000	0	45,000
Real Estate Software								
Budget	0	100,000				100,000		100,000
Public Facility Communications								
Budget	0	500,000	0	0	0	500,000	0	500,000
Total	\$0	\$8,945,000	\$0	\$0	\$0	\$8,945,000	\$0	\$8,945,000
<u>Department of City Development</u>								
Advanced Planning								
Budget	\$200,000	\$0	\$0	\$0	\$0	\$200,000	\$0	\$200,000
Tax Increment Financed Urban Renewal								
Budget	0	0	25,000,000	0	13,000,000	38,000,000	0	38,000,000
In Rem Property Program								
Budget	400,000	0	0	0	0	400,000	0	400,000
Partnerships in Affordable Housing								
Budget	2,000,000	0	0	0	0	2,000,000	0	2,000,000
Strong Homes Loan Program								
Budget	1,000,000	0	0	0	0	1,000,000	0	1,000,000
Commercial Investment Program								
Budget	0	500,000	0	0	0	500,000	0	500,000
Brownfield Program								
Budget	0	500,000	0	0	0	500,000	0	500,000
Total	\$3,600,000	\$1,000,000	\$25,000,000	\$0	\$13,000,000	\$42,600,000	\$0	\$42,600,000
Carryover								
<u>Common Council City Clerk</u>								
City Records Shelving Phase III								
Budget	\$0	\$95,000	\$0	\$0	\$0	\$95,000	\$0	\$95,000
Total	\$0	\$95,000	\$0	\$0	\$0	\$95,000	\$0	\$95,000
<u>Emergency Communications</u>								
Dispatch Software								
Budget	\$0	\$113,000	\$0	\$0	\$0	\$113,000	\$0	\$113,000
Total	\$0	\$113,000	\$0	\$0	\$0	\$113,000	\$0	\$113,000
<u>Fire Department</u>								
Major Capital Equipment								
Budget	\$4,660,000	\$0	\$0	\$0	\$0	\$4,660,000	\$0	\$4,660,000

C. CAPITAL IMPROVEMENTS

	Tax Levy	General Obligation	TID	Special Assessments	Cash Revenues	City Budget Total	Grant and Aid Financing	Project Total
Fire Facilities Maint. Program								
Budget	600,000	1,000,000	0	0	0	1,600,000	0	1,600,000
Total	\$5,260,000	\$1,000,000	\$0	\$0	\$0	\$6,260,000	\$0	\$6,260,000
Library								
Branch Library New Construction								
Budget	\$2,000,000	\$0	\$0	\$0	\$0	\$2,000,000	\$0	\$2,000,000
Central Library Improvements Fund								
Budget	1,150,000	0	0	0	0	1,150,000	0	1,150,000
IT Upgrades- Safety & Security								
Budget	0	320,000	0	0	0	320,000	0	320,000
Total	\$3,150,000	\$320,000	\$0	\$0	\$0	\$3,470,000	\$0	\$3,470,000
Municipal Court								
SQL Migration and Website Project								
Budget	\$230,000	\$0	\$0	\$0	\$0	\$230,000	\$0	\$230,000
CMS Replacement								
Budget	0	530,000	0	0	0	530,000	0	530,000
Total	\$230,000	\$530,000	\$0	\$0	\$0	\$760,000	\$0	\$760,000
Neighborhood Services								
Concentrated Blight Elimination								
Budget	\$3,064,000	\$0	\$0	\$0	\$0	\$3,064,000	\$0	\$3,064,000
Code Compliance Loans								
Budget	1,000,000	0	0	0	0	1,000,000	0	1,000,000
Total	\$4,064,000	\$0	\$0	\$0	\$0	\$4,064,000	\$0	\$4,064,000
Police Department								
PAB Concrete Repairs								
Budget	\$0	\$1,500,000	\$0	\$0	\$0	\$1,500,000	\$0	\$1,500,000
Squad Mobile Computers Upgrade								
Budget	0	400,000	0	0	0	400,000	0	400,000
Public Safety Radio Upgrade								
Budget	10,400,000	6,500,000	0	0	0	16,900,000	3,000,000	19,900,000
District Station Repairs								
Budget	0	335,000	0	0	0	335,000	0	335,000
Data Communications Repairs								
Budget	0	1,200,000	0	0	0	1,200,000	0	1,200,000
Total	\$10,400,000	\$9,935,000	\$0	\$0	\$0	\$20,335,000	\$3,000,000	\$23,335,000
Port of Milwaukee								
Port Utilities Upgrades								
Budget	\$0	\$900,000	\$0	\$0	\$0	\$900,000	\$0	\$900,000
Pier Berth and Channel Improvements								
Budget	0	500,000	0	0	0	500,000	800,000	1,300,000
Terminal & Facility Maintenance								
Budget	0	1,000,000	0	0	0	1,000,000	0	1,000,000
Rail Track & Service Upgrades								
Carryover	0	1,000,000	0	0	0	1,000,000	0	1,000,000
Roadway Paving								
Budget	0	189,714	0	0	0	189,714	0	189,714
Total	\$0	\$3,589,714	\$0	\$0	\$0	\$3,589,714	\$800,000	\$4,389,714
Public Works, Department of Infrastructure Services Division								
Bridge Construction								
Bridge State and Federal Funded								
Budget	\$0	\$1,913,200	\$0	\$0	\$1,800,000	\$3,713,200	\$20,150,800	\$23,864,000

C. CAPITAL IMPROVEMENTS

	Tax Levy	General Obligation	TID	Special Assessments	Cash Revenues	City Budget Total	Grant and Aid Financing	Project Total
Bridge Reconstruction Local								
Budget	0	1,870,000	0	0	0	1,870,000	0	1,870,000
Total	\$0	\$3,783,200	\$0	\$0	\$1,800,000	\$5,583,200	\$20,150,800	\$25,734,000
Street Paving Construction								
Street Reconstruction City Contribution to State & Federally Aided Projects								
Budget	\$0	\$17,893,170	\$0	\$385,000	\$0	\$18,278,170	\$43,472,681	\$61,750,851
Street Reconstruction or Resurfacing Regular City Program								
Budget	1,000,000	7,000,000	0	1,000,000	0	9,000,000	0	9,000,000
High Impact Street Program								
Budget	1,000,000	8,000,000	0	0	0	9,000,000	0	9,000,000
Alley Reconstruction Program								
Budget	0	850,000	0	450,000	0	1,300,000	0	1,300,000
Street Improvements Sidewalk Replacement								
Budget	0	1,500,000	0	375,000	0	1,875,000	0	1,875,000
Street Improvements Street Lighting								
Budget	0	12,000,000	0	0	500,000	12,500,000	3,400,000	15,900,000
Street Improvements Traffic Control Facilities								
Budget	0	3,600,000	0	0	0	3,600,000	0	3,600,000
Street Light & Traffic Light Knockdowns								
Budget	0	3,000,000	0	0	0	3,000,000	0	3,000,000
Multimodal Transportation Program								
Budget	0	1,350,000	0	0	0	1,350,000	0	1,350,000
Street Improvements Underground Conduit and Manholes								
Budget	0	1,250,000	0	0	0	1,250,000	0	1,250,000
Underground Electrical Manhole Reconstruction								
Budget	0	900,000	0	0	0	900,000	0	900,000
Lead Service Line Replacement Program								
Budget	0	0	0	3,300,000	0	3,300,000	0	3,300,000
Bike Infrastructure								
Budget	500,000	0	0	0	0	500,000	0	500,000
Total	\$2,500,000	\$57,343,170	\$0	\$5,510,000	\$500,000	\$65,853,170	\$46,872,681	\$112,725,851
Building Projects								
Space Planning Facilities								
Budget	\$190,000	\$510,000	\$0	\$0	\$0	\$700,000	\$0	\$700,000
MKE Plays Initiative								
Budget	0	500,000	0	0	0	500,000	0	500,000
Facility Systems Program								
Budget	0	2,800,000	0	0	0	2,800,000	0	2,800,000
Environmental Remediation Program								
Budget	0	135,000	0	0	45,000	180,000	0	180,000
ADA Compliance Program								
Budget	0	500,000	0	0	0	500,000	0	500,000
Strategic Facilities Plan								
Budget	200,000	0	0	0	0	200,000	0	200,000
Municipal Services Building Repairs								
Budget	0	1,500,000	0	0	0	1,500,000	0	1,500,000
Facilities Security Program								
Budget	0	250,000	0	0	0	250,000	0	250,000

C. CAPITAL IMPROVEMENTS

	Tax Levy	General Obligation	TID	Special Assessments	Cash Revenues	City Budget Total	Grant and Aid Financing	Project Total
Facilities Exterior Upgrades Program								
Budget	0	1,500,000	0	0	0	1,500,000	0	1,500,000
Anderson Water Tower Well Abatement								
Budget	0	250,000	0	0	0	250,000	0	250,000
Total	\$390,000	\$7,945,000	\$0	\$0	\$45,000	\$8,380,000	\$0	\$8,380,000
Infrastructure Services Division Total	\$2,890,000	\$69,071,370	\$0	\$5,510,000	\$2,345,000	\$79,816,370	\$67,023,481	\$146,839,851
Operations Division								
Fleet Section								
Major Capital Equipment								
Budget	\$6,613,826	\$0	\$0	\$0	\$2,286,174	\$8,900,000	\$0	\$8,900,000
Total	\$6,613,826	\$0	\$0	\$0	\$2,286,174	\$8,900,000	\$0	\$8,900,000
Sanitation Section								
Materials Recycling Facility Repairs								
Budget	\$456,174	\$0	\$0	\$0	\$0	456,174	\$0	456,174
Total	\$456,174	\$0	\$0	\$0	\$0	\$456,174	\$0	\$456,174
Forestry Section								
Concealed Irrigation and Landscaping								
Budget	\$0	\$0	\$0	\$0	\$360,000	\$360,000	\$0	\$360,000
Production and Planting Program								
Budget	0	0	0	0	1,400,000	1,400,000	0	1,400,000
Stump Removal								
Budget	0	0	0	0	1,175,000	1,175,000	0	1,175,000
EAB Readiness & Response								
Budget	0	0	0	0	930,000	930,000	0	930,000
Total	\$0	\$0	\$0	\$0	\$3,865,000	\$3,865,000	\$0	\$3,865,000
Infrastructure Division Total	\$2,890,000	\$69,071,370	\$0	\$5,510,000	\$2,345,000	\$79,816,370	\$67,023,481	\$146,839,851
Operations Division Total	\$7,070,000	\$0	\$0	\$0	\$6,151,174	\$13,221,174	\$0	\$13,221,174
Public Works, Department of Total	\$9,960,000	\$69,071,370	\$0	\$5,510,000	\$8,496,174	\$93,037,544	\$67,023,481	\$160,061,025
Capital Projects Grand Total	\$36,779,000	\$94,999,084	\$25,000,000	\$5,510,000	\$31,496,174	\$193,784,258	\$70,823,481	\$264,607,739

D. CITY DEBT

EXECUTIVE SUMMARY

- MISSION:** Manage and control outstanding debt through equitable financing of capital improvements.
- OBJECTIVES:** Limit annual growth in the debt service tax levy to sustainable levels.
- STRATEGIES:** Stabilize the debt service property tax levy by developing a comprehensive debt policy for debt capacity and capital financing to reduce the amount of debt issued annually.
- Ensure compliance with debt policy by developing a working debt forecast model that analyzes the impact of debt financing in future years.
- Use liquidity in a responsible manner to limit the impact of debt on taxpayers.

DEPARTMENT MISSION AND RELATIONSHIP TO COMMUNITY GOALS

Effective management that stabilizes debt service costs and controls outstanding debt which supports the goal of both delivering services at competitive cost and improving fiscal capacity.

Milwaukee has aging infrastructure and comparably lower income levels than surrounding areas. The city’s overall capacity to meet its financial obligations remains robust.

The city has maintained investment grade bond ratings for general obligation debt. The City holds ratings of A- from S&P Global Ratings, A3 from Moody’s Investors Service, and BBB+ from Fitch. Table 1 details the city’s performance on several commonly used debt indicators.

Table 1

City Debt Indicators Relationship to S&P Global Ratings Debt Benchmarks		
Debt Indicators		S & P Rating
Economic		
Per Capita Effective Buying Income (% of National)	63.5%	
Market Value Per Capita	\$60,312	
Management		
S&P Financial Management Assessment	Standard	Adequate
Budgetary Performance		
General Fund Net Result	-1.1%	Weak
Total Government Funds Net Result	-0.1%	
Budgetary Flexibility		
Available Reserves as a Percentage of Expenditures	4.2%	Very Weak
Liquidity		
Available Cash as a Percentage of Expenditures	48.5%	Very Strong
Available Cash Coverage of Debt Service	3.0x	
Debt and Contingent Liability Profile		
Debt Service as a Percentage of Expenditures	16.3%	
Net Direct Debt as a Percentage of Revenue	104.8%	
Institutional Framework		
		Strong

OVERVIEW

Debt expenditures for 2024 total \$268.8 million, a decrease of \$56.3 million from 2023. The reason for this large decrease was the required transfer into the debt service fund to pay for the \$61.1 maturing on the City’s 2018 ERS contribution pre-payment borrowing in 2023, which is not required for 2024. Table 2 shows expenditures for self-supporting and tax levy supported city debt. Highlights of the major changes in city debt expenditures and funding sources follow.

CITY DEBT EXPENDITURES AND SOURCES OF FUNDS

General City Excluding Schools and Revenue Anticipation Notes (RAN): Debt service associated with city borrowing for capital improvement projects, not including RAN borrowing, is \$157.7 million in 2024, a decrease of

\$59.3 million from 2023. This increase is largely offset by the \$61.1 million transfer in to the debt service fund previously mentioned. The property tax levy for debt service is \$106.7 million, an increase of \$8.1 million from 2023.

Milwaukee Public Schools (MPS): The debt service cost for school borrowing will be \$3.2 million in 2024, a decrease of \$5.0 million from 2023. Since 1989, the city has provided MPS with \$182.3 million in tax levy supported borrowing authority for school improvements.

Tax Incremental Districts (TIDs): The incremental property taxes collected on the value increment portion of the TID property retire the debt incurred for city funded district improvements. In the 2024 budget, debt service for TIDs is \$22.5 million with revenues from tax increments supporting that debt service cost. This is a \$337,797 increase from 2023.

Delinquent Taxes: The 2024 budget includes \$16 million to finance delinquent tax borrowing, which is \$2.1 million more than 2023.

Parking Debt: A transfer from the parking fund, equivalent to the amount of annual outstanding debt service, entirely offsets parking related debt service costs. In the 2024 debt budget, the parking fund provides \$2.4 million to finance debt service costs associated with parking capital projects.

Water Works: The 2024 debt budget does not include any payments for Water Works as all Water Works borrowings have been converted to revenue bonds.

Sewer Maintenance: Debt service for sewer capital projects in 2024 totals \$805,792, a decrease from 2023 of \$37,479.

Miller Park Stadium Project: The 2024 budget includes \$1.1 million in revenue to offset debt service costs related to the Miller Park Stadium project. This amount reflects an agreement with the Milwaukee Economic Development Corporation and the Southeastern Wisconsin Professional Baseball Park District.

Field Operations Facility Lease Payment: The city constructed a new facility for the Sewer Maintenance Fund and Water Works at the Tower Automotive site. Annual rental payments from the Sewer Maintenance Fund and Water Works will offset this debt. In 2024, the rental payment is \$2.1 million.

Table 2

CITY DEBT EXPENDITURES AND SOURCES OF FUNDS			
	2023 Adopted Budget	2024 Proposed Budget	Change 2024 Proposed Versus 2023 Adopted
Total City Debt Expenditures	\$325,093,090	\$268,808,763	\$-56,284,327
Debt Funding Sources			
Self Supporting Debt			
Brewer MEDC Loan	\$1,063,000	\$1,063,339	\$339
Delinquent Tax Financing	13,892,708	16,006,626	2,113,918
MPS Reimbursed	8,187,010	3,212,745	-4,974,265
Parking	2,600,441	2,441,766	-158,675
Sewer Maintenance Fund	843,271	805,792	-37,479
Tax Increment Districts	22,128,326	22,466,123	337,797
Water Works	0	0	0
Subtotal	<u>\$48,714,756</u>	<u>\$45,996,391</u>	<u>\$-2,718,365</u>
General Obligation Debt Financing			
Other Sources of Funds	\$177,832,708	\$116,159,553	\$-61,673,155
Tax Levy	98,545,626	106,652,819	8,107,193
Subtotal	<u>\$276,378,334</u>	<u>\$222,812,372</u>	<u>\$-53,565,962</u>
Total Debt Funding Sources	\$325,093,090	\$268,808,763	\$-56,284,327

DEBT TAX LEVY STABILITY

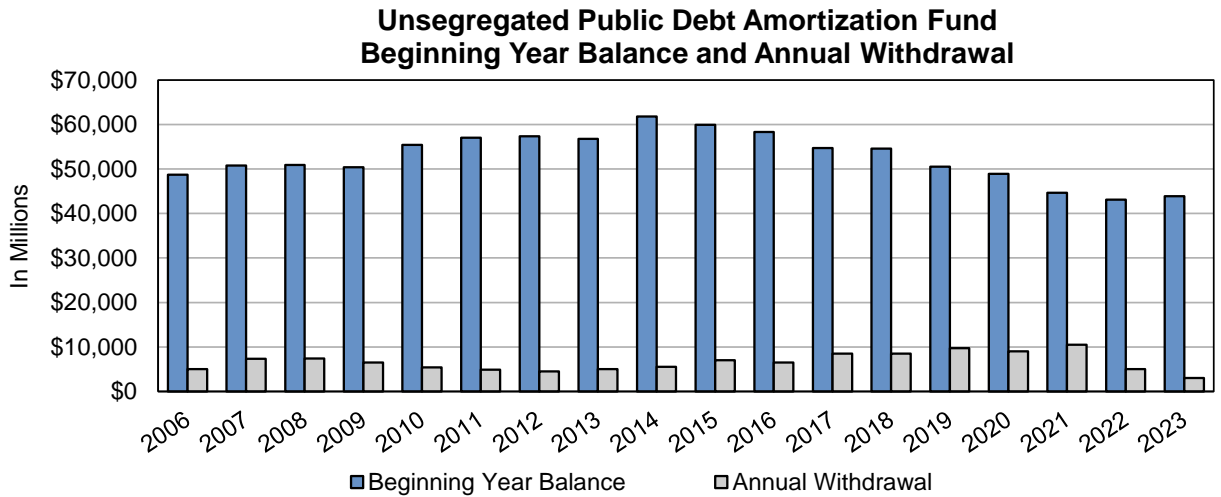
The city has structural budget problems created by limited revenue sources and substantial wage, health care benefit, and pension cost commitments. A debt stability plan requires a solid capital improvements plan. Limits on the level of borrowing directly influence future debt payments. Annual borrowing must be as close as possible to the level of annual debt retirements to stabilize the debt tax levy.

Despite efforts to limit annual increases in the debt tax levy, the 2024 budget adds \$8.1 million or 8.2% to the debt tax levy. Recent budgets have utilized debt service fund balance to limit growth in the debt tax levy, but debt service fund balance has declined to the point where the fund cannot support a drawdown on fund balance in 2023. Rising interest rates also contribute to a higher debt levy. In addition, rising interest rates limit the amount of premium that can be generated to support debt service. Finally, a declining balance in the Public Debt Amortization Fund has the impact of increasing the debt levy.

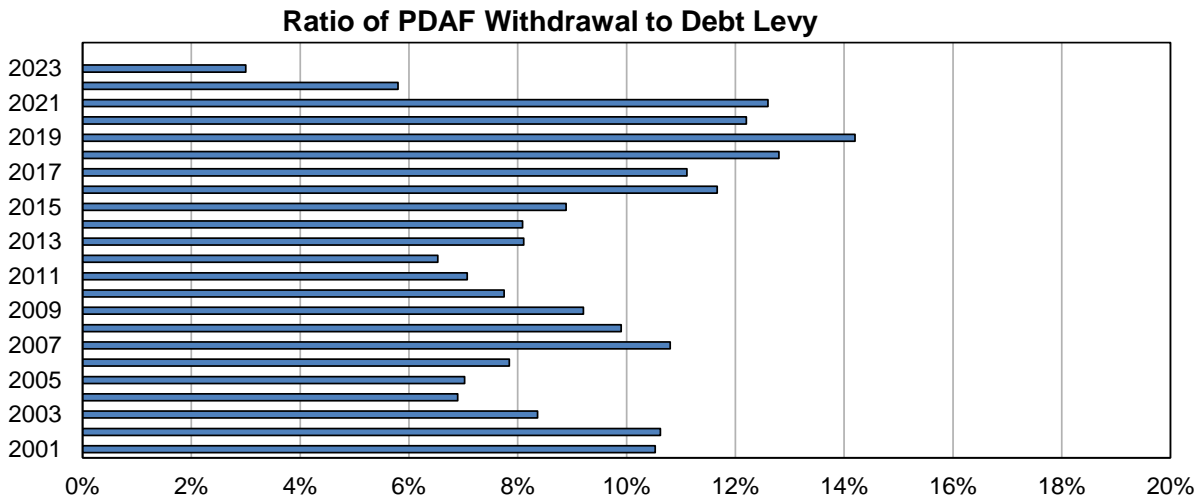
PUBLIC DEBT AMORTIZATION FUND

The Public Debt Commission oversees the use of the Public Debt Amortization Fund (PDAF). The primary sources of revenue for the fund are one-third of earnings on city investments and earnings on the fund’s investments.

The PDAF will not see a withdrawal in 2024, which is a decrease of \$3 million from the 2023 withdrawal. The annual withdrawal balances the competing goals of reducing the tax levy for debt service versus maintaining a sufficient reserve balance. The following chart illustrates how the unsegregated balance of the PDAF rose to over \$60 million in 2014, but has been drawn down to the lowest level in 20 years.



The 2024 PDAF withdrawal reflects the need to control the debt service property tax levy. The following chart shows the ratio of the PDAF withdrawal to the debt tax levy. The 2024 budget reflects a 0% ratio.



F. COMMON COUNCIL CONTINGENT FUND

MISSION: Provide budgetary authority and funding to pay for emergencies that arise during the year for which no provisions have been made elsewhere in the budget.

SUMMARY OF EXPENDITURES

	2022 Actual Expenditure	2023 Adopted Budget	2024 Requested Budget	2024 Proposed Budget	Change	
					2023 Adopted	2024 Proposed Versus 2024 Requested
Common Council Contingent Fund	[5,000,000]	\$5,000,000	\$5,000,000	\$5,000,000	\$0	\$0
Total	\$0	\$5,000,000	\$5,000,000	\$5,000,000	\$0	\$0

SOURCE OF FUNDS

	2022 Actual Expenditure	2023 Adopted Budget	2024 Requested Budget	2024 Proposed Budget	Change	
					2023 Adopted	2024 Proposed Versus 2024 Requested
Property Tax Levy	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$0	\$0
Total	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$0	\$0

DEPARTMENT MISSION AND RELATIONSHIP TO COMMUNITY GOALS

The Common Council Contingent Fund provides funding for emergency situations that require expenditures above budget authorizations. Requests must be approved by three-quarters of the Common Council before funds can be used. Requests should meet one of the following criteria:

- Emergency circumstances;
- Obligatory circumstances; or
- Fiscal advantage and/or compliance with fiscal management principles.

Additional established guidelines and standards must be met relative to the Finance and Personnel Committee’s review of contingent fund requests. Guidelines and standards focus on:

- Timelines and process requirements; and
- Information that must be provided to the Finance and Personnel Committee, including:
 - Statement of action requested, including the account needing a contingent fund transfer;
 - Purpose of action, including the impact on program service or activity and program objectives; and
 - A description of the emergency that prompts the request.

Limiting contingent fund requests to these criteria requires departments to manage within their allocated budgets and discourages use of the fund for initiating new projects or programs. Over the last ten years, an average of 86.4% of the contingent fund has been expended. Over the last five years, an average of 89.7% of the contingent fund has been expended.

SPECIAL REVENUE FUNDS

	2022 Actual Expenditures	2023 Adopted Budget	2024 Requested Budget	2024 Proposed Budget	Change	
					2024 Proposed Budget Versus 2023 Adopted	2024 Requested
G. Transportation Fund	\$40,068,837	\$42,186,125	\$38,063,463	\$39,271,784	\$-2,914,341	\$1,208,321
H. Grant and Aid Project Fund	188,240,847	116,841,112	92,004,432	166,900,995	50,059,883	74,896,563
I. Economic Development Fund	1,125,891	0	0	0	0	0
J. Water Works	106,924,036	159,756,683	169,834,511	174,598,341	14,841,658	4,763,830
K. Sewer Maintenance Fund	92,750,155	109,976,203	108,741,626	107,904,057	-2,072,146	-837,569
M. Delinquent County Taxes Fund	10,187,976	9,505,000	10,619,045	10,619,045	1,114,045	0
Total	\$439,297,742	\$438,265,123	\$419,263,077	\$499,294,222	\$61,029,099	\$80,031,145

This section of the budget includes funds supported by revenues other than the city property tax levy. Revenues other than the city property tax offset the appropriations in this section. Any property tax levies related to these special revenue funds are provided in other sections of the city's budget.

G. TRANSPORTATION FUND

MISSION: Leverage city transportation assets and programs to support city goals and diversify the city's financial base. Manage and operate the Milwaukee Streetcar to support economic development.

BUDGET SUMMARY

	2022 Actual Expenditures	2023 Adopted Budget	2024 Requested Budget	2024 Proposed Budget	Change	
					2023 Adopted	2024 Requested Versus
Personnel						
FTEs - Operations & Maintenance	118.00	119.00	134.00	135.00	16.00	1.00
FTEs - Other	0.00	0.00	0.00	0.00	0.00	0.00
Total Positions Authorized	122	123	134	135	12	1
Expenditures						
Salaries and Wages	\$4,504,907	\$5,300,755	\$5,654,313	\$6,915,026	\$1,614,271	\$1,260,713
Fringe Benefits	1,863,115	2,120,302	2,261,725	2,766,011	645,709	504,286
Operating Expenditures	17,992,106	17,378,068	20,257,936	20,166,911	2,788,843	-91,025
Equipment	209,638	513,000	750,000	750,000	237,000	0
Special Funds	3,207,294	4,464,000	4,827,500	5,261,847	797,847	434,347
Transfer to General Fund	10,000,000	10,000,000	0	0	-10,000,000	0
Total Operating	\$37,777,060	\$39,776,125	\$33,751,474	\$35,859,795	\$-3,916,330	\$2,108,321
Capital Projects	\$2,291,777	\$2,410,000	\$4,311,989	\$3,411,989	\$1,001,989	\$-900,000
Total Budget	\$40,068,837	\$42,186,125	\$38,063,463	\$39,271,784	\$-2,914,341	\$1,208,321

STATEMENT OF REVENUES

	2022 Actual Expenditures	2023 Adopted Budget	2024 Requested Budget	2024 Proposed Budget	Change	
					2023 Adopted	2024 Requested Versus
Operating Revenues						
Structures & Lots	\$5,341,745	\$5,415,716	\$7,043,800	\$5,996,300	\$580,584	\$-1,047,500
Meters	4,316,050	4,795,000	5,558,200	6,057,000	1,262,000	498,800
Permits	3,217,974	3,941,000	4,010,000	4,010,000	69,000	0
Towing	3,772,710	3,500,100	4,250,000	4,000,000	499,900	-250,000
Parking Citation Revenue	14,219,337	15,000,000	15,000,000	15,000,000	0	0
Miscellaneous	-485,385	500,000	30,000	100,000	-400,000	70,000
Vehicle Disposal	1,437,407	3,100,000	1,500,000	2,500,000	-600,000	1,000,000
DMV Processing	22,854	0	0	50,000	50,000	50,000
Sale of Real Property	0	0	0	0	0	0
Streetcar Revenue	3,915,091	3,524,309	4,782,020	4,508,687	984,378	-273,333
Dockless Scooters	0	0	253,500	253,500	253,500	0
Total Operating Revenues	\$35,757,783	\$39,776,125	\$42,427,520	\$42,475,487	\$2,699,362	\$47,967
Capital Financing						
Permanent Improvement Reserve	\$0	\$0	\$0	\$0	\$0	\$0
Proceeds from Borrowing	2,291,777	2,410,000	4,311,989	3,411,989	1,001,989	-900,000
Retained Earnings	0	0	-8,676,046	-6,615,692	-6,615,692	2,060,354
Total Capital Financing	\$2,291,777	\$2,410,000	\$-4,364,057	\$-3,203,703	\$-5,613,703	\$1,160,354
Total Source of Funds	\$38,049,560	\$42,186,125	\$38,063,463	\$39,271,784	\$-2,914,341	\$1,208,321

SUMMARY OF SERVICES DELIVERED BY THIS DEPARTMENT

The Transportation Fund is an enterprise fund administered by the Department of Public Works (DPW) and finances the City’s on- and off-street parking and Streetcar services through revenues received from these services. The Transportation Fund’s responsibilities include:

- Managing city owned parking structures and lots,
- Vehicle towing, storing, and disposal,
- Parking enforcement,
- Information desk operations,
- Citation processing, and
- Managing the Milwaukee Streetcar

Description of Services Provided	Budget	FTEs
Parking Structures and Lots	\$7,715,342	1.00
Parking Enforcement and Information Desk	\$15,348,894	90.00
Parking Meter System	\$3,564,005	11.00
Tow Lot	\$6,298,851	24.00
Milwaukee Streetcar - THE HOP MKE	\$6,344,693	3.00
Total	\$39,271,784	135.00

Key Performance Measures	2022 Actual	2023 Projected	2024 Planned
Number of parking citations issued	469,641	470,000	550,000
Number of vehicles towed to the city’s tow lot	24,687	24,152	25,000
Number of night parking permits issued	113,014	116,397	116,500
Number of Street Car riders	372,107	477,286	525,015

SERVICE HIGHLIGHTS

- Operates:
 - 4 parking structures,
 - More than 6,000 metered parking spaces, and
 - 40 surface parking lots
- Issues approximately 500,000 parking citations each year
- Tows over 20,000 illegally parked and abandoned vehicles each year
- Issues more than 100,000 night parking permits each year

The Milwaukee Streetcar, known as The Hop, began operations in November 2018. The Hop creates a more connected city by providing an easy and efficient way for visitors and residents to access destinations and events in Milwaukee and contributing to economic development and increased property values along the route.

Parking Services staff has increased efficiency in recent years with the implementation of technology-based tools such as license plate recognition, virtual permits, smart meters and *MKE Park*. These tools have also increased compliance. In 2018, installation of new smart meters began, to enhance customer service by allowing payment via coins, credit cards and *MKE Park* at every metered space. These smart meters have a modem, which allows them to send real-time alerts to staff, and also provides the ability to update meters remotely. Customers performed a record number of over 1 million transaction using *MKE Park* in 2022.

Overnight on-street and residential parking in the city requires a permit. Virtual permitting, which allows for parking permits to be issued and tracked electronically, began in 2014. This enhanced customer service and increased cost effectiveness by eliminating physical permits. Virtual permits can be purchased online or at kiosks located in all Police district stations, City Hall, Zeidler Municipal Building, and the City Tow Lot.

The online appeal system allows customer to remotely appeal parking citations. This customer service initiative has grown significantly over time.

CAPITAL PROJECTS

Capital improvement funding for Parking projects total just over \$3.4 million. In 2024, these projects will address needed maintenance and projects at three parking structures, resurface several parking lots, and make ADA accessibility improvements at various sites.

In a collaborative effort with MMSD and Great Lakes Restoration, Parking Services is redeveloping two surface parking lots in 2024 to improve stormwater management while creating a vibrant and active community space. Parking Services will continue to collaborate with MMSD on opportunities to improve stormwater management and green infrastructure at City parking lots and structures.

RACIAL EQUITY AND INCLUSION

The Transportation Fund participates in the DPW-wide Inclusion, Diversity, Equity, Access and Solutions (IDEAS) group, an employee-driven effort to develop and implement projects that promote and generate diversity, equity, and inclusivity. Group members identify workplace problems then create and implement potential solutions to those problems. DPW also partners with community service groups to temporarily employ disadvantaged Milwaukee residents, giving them valuable work experience, and hiring eligible participants into full-time positions. The division also attends community job fairs on a regular basis to encourage candidates to apply for open positions.

H. GRANT AND AID FUND

OBJECTIVES: The Grant and Aid Fund provides expenditure authority for federal, state, and other grants whose proceeds are restricted to operating expenditures for specific purposes. Expenditures must comply with the grant and aid process established in city ordinances. Grants support the objectives and strategies of departments.

STRATEGIES: Manage changes in Community Development Block Grant (CDBG) and HOME funding, including potential changes in the allowable uses of grant funding.

Identify and obtain new grant funding sources.

Assist departments in identifying and applying for potential grant funding.

Manage the American Rescue Plan Act grant.

BUDGET SUMMARY

	2022 Actual Expenditures	2023 Adopted Budget	2024 Requested Budget	2024 Proposed Budget	Change 2024 Proposed Versus 2023 Adopted 2024 Requested	
Grantor Share (Non-City)	\$188,240,847	\$116,841,112	\$92,004,432	\$166,900,995	\$50,059,883	\$74,896,563
TOTAL	\$188,240,847	\$116,841,112	\$92,004,432	\$166,900,995	\$50,059,883	\$74,896,563

The Grant and Aid Fund is a “parent” account that accumulates grant funds prior to allocation on a project-by-project basis during the fiscal year. In order to expend funds, the Common Council adopts a resolution that authorizes a specific project, creates a sub-account, and allocates specific funding from the “parent” account. The fund provides expenditure authority for both planned and potential or unanticipated grants.

OTHER SERVICE AND BUDGET CHANGES

The 2024 grant and aid budget is \$166.0 million, a \$49.2 million increase from 2023. The primary reason for the significant increase in grant funding is the estimated award for hosting the Republican National Convention. This is reflected in the unanticipated grant amount in the following table, which also lists grant funding by department.

The Community Development Grants Administration (CDGA) anticipates receiving approximately \$23.0 million in grant funds. This is approximately the same as in the 2023 budget. Anticipated funding for the Community Development Block Grant and the HOME grant are the same in 2024 as in 2023, at \$15 million and \$5.2 million respectively. The only anticipated increase is in the Housing Opportunities for Persons with AIDS grant, with an increase of \$250,000.

Department of City Development grant funding is \$25,000, a \$250,000 decrease from the 2022 budget based on no expected funding from the Community Development Investment grant from the Wisconsin Economic Development Corporation.

Fire Department grant funding decreases by \$300,000 to \$600,000 from 2023. The department anticipates receiving \$100,000 in a Special Teams/Emergency Management Funding grant, \$300,000 in the Assistance to Firefighters Grant, and \$200,000 in a Community Paramedics grant.

Health Department grant funding decreases by \$39.2 million to \$18.3 million. There are decreases and increases to various grants. Many decreases reflect expiring COVID-19 and ARPA funding. The 2024 grant request is consistent with years prior to 2023.

In 2024, Library grant funding decreases by \$45,261 from 2023. The Library receives two grants, the Interlibrary Loan Services grant and the Talking Book and Braille Library grant. The majority of the decrease is in the Talking Book and Braille Library grant, with funding decreasing by \$159,783.

Comparison of Projected Grant Activity			
(Grantor Share)			
Department	2023	2024	Difference
Administration	\$22,708,854	\$23,529,060	\$820,206
City Clerk	0	309,989	309,989
City Development	25,000	25,000	0
Fire	900,000	600,000	-300,000
Health	57,458,536	18,307,310	-39,151,226
Library	1,306,961	1,261,700	-45,261
Police	2,126,761	2,153,186	26,425
Public Works	2,315,000	5,714,750	3,399,750
Unanticipated	30,000,000	115,000,000	85,000,000
Totals	\$116,841,112	\$166,900,995	\$50,059,883

Police Department grant funding in 2024 of \$2.2 million reflects an increase of \$26,425 from 2023.

In 2024, Department of Public Works grant funding is \$5.7 million, a \$3.4 million increase from 2023, largely reflecting a new grant in Infrastructure for street lighting.

Unanticipated grant funding is \$115 million in 2024, an increase of \$85 million from 2023. The primary reason for this significant increase in unanticipated grant funding is the anticipated funding from the U.S. Department of Justice to host the Republican National Convention in 2024.

Capital Grant Funding: In addition to operating grants, certain city departments, particularly the Department of Public Works, also receive significant grant funding for capital improvement projects. For information on capital grants, refer to the *Capital Improvements* section of the *2024 Proposed Plan and Executive Budget Summary*.

I. ECONOMIC DEVELOPMENT FUND

MISSION: Provide expenditure authority for excess Tax Incremental District (TID) revenue.

BUDGET SUMMARY

	2022 Actual Expenditures	2023 Adopted Budget	2024 Requested Budget	2024 Proposed Budget	Change 2024 Proposed Versus 2023 Adopted	
Business Improvement Districts	\$0	\$0	\$0	\$0	\$0	\$0
Excess TID Revenue	1,125,981	0	0	0	0	0
Total	\$1,125,981	\$0	\$0	\$0	\$0	\$0

STRATEGY IMPLEMENTATION

Business Improvement Districts (BIDs) are special assessment districts created at the petition of local commercial property owners. In accordance with section 66.608 of the Wisconsin Statutes, the City has established over 50 business improvement districts. Each year the BIDs work with the City to develop a plan and budget. This budget is the basis for an assessment charged to businesses in the BID area.

In addition to BIDs, starting in 2009, the city established its first Neighborhood Improvement District (NID). NIDs are districts with mixed use (residential and commercial) and multi-family or multi-unit housing. Districts are established and administered in accordance with section 66.1110 of the Wisconsin Statutes, to provide services and enhancements to the street and landscapes within the district.

Because the BIDs and NIDs do not have taxing authority, the City collects the assessment on their behalf. Previously the City provided the dollars it collects to the BIDs through an appropriation in the budget. Starting in the 2023 budget, there will be no revenues recognized or expenditures budgeted in the Economic Development Fund for BIDs or NIDs. The assessments collected by the City for the BIDs and NIDs do not belong to the City, it simply collects and distributes them on the districts' behalf.

In years when there is an expected closing of an existing Tax Increment District, the City may need to budget for the distribution of remaining funds collected for the closing district. Those remaining funds are then distributed to the taxing jurisdictions.

SERVICES

For information, there are 31 active BIDs and 10 active NIDs throughout Milwaukee; each is governed by a local board. The following is a list of active BIDs and NIDs for 2024:

2024 Business Improvement Districts

BID #2 Historic Third Ward

BID #40 Gateway to Milwaukee

BID #4 Greater Mitchell Street

BID #41 Downer Avenue

BID #5 Westown

BID #42 Schlitz Park

BID #8 Historic King Drive

BID #43 South 27th Street

BID #10 Avenues West

BID #48 Granville

BID #11 Brady Street Business Area

BID #49 Reed Street Yards

BID #13 Oakland Avenue

BID #50 Cristol Corridor

BID #15 Riverwalk

BID #51 Harbor District

BID #16 West North Avenue

BID #53 Deer District

BID #19 Villard Avenue

2023 Neighborhood Improvement Districts

BID #20 East North Avenue

NID #1 The Brewery

BID #21 Downtown Management District

NID #3 Washington Park

BID #25 Riverworks

NID #4 Sherman Park

BID #26 The Valley

NID #5 Heritage Heights

BID #27 West Burleigh Street

NID #6 Historic Garden Homes

BID #28 North Avenue Gateway

NID #7 Harambee

BID #31 Havenwoods

NID #9 Havenwoods

BID #32 North Avenue Marketplace

NID #10 Riverview

BID #35 Becher/Kinnickinnic River

NID #11 River Ridge

BID #37 30th Street Industrial Corridor

NID #12 Lindsay Heights

BID #38 Cesar Chavez Drive

BID #39 Center Street Market Place

J. WATER WORKS

MISSION: Provide a safe and reliable supply of water to customers at a competitive price.

BUDGET SUMMARY

	2022 Actual Expenditures	2023 Adopted Budget	2024 Requested Budget	2024 Proposed Budget	Change 2024 Proposed Versus	
					2023 Adopted	2024 Requested
Personnel						
FTEs-Operations and Maintenance	314.24	402.38	402.38	402.88	0.50	0.50
FTEs-Other	11.46	21.54	21.54	21.54	0.00	0.00
Total Positions Authorized	437	435	436	436	1	0
Expenditure Authorizations						
Salaries and Wages	\$19,137,929	\$23,978,813	\$24,327,320	\$27,000,878	\$3,022,065	\$2,673,558
Fringe Benefits	6,942,579	15,880,830	16,001,108	16,990,326	1,109,496	989,218
Operating Expenditures	54,237,593	60,451,240	65,723,079	66,723,079	6,271,839	1,000,000
Equipment	2,432,815	3,611,500	5,263,900	5,364,954	1,753,454	101,054
Special Funds	7,155,209	8,824,300	8,024,104	8,024,104	-800,196	0
Total	\$89,906,125	\$112,746,683	\$119,339,511	\$124,103,341	\$11,356,658	\$4,763,830

CAPITAL BUDGET SUMMARY

	2022 Actual Expenditures	2023 Adopted Budget	2024 Requested Budget	2024 Proposed Budget	Change 2024 Proposed Versus	
					2023 Adopted	2024 Requested
Capital Budget						
Mains Program	\$1,027,344	\$32,560,000	\$28,650,000	\$28,650,000	\$-3,910,000	\$0
Plants and Other	15,990,567	14,450,000	21,845,000	21,845,000	7,395,000	0
Total Capital Budget	\$17,017,911	\$47,010,000	\$50,495,000	\$50,495,000	\$3,485,000	\$0
Capital Financing						
Retained Earnings/Cash	\$0	\$0	\$0	\$0	\$0	\$0
Bond Issue	17,017,911	47,000,000	50,485,000	50,485,000	3,485,000	0
Assessments	0	5,000	5,000	5,000	0	0
Developer Financed	0	5,000	5,000	5,000	0	0
Total Capital Financing	\$17,017,911	\$47,010,000	\$50,495,000	\$50,495,000	\$3,485,000	\$0

STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN RETAINED EARNINGS

	2022 Actual Expenditures	2023 Adopted Budget	2024 Requested Budget	2024 Proposed Budget	Change 2024 Proposed Versus	
					2023 Adopted	2024 Requested
Revenues						
Operating	\$93,085,200	\$93,179,600	\$105,336,700	\$105,436,674	\$12,257,074	\$99,974
Non-Operating	6,816,700	7,683,000	7,167,000	7,167,000	-516,000	0
Developer Capital and Assessments	0	10,000	10,000	10,000	0	0
Bond Issue	4,810,771	47,000,000	50,485,000	50,485,000	3,485,000	0
LSL Replacement- City Share	2,998,800	4,000,000	7,300,000	9,550,000	5,550,000	2,250,000
LSL Replacement- Special Assess	347,700	1,750,000	350,000	350,000	-1,400,000	0
Withdrawal From Retained Earnings	12,207,140	6,134,083	-814,189	1,599,667	-4,534,416	2,413,856
Total Revenues	\$120,266,311	\$159,756,683	\$169,834,511	\$174,598,341	\$14,841,658	\$4,763,830
Expenditure Authorizations						
Operating	\$89,906,125	\$112,746,683	\$119,339,511	\$124,103,341	\$11,356,658	\$4,763,830
Capital Funding	17,017,911	47,010,000	50,495,000	50,495,000	3,485,000	0
Deposit To Retained Earnings	0	0	0	0	0	0
Total Authorizations & Deposits	\$106,924,036	\$159,756,683	\$169,834,511	\$174,598,341	\$14,841,658	\$4,763,830

SUMMARY OF SERVICES DELIVERED

Description of Services Provided	Budget*	FTEs
Provide in-person and call center customer service and billing for all Municipal Services charges	\$2,574,321	24
Maintain small, medium, and large water meters for accurate billing of water usage by residential, commercial, industrial, and public authority customers	\$6,829,266	62.5
Maintain the water distribution system (leak investigation, main break repair, repair and maintenance of hydrants, valves, and air vents)	\$37,585,193	133.67
Operate water treatment plants and pumping and storage facilities	\$37,645,876	97.75
Provide water quality monitoring for regulatory compliance and internal standards	\$2,867,454	24
Provide internal engineering services for plant facility and distribution system capital improvement projects, and support for maintenance/repair projects.	\$3,924,119	49.5
Provide administrative and operational support to all MWW sections. Includes Administration (Leadership, HR, Security, Communications), Accounting, Payroll, and IT Units	\$32,677,112	33
Total *Does not include grant (including ARPA), capital, or reimbursable funding sources.	\$124,103,341	424.42

Key Performance Measures	2022 Actual	2023 Projected	2024 Planned
Percentage of days in full compliance with Safe Drinking Water Act standards	100%	100%	100%
Rate of Return	1.58%	2.00%	2.50%
Rank of highest rate for 1 ccf of water residential customer among class AB utilities in the seven-county metro area.	21 out of 27	21 out of 27	21 out of 27
Main Breaks	404	350	410
Miles of water main replaced	5.5	14	14
Number of lead service lines replaced	928	1,200	2,200
Number of hydrants maintained and flushed	12,698	10,000	10,000
Number of water meters installed/exchanged	4,907	5,500	6,000

SERVICE HIGHLIGHTS

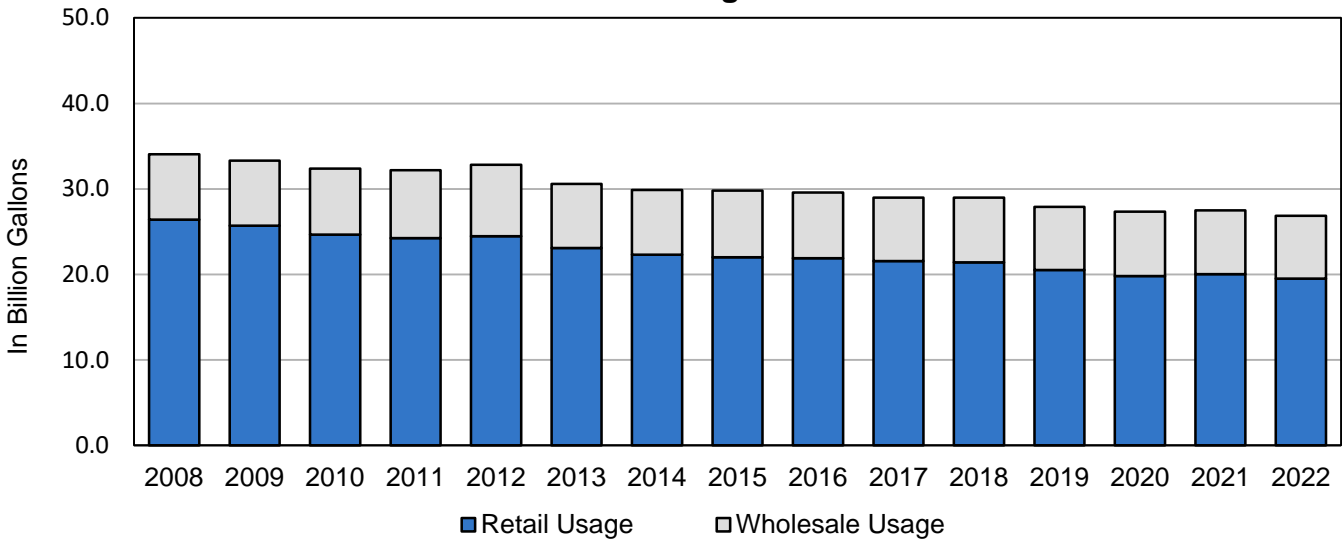
Community Goals and Department Objectives:

- Increase investment and economic vitality throughout the city
- Ensure the quality and safety of drinking water
- Maintain a regular and effective replacement cycle for water mains
- Maintain competitive rates and generate an appropriate rate of return for the utility
- Ensure the treatment and distribution system’s capacity to accommodate changes in customer water usage allowing downsizing to meet reduced demands as well as growth

A safe, reliable supply of water is critical to public health and economic development. Milwaukee’s advanced multi-barrier treatment process, which includes ozone disinfection, provides some of the cleanest water in the country. The Great Lakes are the world’s largest source of fresh water and Milwaukee’s proximity to Lake Michigan gives it an economic advantage. A sustainable drinking water supply supports industries and promotes long term business and residential growth.

The Milwaukee Water Works (MWW) is a municipally owned water utility regulated by the Wisconsin Public Service Commission (PSC) and the Wisconsin Department of Natural Resources (DNR). From its Howard Avenue and Linnwood water treatment plants, MWW pumps and treats water from Lake Michigan for distribution throughout the area. MWW delivers water through 1,960 miles of mains to approximately 860,000 customers in the City of Milwaukee and 15 suburban communities.

**Milwaukee Water Works Usage
2008 through 2022**



Through June 2023, water consumption decreased 0.8% or 101 million gallons compared to the same period in 2022. Revenue through June 2023 increased by 2.5% compared to the same period in 2022. From 2008 to 2022, total annual water consumption fell by nearly 8.1 billion gallons or 24%, reflecting national trends. Increased water efficiency, slower population growth, and a changing industrial customer base have reduced water sales for utilities nationwide. The chart above shows retail and wholesale water sales since 2008.

Consumption decreases, however, do not proportionally decrease the cost for electricity, chemicals, and construction and maintenance of the water distribution system. MMW experienced significant increases in electricity, chemical, and construction costs in 2022 and 2023.

RATES

Water rates are based on a rate of return established by the PSC. The rate formula allows the utility to recover operating costs and make capital investments in the treatment and distribution system.

In 2024, Milwaukee Water Works anticipates recovering approximately \$105.4 million of revenue through fees for water service, in addition to \$7.2 million of non-operating revenue. In 2024, the average single family residential customer will pay approximately \$240 for a full year of water service. The department implemented a conventional rate increase in April 2023 which was necessary due to increasing costs related to operations and maintenance, treatment plant updates, main replacement, and service line replacement.

MWW provides reliable, high quality water at competitive rates for residential, commercial and industrial customers. Water rates are based on a rate of return determined by the PSC, and the rate formula allows the utility to recover operating costs and make investments in the treatment and distribution system. Continuing decreases in the volume of water sold have reduced revenue growth and put pressure on MWW to both control spending and increase rates.

MWW will begin selling water to Waukesha in September 2023, increasing revenue by approximately \$3 million annually. The PSC has ordered MWW to file a conventional rate case no later than 24 months after commencement of service to Waukesha to ensure the increased revenue is accounted for in the rate structure.

QUALITY AND RELIABILITY

In 2021, the department achieved its goal of providing safe, high quality drinking water and fully complied with the Safe Drinking Water Act. Water Works also continued participation in the Partnership for Safe Water, which requires stringent evaluation of metrics to optimize the distribution system.

MWW's capital budget emphasizes funding for water main replacements, essential to the system's long term sustainability and the provision of high quality, healthy drinking water to customers. The Capital Improvements Committee and Public Service Commission have endorsed this approach.

In an added effort to ensure water quality, MWW began a Corrosion Control Treatment (CCT) Study in 2020 to analyze current water quality parameters. The CCT Study was completed and submitted to the DNR for review in 2021. The DNR approved the report recommendation to continue the current target concentrations of orthophosphate at the Howard and Linnwood water treatment plants. Per DNR requirements, Water Works is currently conducting enhanced monitoring to confirm optimization.

SERVICE HIGHLIGHTS

The 2024 proposed Water Works capital budget provides \$28.6 million for 14 miles of water main replacement. This level of main replacement provides for a 140 year replacement cycle. Water main segments are selected for replacement using risk based prioritization that analyzes the probability and consequence of failure for each segment. Variables include the history of breaks, the expected remaining useful life, and the location of critical users. The primary goal of the main replacement program is to ensure uninterrupted service delivery to all customers.

The 2024 budget includes \$21.8 million for improvements to Milwaukee Water Works treatment plants, pumping and storage facilities. Proposed projects include: HVAC system upgrades and ozone system rehabilitation at the Linnwood treatment plant; motor control center replacement and filter bed replacement at the Howard treatment

plant; pump and valve rehabilitation at the Riverside pumping station; and rehabilitation and painting of Florist Tank 2.

The 2024 budget includes funding to replace 2,200 lead service lines. Replacement of lead service lines is required when a lead service line has failed or is found to be leaking, provides water to a certified or licensed childcare, or is scheduled for replacement as part of a planned project, such as a water main replacement or road reconstruction project. 1,200 replacements are anticipated due to these circumstances. The Water Works has proposed a lead service line prioritization plan to increase the replacements to 2,200 in 2024. The prioritization uses the Area Deprivation Index, elevated blood lead level data for children under the age of 6 and lead service line density to determine the order of replacement by census block group.

Water Works crews replace the utility owned portion of lead service lines in emergency situations to return water service to customers in a cost effective and timely manner. Water Works crews are not permitted to perform work on private property, therefore these crews are limited to replacing only the utility owned portion of the lead service line.

Water filter pitchers are provided to every lead service line replacement customer to reduce the risk of lead exposure from water during and after the replacement project.

The cost of replacing the utility owned portion of a lead service line is paid for by ratepayers through the Water Works operating budget. The average cost to replace the utility owned portion of a lead service line is estimated to be \$4,700 in 2024. The average cost of replacing the privately owned portion of a lead service line is estimated to be \$4,900. The cost of replacing the privately owned portion of a lead service line serving a child care facility is fully paid for by the City, and eligible residential properties pay a maximum of \$1,592 as of March 1, 2023 to have their service line replaced. The maximum cost for eligible residential properties is adjusted on March 1 of each year.

Replacement of the privately owned section of lead service lines in 2024 is funded by \$5.1 million of levy supported City capital funds that were allocated in prior years, and \$2.5 million of special assessments to property owners. MWW applied for \$30.1M of funding through the Safe Drinking Water Loan Program (SDWLP) for SFY 2024 and expects to receive principal forgiveness funding for the majority of costs for the privately owned section. MWW anticipates receiving low interest loans through the SDWLP for the remainder of private side costs and the public side costs. The funding award is anticipated in September 2023. The principal forgiveness funding will offset city costs and borrowing.

RACIAL EQUITY AND INCLUSION

MWW has established three IDEAS (Inclusion, Diversity, Equity, Access, Solutions) groups, which were formed in the Distribution Section, Meter Services Unit, and Plants/Water Quality Sections of the Utility. The groups are comprised of volunteers and, as much as possible, members are selected to equitably represent every work area within each section, with one member of management leading the group. Groups identify areas of improvement in the workplace (culture, leadership, training, position duties) and follow a prescribed protocol to propose and implement solutions.

MWW has also evaluated and made several changes to its recruitment, hiring and onboarding process. This includes the following improvements:

- Hosting and participating in career fairs throughout the year.
- Including equity-based questions in all interviews, and using a matrix scoring system to evaluate candidates to minimize bias in hiring and promotional decisions.
- Developing structured training and development plans to promote both recruitment and retention in response to historically high vacancy rates.

- Partnering with Employ Milwaukee as the sub-recipient of a \$2M congressionally directed spending grant to establish the Essential Employee Workforce Development Program, which will focus on positions with the highest vacancy rates and provide on-the-job training that will allow successful trainees to apply and qualify for the positions through City Service hiring.

MWW is a member of local and national community focused groups, including the Milwaukee Water Equity Task Force, the US Water Alliance, and One Water Our Water, with initiatives focused on the creation of a more diverse, equitable, and inclusive water workforce, and water affordability. As an extension of this work, MWW also established a Water Affordability Community Outreach workgroup and meets regularly with Community Advocates to identify opportunities to engage with the community and provide educational materials regarding various water affordability topics, such as the Low Income Household Water Assistance Program (LIHWAP), the Wisconsin Emergency Rental Assistance (WERA) program, high water use, and other issues.

K. SEWER MAINTENANCE FUND

MISSION: Protect people, property, and the environment from sewage, flooding, erosion, and polluted runoff.

BUDGET SUMMARY

	2022 Actual Expenditures	2023 Adopted Budget	2024 Requested Budget	2024 Proposed Budget	Change 2024 Proposed Versus	
					2023 Adopted	2024 Requested
Personnel						
FTEs - Operations & Maintenance	75.42	115.65	115.95	114.95	-0.70	-1.00
FTEs - Other	15.93	26.85	27.05	27.05	0.20	0.00
Total Positions Authorized	160	165	166	166	1	0
Expenditures						
Salaries and Wages	\$3,922,994	\$5,413,299	\$5,578,332	\$6,701,942	\$1,288,643	\$1,123,610
Fringe Benefits	2,232,412	4,059,974	4,183,749	4,356,236	296,262	172,487
Operating Expenditures	5,174,220	6,003,000	6,467,000	6,167,000	164,000	-300,000
Equipment	72,321	1,567,000	1,526,000	1,161,000	-406,000	-365,000
Special Funds	36,441,646	64,532,930	64,086,545	63,117,879	-1,415,051	-968,666
O&M Total	\$47,843,593	\$81,576,203	\$81,841,626	\$81,504,057	-\$72,146	-\$337,569
Capital Projects	20,616,323	28,400,000	26,900,000	26,400,000	-2,000,000	-500,000
Deposit to Retained Earnings	24,290,239	0	0	0	0	0
Total	\$92,750,155	\$109,976,203	\$108,741,626	\$107,904,057	-\$2,072,146	-\$837,569
Revenues						
Sewer Maintenance Fee	\$31,733,436	\$33,762,234	\$33,034,400	\$32,818,500	-\$943,734	-\$215,900
Stormwater Management Fee	38,239,451	40,230,290	39,691,000	40,934,150	703,860	1,243,150
Charges for Services	1,761,360	1,749,000	1,700,000	1,700,000	-49,000	0
Interest Revenue	399,290	206,000	217,400	325,000	119,000	107,600
Miscellaneous Revenue	295	0	0	0	0	0
Developer Financed	\$846,467	1,000,000	0	0	-1,000,000	0
Proceeds from Borrowing	17,664,600	22,700,000	21,700,000	22,700,000	0	1,000,000
Grant and Aid	2,105,256	3,700,000	3,700,000	3,700,000	0	0
Withdrawal from Retained Earnings	0	6,628,679	8,698,826	5,726,407	-902,272	-2,972,419
Total	\$92,750,155	\$109,976,203	\$108,741,626	\$107,904,057	-\$2,072,146	-\$837,569

SUMMARY OF SERVICES DELIVERED BY THIS DEPARTMENT

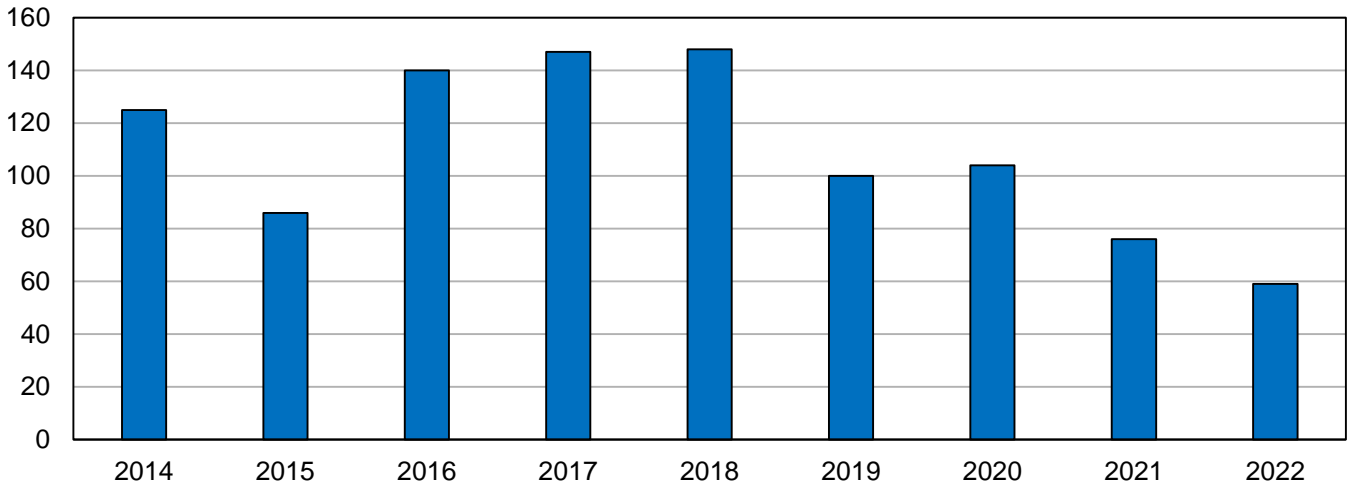
The City maintains a system of 2,514 miles of public sewers which collect sewage and runoff from streets, homes, and businesses, and conveys that wastewater to the Milwaukee Metropolitan Sewerage District (MMSD) system for treatment, or stormwater runoff to local waterways, rivers, and ultimately Lake Michigan. By conveying wastewater to MMSD for treatment before returning it to Lake Michigan, the sewerage system reduces the risk of waterborne illnesses and protects water quality. The sewer system also protects property by mitigating flooding.

The Sewer Maintenance Fund is funded entirely through its own revenues, the bulk of which come from the Sewer and Stormwater Fees. Both of these fees will be increased by 2% in 2024. These fees will cost an average residential household a combined \$209.53 in 2024, up from \$205.42 in 2023, a difference of \$4.11.

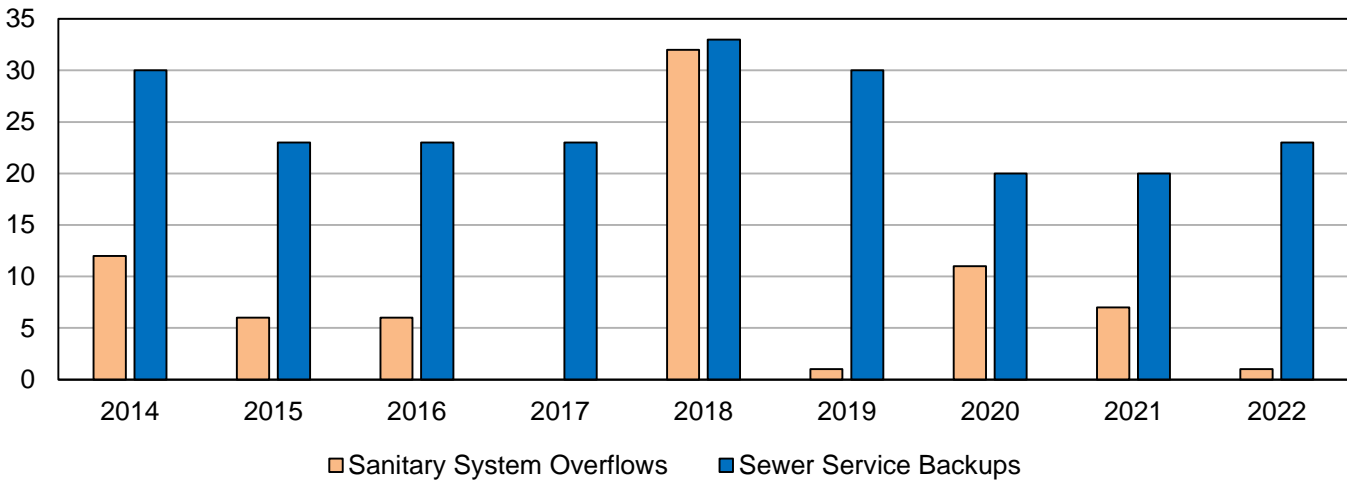
Description of Services Provided	Budget*	FTEs
Sewer Design and Construction	\$49,909,515	29.8
Sewer Repair and Maintenance	\$13,966,165	100.1
Stormwater Management	\$44,028,377	12.1
Total *Does not include grant (including ARPA), capital, or reimbursable funding sources.	\$107,904,057	142

KEY PERFORMANCE MEASURES

Miles of Sewer Examined



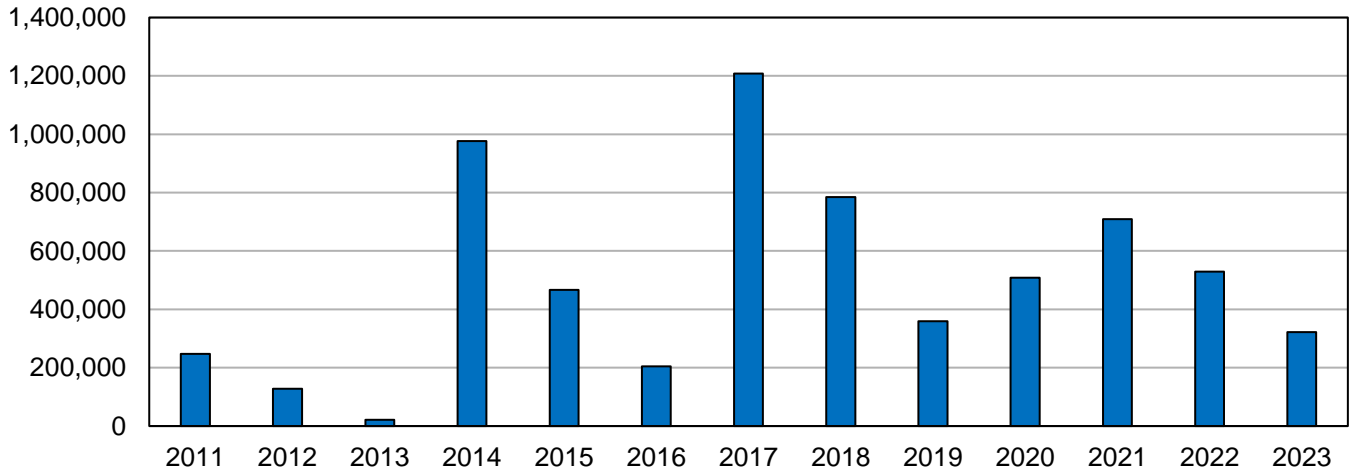
Sewerage Backups and Overflows



Green Infrastructure Projects

Year	Green Alleys	Bioswales	Stormwater Tree Cells	Permeable Pavers	Green Infrastructure Projects Completed
2011	2	19			21
2012		13			13
2013		2			2
2014	6	36		2	44
2015	4	24	8		36
2016		27			27
2017	10	50			60
2018	4	45		6	55
2019		33		8	41
2020	3	15	0	2	20
2021	6	20	23	1	50
2022	4	15		16	35
2023	2	23			25

Additional Gallons of Stormwater Captured By Green Infrastructure



SERVICE HIGHLIGHTS

- Working with City partners to rehabilitate City parking lots including adding Green Infrastructure
- Utilizing MMSD grant funds to rehabilitate privately owned sanitary and combined sewer laterals
- Constructed seven bioswales around Jewel Playfield
- Constructed 16 bioswales along West Good Hope Road and West Fond du Lac Avenue

- Participated in MPS green school yard projects at Gaenslen, German Immersion, Kluge, Mitchell, and Riley
- Utilizing MMSD grant funds to replace defective sanitary sewer laterals to reduce inflow and infiltration (I/I) into sanitary sewers and eliminate sanitary sewage intrusion into storm sewers

CAPITAL PROJECTS

Sewer Relay and Lining: Sewer pipe lifespans vary greatly depending on a variety of factors, such as materials, geology, and above ground development. The structural condition of sewer pipes is determined through regular closed-circuit televised exams of the sewers. When a sewer pipe is identified as needing repair or reconstruction, the Sewer Maintenance Fund contracts out the work to line or replace the sewer pipe. In 2022, 49 miles of sewers were examined. Average yearly relining and replacement is decreasing from recent years as the highest need pipes have already been repaired or replaced. \$18 million will be allocated to the Sewer Relay and Lining Program, a decrease of \$2 million from 2023.

Pump Facilities: The Sewer Maintenance Fund conducts monthly inspections and testing on sanitary bypass pumps and lift stations, repairing and replacing as needed. In 2022, two pumps needed to be replaced and eight pump stations needed to be repaired. \$500,000 will be allocated to Pump Facility projects in 2024, the same as in 2023.

Infiltration and Inflow Reduction: The Sewer Maintenance Fund works closely with the Milwaukee Metropolitan Sewerage District to identify geographic areas with flooding and sewage backups. They repair and maintain City-owned sewer mains and manholes to reduce clearwater in the sanitary system. \$1.5 million will be allocated to Infiltration and Inflow Reduction, a reduction of \$500,000 in addition to an anticipated \$1.7 million in grant funding from MMSD.

Green Infrastructure (Water Quality to meet Total Maximum Daily Load requirements): The Wisconsin Department of Natural Resources along with the Environmental Protection Agency (EPA) established maximum levels of suspended solids and contaminants in Milwaukee's bodies of water. To maintain and improve water quality, the Sewer Maintenance Fund is investing in Green Infrastructure, such as green alleys, bioswales, stormwater tree cells, and permeable pavers. These investments are designed to manage rainwater where it falls by capturing polluted runoff from streets and alleys, slowing it down, and storing it to reduce the amount of stormwater in the sewer system which helps to mitigate basement back-ups, and filtering contaminants before stormwater reaches local streams and rivers and ultimately Lake Michigan. In 2024 the City will increase its investment in Green Infrastructure by 16.7%, as well as apply for additional grant support to continue building and maintaining a strong Green Infrastructure network throughout the City. \$3.5 million will be allocated to Green Infrastructure in 2024, an increase of \$500,000 from 2023.

Channel Restoration: Each year, channels need to be maintained and repaired to ensure structural integrity and mitigate erosion. \$200,000 will be allocated to Channel Restoration projects in 2024, the same as in 2023.

Flood Mitigation: The Sewer Maintenance Fund is in the planning stage to build a large retention basin near 31st and Capitol Drive to reduce localized flooding and sewage backups. The project will be constructed over three years from 2024 to 2026. The current cost estimate is \$11 million, with \$1 million included in both the 2024 and the 2023 budgets.

RACIAL EQUITY AND INCLUSION

The Sewer Maintenance Fund has a diverse staff, with 61% of staff being Black or Hispanic. 82% of staff live in the City.

Department of Public Works provides professional development opportunities, specifically for staff working in the field, the majority of whom belong to underserved racial groups. We have held several sessions on resume writing.

Upcoming sessions will be held on interviewing skills and how to apply for positions through the Department of Employee Relations application process. The goal of these sessions is to provide pathways to promotion for staff throughout DPW.

The Department is also working with the DPW REI team to review the new manager and supervisor training to improve staff experience and pathways to management and supervisory positions.

The Sewer Maintenance Fund is participating in reckless driving initiatives by looking at opportunities to incorporate green infrastructure in bump-outs, protected bike lanes, and road diets.

M. COUNTY DELINQUENT TAX FUND

MISSION: Provide appropriation authority to purchase County of Milwaukee delinquent property taxes.

SUMMARY OF EXPENDITURES

	2022 Actual Expenditure	2023 Adopted Budget	2024 Proposed Budget	Change 2024 Proposed Versus 2023 Adopted
Purchase of Delinquent County Taxes	\$10,187,976	\$9,505,000	\$10,619,045	\$1,114,045
Total	\$10,187,976	\$9,505,000	\$10,619,045	\$1,114,045

SOURCE OF FUNDS

	2022 Actual Expenditure	2023 Adopted Budget	2024 Proposed Budget	Change 2024 Proposed Versus 2023 Adopted
County Delinquent Taxes Collected	\$10,187,976	\$9,505,000	\$10,619,045	\$1,114,045
Total	\$10,187,976	\$9,505,000	\$10,619,045	\$1,114,045

In accordance with s. 74.83 Wis. Stats., the City of Milwaukee is authorized to enter into an agreement with the County of Milwaukee to purchase county delinquent personal property taxes and real estate tax certificates. The initial agreement was executed in December 1987.

The authority to collect county delinquent property taxes enables the City Treasurer to consolidate the collection of delinquent taxes. Consolidation of the delinquent taxes provides a more efficient and effective tax collection administration by eliminating the burden of duplicate collections by the city and county.

The city purchases the county's delinquent personal property and real estate taxes at the close of the current tax collection period each February, and the county's real estate taxes that become delinquent during the installment collection cycle each month. The city acquires the delinquent county property taxes receivable as an asset and generates revenue by retaining the interest and penalty charges collected on the outstanding delinquent taxes.

This account is the city's mechanism to purchase the county's delinquent property taxes. It is related to other delinquent tax collection efforts in the city debt budget.

II. BORROWING AUTHORIZATIONS

General Obligation Bonds or Short Term Notes

	<u>New 2024 Authority</u>
A. Renewal and Development Projects	
1. For providing financial assistance to blight elimination, slum clearance, redevelopment and urban renewal projects under section 66.1301 to 66.1327, 66.1331, 66.1333, 66.1335, 66.1337, and 66.1105. MEDC Loan Program.	
Subtotal Renewal and Development Projects.	\$900,000
B. Public Improvements	
1. Public buildings for housing machinery and equipment.	\$7,945,000
2. Harbor improvements.	3,590,000
3. Parking facility improvements.	3,400,000
4. All Fire borrowing.	1,000,000
5. All Police borrowing.	
6. Bridge and viaduct.	3,784,000
7. Sewage disposal, sewer improvement, and construction.	0
8. Street improvements and construction.	54,344,000
9. Parks and public grounds.	500,000
10. Library improvements authorized under section 229.11 and 229.17.	320,000
11. Rubbish.	0
12. Water Infrastructure.	0
Subtotal General Obligation Bonds or Short Term Notes (Sections A and B).	\$75,783,000
C. Contingent Borrowing	
Borrowing for a public purpose not contemplated at the time the budget was adopted.	
Contingent borrowing.	\$200,000,000
Subtotal General Obligation Bonds or Short Term Notes.	\$200,000,000
D. School Board Borrowing	
1. School purposes (1).	\$2,000,000
Subtotal General Obligation Bonds or Short Term Notes.	\$2,000,000
E. Borrowing for Special Assessments	
1. To finance public improvements in anticipation of special assessments levied against property.	
2. General city.	
3. Water Infrastructure.	\$0
Subtotal General Obligation Bonds or Local Improvements Bonds.	\$0
F. Tax Incremental Districts	
1. For paying project costs in accordance with project plans for Tax Incremental Districts.	\$25,000,000
Subtotal General Obligation Bonds, Short Term Notes, or Revenue Bonds.	\$25,000,000
G. Borrowing for Delinquent Taxes	
To finance general city purposes for anticipated delinquent taxes.	\$37,000,000
Subtotal General Obligation Bonds or Short Term Notes.	\$37,000,000
H. Revenue Anticipation Borrowing	
To borrow in anticipation of revenue in accordance with Section 67.12 of the Wisconsin State Statutes.	\$400,000,000
Subtotal General Obligation Bonds or Short Term Notes.	\$400,000,000
I. Water Works Borrowing	
Water Works mortgage revenue bonds or general obligation bonds.	\$50,485,000
Subtotal Revenue Bonds or General Obligation Bonds.	\$50,485,000
J. Sewer Maintenance Fund Borrowing	
Sewer Maintenance Fund revenue bonds or general obligation bonds.	\$22,700,000
Subtotal Revenue Bonds or General Obligation Bonds.	\$22,700,000
Total General Obligation Bonds or Short Term Notes	\$812,968,000

(1) Design plans for any alteration to building exteriors and interiors shall be reviewed and approved by the city.

III. CLARIFICATION OF INTENT

Employee Fringe Benefits

Employee fringe benefit costs are allocated to operating and capital budgets on an estimated basis for informational purposes only. Such estimated expenditures are 100% appropriation offset for operating budgets and 100% revenue offset for the capital budget to avoid any impact on the city's tax levy. Actual fringe benefit costs, such as health care benefits, life insurance, and pensions, are budgeted separately in non-departmental accounts, which are funded from the property tax levy.

The amount included in each departmental (or budgetary control unit) operating budget on the line entitled "Estimated Employee Fringe Benefits" is subject to adjustment by unilateral action of the City Comptroller, during the budget year, if the actual rate charged against salaries paid is at variance with the estimated rate used in calculating the budgeted amount.

Departmental Salary Appropriations

Department net salary and wage appropriations reflect current wage rates and expenditures and are limited to these amounts. Funding of future salary increases is provided in the Wages Supplement Fund.

Footnotes

Section 18-06-12 of the Milwaukee City Charter states that the adoption of the budget shall be the authority for the expenditure by a department for the purposes therein provided and of the amounts assigned to the department thereby and no further action by the Common Council shall be necessary to authorize any department to make such expenditures. The City Attorney has advised that footnotes contained in the line item budget are informational only and not controlling over expenditures unless a corresponding resolution specifying the footnote's intent is also adopted by the Common Council.

**POSITIONS ORDINANCE AND
SALARY ORDINANCE**

The Positions Ordinance and the Salary Ordinance for the City may be obtained from the City Clerk's Office upon request, or on the City Clerk's website. They have not been included in this publication.

TAX LEVY TO RATE CONVERSION TABLE

Assessed Value Used in Conversion Calculation as of August 21, 2023: \$33,555,356,790

Tax Rate Per \$1,000 of Assessed Valuation	<u>Levy Change</u>	<u>Levy Change</u>	Tax Rate Per \$1,000 of Assessed Valuation
\$0.01	\$335,554	\$5,000	\$0.00
\$0.05	\$1,677,768	\$10,000	\$0.00
\$0.10	\$3,355,536	\$50,000	\$0.00
\$0.25	\$8,388,839	\$100,000	\$0.00
\$0.50	\$16,777,678	\$500,000	\$0.01
\$1.00	\$33,555,357	\$1,000,000	\$0.03

Formula for deriving tax rate per \$1,000 of assessed value from known assessed value and levy:

$$\text{TAX RATE} = \frac{\text{TAX LEVY}}{\text{ASSESSED VALUE}/1,000}$$

Formula for deriving levy from known rate and assessed value:

$$\text{TAX LEVY} = \text{TAX RATE} \times (\text{ASSESSED VALUE}/1,000)$$

Formula for deriving assessed value from known rate and levy:

$$\text{ASSESSED VALUE} = (\text{TAX LEVY}/\text{TAX RATE}) \times 1,000$$

Note: Results are Approximate Due to Rounding