

2025 PROPOSED PLAN AND EXECUTIVE BUDGET SUMMARY

CITY OF MILWAUKEE

STATE OF WISCONSIN

Cavalier Johnson
Mayor

Department of Administration
Budget and Management Division

Preston D. Cole

Administration Director

Nik Kovac

Budget and Management Director

Budget and Management Staff

Tyler Calligaro

Amanda Cervantes

Andrea Fowler

Nathaniel Haack

Mason Lavey

Sarah Osborn

Angelique Pettigrew

Bryan J. Rynders

Shaketa Winters

GUIDE TO BUDGET DOCUMENTS

PLAN AND BUDGET SUMMARY

A document containing a fiscal summary of the 2025 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.

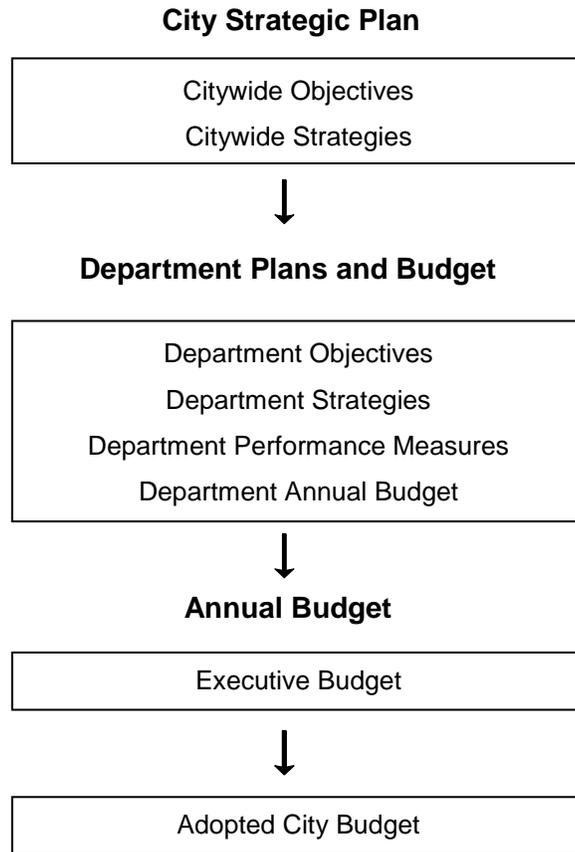
To obtain copies of the: *Proposed Plan and Executive Budget Summary*, *Plan and Budget Summary*, and *Detailed Budget* contact the:

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 Evan Goyke
City Comptroller Bill Christianson
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 DiAndre Jackson

Eighth JoCasta Zamarripa

Ninth Larresa Taylor

Tenth Sharlen P. Moore

Eleventh Peter Burgelis

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

TABLE OF CONTENTS

2025 Budget Introduction	1
Budget Summary Tables	
2025 Proposed Budget and Tax Rate Compared to Prior Year	7
Comparison by Budget Sections Between 2025 Proposed Budget Versus 2024 Adopted, and 2025 Requested Budgets, Revenues, Tax Levies, and Resulting Changes.....	8
Property Tax Rate and Levy Comparison (Graph)	11
General City Purposes Spending and Authorized Positions (Graphs).....	12
Change in Positions	13
Estimated Full Time Equivalents - O&M Funded	14
Estimated Full Time Equivalents - Non-O&M Funded	15
Estimated Full Time Equivalents - All Funding Sources.....	16
Comparison of 2025 Proposed Expenditures and Funding Sources with Prior Years	17
Department Appropriations by Funding Category	22
Summary of Borrowing Authorizations (Including School Purposes).....	23
City of Milwaukee Organization Chart.....	24
City Budgets Under the Control of the Common Council	25
Property Tax Supplemented Funds	
A. General City Purposes	27
B. Provision for Employees’ Retirement Fund	149
C. Capital Improvements	161
D. City Debt.....	171
F. Common Council Contingent Fund	174
Special Revenue Funds	
G. Transportation Fund	176
H. Grant and Aid Fund.....	179
I. Economic Development Fund	182
J. Water Works	184
K. Sewer Maintenance Fund	190
M. County Delinquent Tax Fund	195
N. Settlement Funds	196
Borrowing Authorizations (General Obligation Bonds or Short-Term Notes)	197
Clarification of Intent	198
Tax Levy to Rate Conversion Table	200

ALPHABETICAL LISTING

2025 Proposed Budget and Tax Rate Compared to Prior Year	7
2025 Budget Introduction.....	1
Administration, Department of.....	29
Annuity Contribution, Employer’s Share	149
Assessor’s Office.....	41
Authorized Positions (Graph)	12
Board of Zoning Appeals (Special Purpose Account).....	135
Borrowing Authorizations (General Obligation Bonds or Short Term Notes)	197
Capital Improvements	161
Change in Positions.....	13
City Attorney	45
City Debt.....	171
City Treasurer	58
Clarification of Intent.....	198
Common Council City Clerk	62
Common Council Contingent Fund	174
Comparison of 2025 Proposed Expenditures and Funding Sources with Prior Years	17
Comparisons by Budget Sections between 2025 Proposed Budget Versus 2024 Adopted, and 2025 Requested Budgets, Revenues, Tax Levies, and Resulting Changes	8
Comptroller.....	66
County Delinquent Tax Fund.....	195
Deferred Compensation Plan	157
Department Appropriations by Funding Category	22
Department of City Development.....	50
Economic Development Fund (Special Revenue Account).....	182
Election Commission	69
Emergency Communications, Department of.....	72
Employee Health Care Benefits (Special Purpose Account)	136
Employee Relations, Department of	76
Employees’ Retirement System.....	152
Estimated Full Time Equivalents O&M Funded.....	14
Estimated Full Time Equivalents Non-O&M Funded	15
Estimated Full Time Equivalents All Fund Sources	16
Fire and Police Commission	79
Fire Department	83
Fringe Benefit Offset	141
General City Purposes Spending (Graphs).....	12
Grant and Aid Fund (Special Revenue Account).....	179
Health Department	87

ALPHABETICAL LISTING (Continued)

Library	90
Mayor's Office	94
Municipal Court	98
Neighborhood Services, Department of	102
Organization Chart, City of Milwaukee	24
Police Annuity and Benefit Fund	149
Police Department	106
Port Milwaukee	110
Positions Ordinance, Reference	199
Property Tax Rate and Levy Comparison (Graph)	11
Property Tax Supplemented Funds Summary of Expenditures (Under Control of the Common Council)	25
Provision for Employees' Retirement Fund (Pensions)	149
Public Works, Department of	
Administrative Services Division	113
Infrastructure Services Division	116
Operations Division (Buildings and Fleet, Forestry, and Sanitation)	126
Sewer Maintenance Fund (Special Revenue Account)	190
Transportation Fund (Special Revenue Account)	176
Water Works (Special Revenue Account)	184
Salary Ordinance, Reference	199
Settlement Funds	196
Source of Funds for General City Purposes	142
Special Purpose Accounts	131
Special Revenue Funds Summary	175
Summary of Borrowing Authorizations (Including School Purposes)	23
Tax Levy to Rate Conversion Table	200
Tax Stabilization Fund Withdrawal	148
Worker's Compensation (Special Purpose Account)	139

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.

2025 Budget Introduction

Three historic trends intersect in this budget: a local sales tax, state-wide shared revenue, and the federal ARPA grant. The first is just beginning, the second finally changes, and the third ends.

1) The 2% City of Milwaukee sales tax

The newest trend is also the most game-changing. After decades of being the largest city in the United States of America without either a local sales or income tax, the City of Milwaukee began receiving a 2% local sales tax this past January 1, 2024. In consultation with the State Department of Revenue (DOR) during the summer and fall of 2023, the City Comptroller estimated that this sales tax would generate \$184 million in 2024. Based on the distribution trends from the state DOR as of mid-August 2024, the Comptroller expects that target to be reached in 2024, and is projecting that \$192.9 million will be generated in 2025.

2) State Shared Revenue finally unfrozen

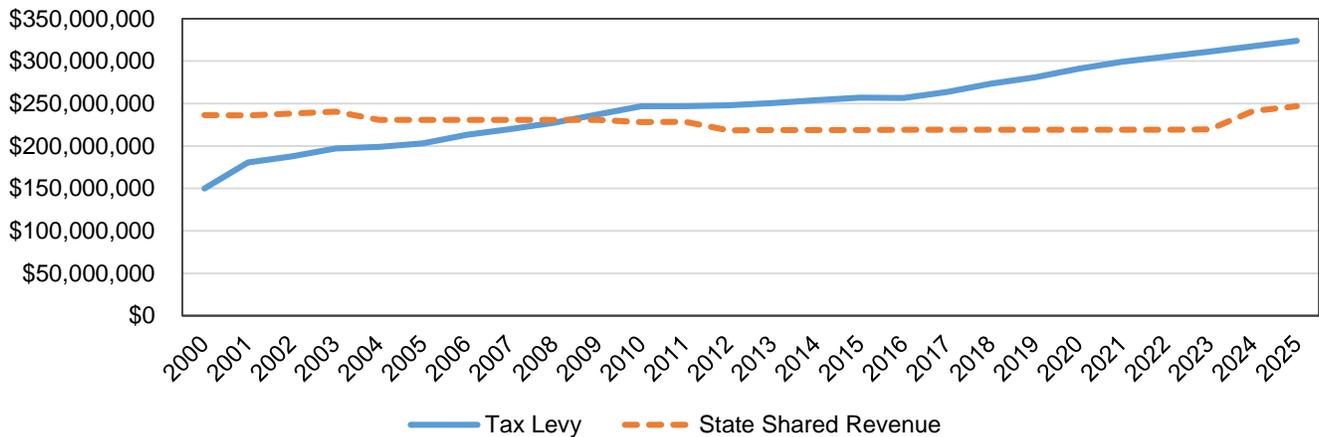
2024 was also the first time in over thirty years that the City of Milwaukee received an increase in State Shared Revenue. The State Shared Revenue (SSR) system is a long-standing state program that redistributes State collected revenues generated by sales, income and excise taxes, and sends them to local units of government to provide services. Over the previous several decades, this revenue stream from the State either decreased or stayed stagnant, with no adjustments for inflationary or cost of living increases.

In 2000 the City received \$236.2 million in SSR, but only \$219.2 million in 2023. This \$17 million decrease in nominal dollars equated to a \$199 million decrease in real dollars after you adjust for the inflation that occurred in the intervening decades.

This finally changed in 2024, when the City received a 10% increase, or \$21.9 million, over previously frozen SSR levels. In future years, the City’s SSR distributions will increase in alignment with increases in total statewide collections. The State DOR has informed the City that in 2025 this increase will be 2.3%, or \$5.55 million, above 2024 levels.

SSR was once the city’s largest source of revenue but has been outpaced since 2009 by the property tax levy – a source of funding which has roughly kept up with the real value of money, i.e., inflation, over the past two decades.

State Shared Revenue & City Tax Levy



3) Federal ARPA grant expiring

In March of 2021 the American Rescue Plan Act (ARPA) allocated \$394.2 million to the City of Milwaukee. The federal legislation that created this grant required that all of it be spent, under contract, or reserved for programmatic salaries by December 31, 2024 and fully spent by December 31, 2026.

In the summer of 2021 the City allocated over \$100 million of this money on a series of transformative investments, most notably to remediate homes occupied by children poisoned by lead paint, to modernize and repair our streetlighting network, and to catalyze new affordable housing.

Consistent with federal rules regarding allowable ARPA spending, the City eventually used the remaining two-thirds of the total ARPA allocation to maintain regular City services: \$68 million in the 2022 budget, \$85 million in the 2023 budget, and \$110 million in the 2024 budget.

That one-time grant money was intended to be a lifeline to help local governments and communities get through the economic crisis caused by the global COVID-19 pandemic. In Milwaukee's case, the City had those effects to contend with, as well as the ongoing and increasing structural budget deficit caused by frozen SSR and spiking pension costs.

Without that ARPA aid to prop up the past three annual budgets, the City would have been forced to make devastating cuts, making basic City services unrecognizable. As it happened, the ARPA grant allowed the City to avoid these drastic avoided just long enough for the SSR to increase and the local sales tax to be implemented.

The Structure of Budget Gaps

The use of one-time federal ARPA grants to help fill the recent budgets gaps created a fiscal cliff once ARPA was scheduled to expire. \$110 million of funds that were utilized in 2024 to maintain City services cannot be used in the 2025 budget. Knowing that this major source of funding was expiring, the 2024 budget prepared for this pending pivot in several ways

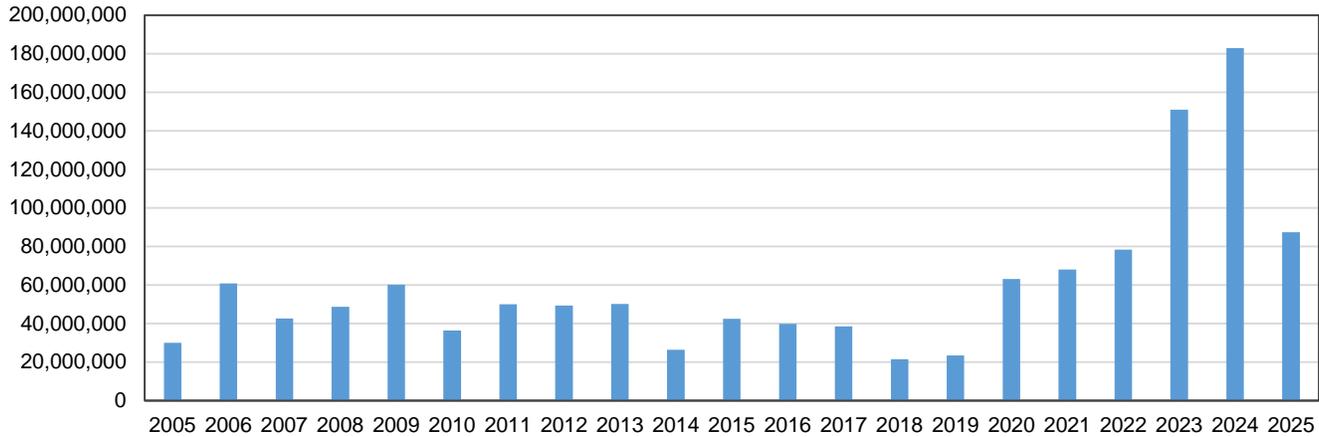
- For the first time in decades, no withdrawals were made from any of the three major reserve accounts – the Tax Stabilization, Public Debt Amortization, and Transportation Funds.
- A one-time catch-up payment of \$25.5 million was made to continue the City's practice of pre-paying its full annual pension obligations
- Catching up on some of the City's deferred maintenance and repairs by cash-financing over \$38 million of major capital projects.

Even with the above mitigation tactics, the looming expiration of ARPA is a factor that overall increased the 2025 budget gap.

The other two historic trends listed above – the creation of a local sales tax, and the unfreezing of SSR – decreased the budget gap overall, but those new revenues also came with conditions from the State that create new expenditure obligations. The State mandated that the City's pension system lower its discount rate and subsidize participating non-City agencies for their share of this cost differential, which increased City expenditures by more than \$50 million from 2023 levels. The State further mandated that the City must annually increase the total number of fire and police sworn personnel, the two largest categories of salary expense, until they meet a set level known as the "maintenance of effort" – 1,725 total police officers, and 218 daily staffing for firefighters.

Taken together, these various countervailing factors added up to an \$87.3 million gap between expected expenditures and revenues when all departments submitted their cost-to-continue requests for the 2025 budget in May 2024. This gap was significantly smaller than the two immediately prior years, but still larger than all other years.

Request Budget Gaps



Closing the 2025 Budget Gap

The Budget and Management Division (BMD) pursued three major strategies to balance the 2025 budget:

1) Reserve Withdrawals

All three major reserves showed significant increases, which allowed for withdrawals totaling over \$44 million, or just more than half of the gap.

2) Revenue Increases

Working together with the City Comptroller’s office and the State DOR, the City is able to recognize an increase of \$8.9 million in projected local sales tax collections, and \$5.55 million in SSR.

In addition, BMD worked closely with the newly hired Innovation Director to create new fines and forfeiture schedules, as well as improved collection strategies, in order to increase revenues in 2025 and future years. As one example, more than half of the proposed \$6 million withdrawal from the Transportation Fund is possible because of several new strategies related to parking tickets and collections.

3) Departmental Reductions

All departments (excepting enterprise funds and the sworn staffing sections of the police and fire departments) were asked by Mayor Cavalier Johnson in July to offer scenarios that would create 5% reductions from their cost-to-continue budget requests.

In some cases, budget analysts were able to “right-size” departmental budget requests by adjusting expenditures to more closely track recent trends of actual spending, or by more fully accounting for the ability of various grants to offset tax levy commitments. In most cases, however, reductions scenarios will negatively impact city services.

For each department, Mayor Johnson carefully considered the immediate effect of service reductions against the long-term fiscal constraints facing the City in the coming years. All of the cuts proposed in this budget were reviewed alongside each department’s Key Performance Indicators (KPIs) and any associated equity impacts. Cuts were not proposed that would substantially impair essential public services or exacerbate racial inequalities. Examples of such cuts not made include Mayor Johnson’s continued commitment to fund demolitions, vacant lot maintenance, reckless

driving prevention strategies, commercial corridor investments, and branch library hours at higher than prior levels in response to the greater need and demand in the community for these services.

Some departments were able to meet or exceed the 5% cut target from their cost-to-continue requests, and some weren't. Given the likely persistence of significant budget gaps in the coming years, this process of closely measuring KPIs and equity impacts across all departments in order to produce fiscal savings is expected to continue in future budgets.

Pressures on the Capital Budget

Despite the increased cash-financing of several major capital projects in the 2024 budget, several current and future projects are expected to need funding in the coming years. New significant line items in the 2025 proposed capital budget include:

- Continued funding for the \$40 million project to replace police and fire radios
- \$8.6 million dollars towards the \$28 million total to replace the City's outdated ERP system, a necessary human resources and financial management software.
- The completion of the \$17 million port cruise dock terminal
- Increased local matches for federally funded major streets and bridges to keep pace with an increase in available grants, and project cost overruns which must be funded by the City

New line items expected to be necessary in future capital budgets:

- Mixed Recycling Facility replacement
- Electrical Services Building replacement
- Fire Repair Shop replacement
- Capitol Avenue branch library replacement
- Additional local matches for federally funded major streets and bridges to keep pace with increased grants and project cost overruns that must be funded by the City

Given these accumulating demands, the Mayor is proposing a significant increase to our annual borrowing in the 2025 budget – from \$96 million to \$116 million – and expects this new, higher level to be maintained in the 2026 and 2027 budgets until it is lowered in the subsequent years.

This three-year spike in borrowing will allow the City to take full advantage of the recent increase in federally funded infrastructure improvements, as well as rebuilding City facilities necessary to provide essential core services like material recycling, streetlighting support, and fleet maintenance.

This commitment will come at a cost, however. Our annual debt service costs will increase by approximately \$6 million for several years in order to pay for this temporary spike in borrowing. Once complete, the new facilities will lead to annual savings in the operating and capital budgets as well as new revenue possibilities through shared services with neighboring municipalities.

Aligning Spending with Performance

The budget summary tables at the beginning of each chapter in this book now have rows for ARPA salary and ARPA fringe allocations in prior years, which will allow readers to make apples-to-apples comparisons about spending trends by reviewing the "Total + ARPA" row.

The service tables immediately below those budget summary tables now include additional columns for grant and capital budgets. By describing all funding sources and funded full time equivalent positions (FTEs) for each City

service, readers of this book will receive a more holistic picture of which services each department is providing, and how many employees are delivering each service.

The next section in each chapter presents the most recent data on the KPIs for each department, as well as associated equity impacts.

In other words, each chapter in this book should tell the reader, in sequence, how much money is being spent in each department, what it's being spent on, whether that spending is achieving results, and who those results are benefitting.

2025 PROPOSED BUDGET AND TAX RATE COMPARED TO PRIOR YEAR

Purpose Of Expenditure And Funding Source	2024 Adopted Budget	2025 Proposed Budget	CHANGE 2025 Minus 2024 Adopted	2024 Adopted Budget	2025 Proposed Budget	CHANGE 2025 Minus 2024 Adopted
A. GENERAL CITY PURPOSES						
1. Budget (Expenditure Authority)	\$697,329,152	\$797,937,525	\$100,608,373			
2. Non Tax Levy Funding	600,598,282	652,526,115	51,927,833			
3. Tax Levy Funding	96,730,870	145,411,410	48,680,540	\$2.88	\$3.72	\$0.83
B. EMPLOYEE RETIREMENT						
1. Budget (Expenditure Authority)	\$253,587,168	\$238,121,335	\$-15,465,833			
2. Non Tax Levy Funding	183,178,282	168,931,943	-14,246,339			
3. Tax Levy Funding	70,408,886	69,189,392	-1,219,494	\$2.10	\$1.77	\$-0.33
C. CAPITAL IMPROVEMENTS						
1. Budget (Expenditure Authority)	\$196,884,258	\$211,614,649	\$14,730,391			
2. Non Tax Levy Funding	158,005,258	211,049,649	53,044,391			
3. Tax Levy Funding	38,879,000	565,000	-38,314,000	\$1.16	\$0.01	\$-1.14
D. CITY DEBT						
1. Budget (Expenditure Authority)	\$268,833,763	\$276,265,997	\$7,432,234			
2. Non Tax Levy Funding	162,155,944	172,381,292	10,225,348			
3. Tax Levy Funding	106,677,819	103,884,705	-2,793,114	\$3.18	\$2.66	\$-0.52
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	\$0.13	\$-0.02
SUBTOTAL (A+B+C+D+F)						
1. Budget (Expenditure Authority)	\$1,421,634,341	\$1,528,939,506	\$107,305,165			
2. Non Tax Levy Funding	\$1,103,937,766	\$1,204,888,999	\$100,951,233			
3. Tax Levy Funding	\$317,696,575	\$324,050,507	\$6,353,932	\$9.47	\$8.29	\$-1.19
G. TRANSPORTATION FUND						
1. Budget (Expenditure Authority)	\$39,271,784	\$44,677,956	\$5,406,172			
2. Non Tax Levy Funding	39,271,784	44,677,956	5,406,172			
3. Tax Levy Funding	0	0	0	\$0.00	\$0.00	\$0.00
H. GRANT AND AID FUND						
1. Budget (Expenditure Authority)	\$166,900,995	\$100,132,522	\$-66,768,473			
2. Non Tax Levy Funding	166,900,995	100,132,522	-66,768,473			
3. Tax Levy Funding	0	0	0	\$0.00	\$0.00	\$0.00
I. ECONOMIC DEVELOPMENT FUND						
1. Budget (Expenditure Authority)	\$0	\$11,000,000	\$11,000,000			
2. Non Tax Levy Funding	0	11,000,000	11,000,000			
3. Tax Levy Funding	0	0	0	\$0.00	\$0.00	\$0.00
J. WATER WORKS						
1. Budget (Expenditure Authority)	\$174,598,341	\$196,037,219	\$21,438,878			
2. Non Tax Levy Funding	174,598,341	196,037,219	21,438,878			
3. Tax Levy Funding	0	0	0	\$0.00	\$0.00	\$0.00
K. SEWER MAINTENANCE FUND						
1. Budget (Expenditure Authority)	\$107,904,057	\$113,145,501	\$5,241,444			
2. Non Tax Levy Funding	107,904,057	113,145,501	5,241,444			
3. Tax Levy Funding	0	0	0	\$0.00	\$0.00	\$0.00
M. COUNTY DELINQUENT TAXES FUND						
1. Budget (Expenditure Authority)	\$10,619,045	\$10,586,000	\$-33,045			
2. Non Tax Levy Funding	10,619,045	10,586,000	-33,045			
3. Tax Levy Funding	0	0	0	\$0.00	\$0.00	\$0.00
N. SETTLEMENT FUND						
1. Budget (Expend. Auth.)	0	5,250,000	\$5,250,000			
2. Non Tax Levy Funding	0	5,250,000	5,250,000			
3. Tax Levy Funding	0	0	0	\$0.00	\$0.00	\$0.00
SUBTOTAL (G+H+I+J+K+M+N)						
1. Budget (Expenditure Authority)	\$499,294,222	\$480,829,198	\$-18,465,024			
2. Non Tax Levy Funding	\$499,294,222	\$480,829,198	\$-18,465,024			
3. Tax Levy Funding	\$0	\$0	\$0	\$0.00	\$0.00	\$0.00
TOTAL (A thru M)						
1. Budget (Expenditure Authority)	\$1,920,928,563	\$2,009,768,704	\$88,840,141			
2. Non Tax Levy Funding	\$1,603,231,988	\$1,685,718,197	\$82,486,209			
3. Tax Levy Funding	\$317,696,575	\$324,050,507	\$6,353,932	\$9.47	\$8.29	\$-1.19

Tax Rates and Assessed Value - 2025 rate column is based on an estimated assessed value of: \$39,101,235,889 as of September 11, 2024.

Comparisons by Budget Sections Between 2025 Proposed Budget Versus 2024 Adopted and 2025 Requested Budgets, Revenues, Tax Levies, and Resulting Changes

	2024 Adopted Budget	2025 Requested Budget	2025 Proposed Budget	Change 2025 Proposed Budget Versus	
				2024 Adopted	2025 Requested
A. General City Purposes					
Appropriations					
Salaries and Wages	\$397,031,760	\$504,799,135	\$502,562,679	\$105,530,919	\$-2,236,456
Fringe Benefits	179,663,489	226,885,446	223,737,732	44,074,243	-3,147,714
Operating Expenditures	81,916,773	86,583,074	84,141,918	2,225,145	-2,441,156
Equipment Purchases	10,756,192	11,307,490	8,215,118	-2,541,074	-3,092,372
Special Funds	47,045,686	48,874,181	46,223,479	-822,207	-2,650,702
Special Purpose Account Miscellaneous*	25,401,741	24,583,920	23,367,331	-2,034,410	-1,216,589
Workers Compensation Special Purpose Accounts	11,500,000	11,500,000	11,000,000	-500,000	-500,000
Employee Health Care Special Purpose Accounts	123,677,000	123,827,000	122,427,000	-1,250,000	-1,400,000
Fringe Benefit Offset	-179,663,489	-226,885,446	-223,737,732	-44,074,243	3,147,714
Total Appropriations	\$697,329,152	\$811,474,800	\$797,937,525	\$100,608,373	\$-13,537,275
Funding Sources					
General City Revenues	\$600,598,282	\$572,824,582	\$614,606,115	\$14,007,833	\$41,781,533
Tax Stabilization Fund Withdrawal	0	0	37,920,000	37,920,000	37,920,000
Property Tax Levy	96,730,870	238,650,218	145,411,410	48,680,540	-93,238,808
Total Revenues	\$697,329,152	\$811,474,800	\$797,937,525	\$100,608,373	\$-13,537,275
B. Employee Retirement					
Total Appropriations	\$253,587,168	\$239,785,100	\$238,121,335	\$-15,465,833	\$-1,663,765
Funding Sources					
Non-Property Tax Revenue	\$183,178,282	\$179,518,890	\$168,931,943	\$-14,246,339	\$-10,586,947
Property Tax Levy	70,408,886	60,266,210	69,189,392	-1,219,494	8,923,182
Total Revenues	\$253,587,168	\$239,785,100	\$238,121,335	\$-15,465,833	\$-1,663,765
C. Capital Improvements					
Total Capital Improvements Program					
Appropriations	\$196,884,258	\$323,913,649	\$211,614,649	\$14,730,391	\$-112,299,000
Funding Sources					
1. Borrowing (General Obligation)					
a. New	\$95,999,084	\$240,496,826	\$115,950,826	\$19,951,742	\$-124,546,000
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	\$5,510,000	\$4,910,000	\$2,015,000	\$-3,495,000	\$-2,895,000
4. Cash Financed					
a. From Revenues	\$31,496,174	\$52,928,823	\$68,083,823	\$36,587,649	\$15,155,000
c. From Tax Levy	38,879,000	578,000	565,000	-38,314,000	-13,000
d. Total Cash Financed	70,375,174	53,506,823	68,648,823	-1,726,351	15,142,000
Total Revenues (Capital Improvements)	\$196,884,258	\$323,913,649	\$211,614,649	\$14,730,391	\$-112,299,000

	2024 Adopted Budget	2025 Requested Budget	2025 Proposed Budget	Change 2025 Proposed Budget Versus	
				2024 Adopted	2025 Requested
D. City Debt					
Total Appropriations					
(Includes Borrowing for Milwaukee Public Schools)	\$268,833,763	\$279,265,997	\$276,265,997	\$7,432,234	\$-3,000,000
Funding Sources					
Revenues	\$9,683,195	\$21,725,611	\$21,725,611	\$12,042,416	\$0
TID Increments	22,466,123	19,335,148	19,335,148	-3,130,975	0
Delinquent Tax Revenue	16,006,626	17,320,533	17,320,533	1,313,907	0
Offset and Premium	114,000,000	114,000,000	114,000,000	0	0
Transfers In	0	0	0	0	0
Property Tax Levy	106,677,819	106,884,705	103,884,705	-2,793,114	-3,000,000
Total Revenues	<u>\$268,833,763</u>	<u>\$279,265,997</u>	<u>\$276,265,997</u>	<u>\$7,432,234</u>	<u>\$-3,000,000</u>
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	\$1,421,634,341	\$1,659,439,546	\$1,528,939,506	\$107,305,165	\$-130,500,040
Less: Non-Property Tax Revenues	\$1,103,937,766	\$1,248,060,413	\$1,204,888,999	\$100,951,233	\$-43,171,414
Property Tax Levies	\$317,696,575	\$411,379,133	\$324,050,507	\$6,353,932	\$-87,328,626
Special Revenue Accounts (Items G through M)					
G. Transportation Fund					
Total Appropriations	\$39,271,784	\$38,828,081	\$44,677,956	\$5,406,172	\$5,849,875
Funding Sources					
Current Revenues	\$27,475,487	\$25,489,556	\$25,339,136	\$-2,136,351	\$-150,420
Withdrawal from Reserves	-6,615,692	-5,000,295	0	6,615,692	5,000,295
Citation Revenue and Processing	15,000,000	16,000,000	17,000,000	2,000,000	1,000,000
New Borrowing	3,411,989	2,338,820	2,338,820	-1,073,169	0
Total Revenues	<u>\$39,271,784</u>	<u>\$38,828,081</u>	<u>\$44,677,956</u>	<u>\$5,406,172</u>	<u>\$5,849,875</u>
H. Grant and Aid					
Total Appropriations	\$166,900,995	\$75,132,522	\$100,132,522	\$-66,768,473	\$25,000,000
Funding Sources					
Grantor Share	\$166,900,995	\$75,132,522	\$100,132,522	\$-66,768,473	\$25,000,000
Total Revenues	<u>\$166,900,995</u>	<u>\$75,132,522</u>	<u>\$100,132,522</u>	<u>\$-66,768,473</u>	<u>\$25,000,000</u>
I. Economic Development Fund					
Total Appropriations	\$0	\$11,000,000	\$11,000,000	\$11,000,000	\$0
Funding Sources					
BID Assessment/Excess TID Revenue	\$0	\$11,000,000	\$11,000,000	\$11,000,000	\$0
Total Revenues	<u>\$0</u>	<u>\$11,000,000</u>	<u>\$11,000,000</u>	<u>\$11,000,000</u>	<u>\$0</u>
J. Water Works					
Appropriations					
Operating Budget	\$113,170,341	\$140,585,305	\$137,791,088	\$24,620,747	\$-2,794,217
Capital Improvements Program	50,495,000	50,310,000	50,310,000	-185,000	0
Debt Service (Principal and Interest)	10,933,000	7,936,131	7,936,131	-2,996,869	0
Capital Funding from Retained Earnings	0	0	0	0	0
Total Appropriations	<u>\$174,598,341</u>	<u>\$198,831,436</u>	<u>\$196,037,219</u>	<u>\$21,438,878</u>	<u>\$-2,794,217</u>

	2024 Adopted Budget	2025 Requested Budget	2025 Proposed Budget	Change 2025 Proposed Budget Versus 2025 Requested	
				2024 Adopted	2025 Requested
Funding Sources					
Current Operating Revenues	\$105,436,674	\$103,481,400	\$103,481,400	\$-1,955,274	\$0
Non-Operating Revenues	17,077,000	21,177,000	37,427,000	20,350,000	16,250,000
Proceeds from Borrowing	50,485,000	50,300,000	50,300,000	-185,000	0
Use of Retained Earnings	1,599,667	23,873,036	4,828,819	3,229,152	-19,044,217
Total Revenues	\$174,598,341	\$198,831,436	\$196,037,219	\$21,438,878	\$-2,794,217
K. Sewer Maintenance					
Appropriations					
Operating Budget	\$81,504,057	\$84,954,264	\$86,245,501	\$4,741,444	\$1,291,237
Capital Improvements Program	26,400,000	26,900,000	26,900,000	500,000	0
Total Appropriations	\$107,904,057	\$111,854,264	\$113,145,501	\$5,241,444	\$1,291,237
Funding Sources					
Sewer User Fee	\$32,818,500	\$32,085,608	\$32,961,495	\$142,995	\$875,887
Storm Water Management Fee	40,934,150	40,883,853	43,020,987	2,086,837	2,137,134
Charges for Services	1,700,000	1,681,600	1,681,600	-18,400	0
Miscellaneous Revenue and Retained Earnings	9,751,407	14,003,203	12,281,419	2,530,012	-1,721,784
Proceeds from Borrowing	22,700,000	23,200,000	23,200,000	500,000	0
Total Revenues	\$107,904,057	\$111,854,264	\$113,145,501	\$5,241,444	\$1,291,237
M. County Delinquent Taxes					
Appropriations					
Operating Budget	\$10,619,045	\$9,601,000	\$10,586,000	\$-33,045	\$985,000
Total Appropriations	\$10,619,045	\$9,601,000	\$10,586,000	\$-33,045	\$985,000
Funding Sources					
Operating Revenue	\$10,619,045	\$9,601,000	\$10,586,000	\$-33,045	\$985,000
Total Revenues	\$10,619,045	\$9,601,000	\$10,586,000	\$-33,045	\$985,000
N. Settlement Funds					
Appropriations					
Operating Budget	\$0	\$0	\$5,250,000	\$5,250,000	\$5,250,000
Total Appropriations	\$0	\$0	\$5,250,000	\$5,250,000	\$5,250,000
Funding Sources					
Operating Revenue	\$0	\$0	\$5,250,000	\$5,250,000	\$5,250,000
Total Revenues	\$0	\$0	\$5,250,000	\$5,250,000	\$5,250,000
Subtotals Special Revenue Account Budgets (Items G through M)					
Total Budgets	\$499,294,222	\$445,247,303	\$480,829,198	\$-34,715,024	\$25,985,000
Total Revenues (Non-Property Tax)	\$499,294,222	\$445,247,303	\$480,829,198	\$-34,715,024	\$30,331,895
Grand Totals (Items A through M)					
Budget Appropriations	\$1,920,928,563	\$2,104,686,849	\$2,009,768,704	\$72,590,141	\$-104,515,040
Less: Non-Property Tax Revenues	\$1,603,231,988	\$1,693,307,716	\$1,685,718,197	\$66,236,209	\$-17,186,414
Property Tax Levies	\$317,696,575	\$411,379,133	\$324,050,507	\$6,353,932	\$-87,328,626

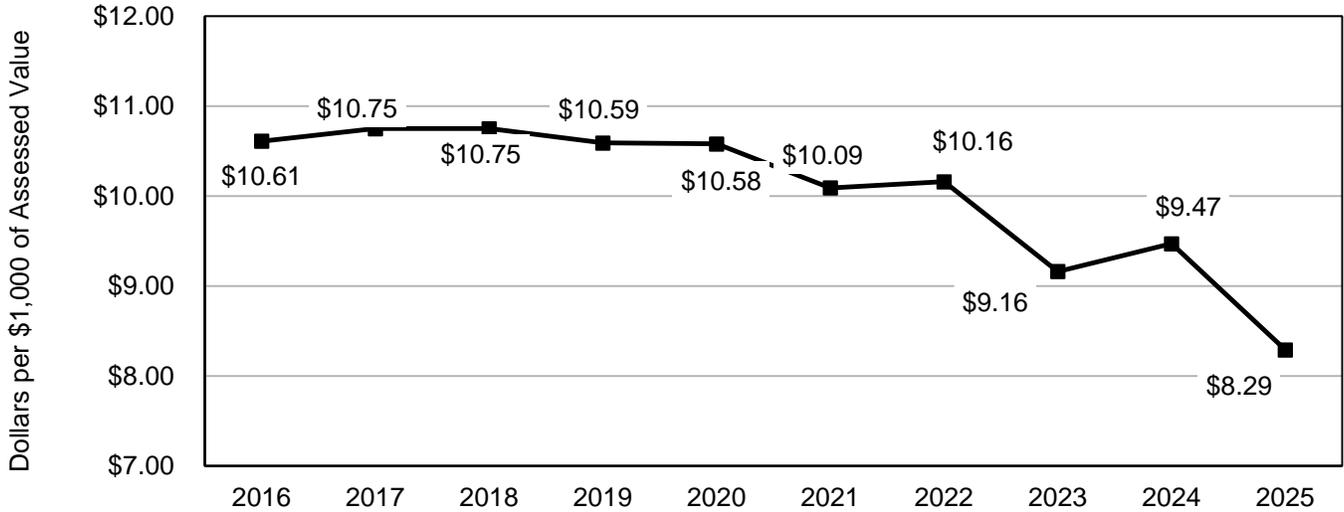
Note: All adopted budgets for governmental funds are prepared in accordance with the modified accrual basis of accounting, except for the treatment of the fund balance reserved for tax stabilization. For budget purposes, the fund balance reserved for tax stabilization is reflected as other financing 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 graph below shows property tax rates for the City of Milwaukee from 2016 through the 2025 Proposed budget. The 2025 tax rate of \$8.29 is \$1.18 lower than the 2024 rate of \$9.47. The 2025 tax levy of \$324.1 million is \$6.4 million higher than the 2024 levy. The property tax rate has decreased by \$2.32 from \$10.61 in 2016 to the 2025 rate of \$8.29.

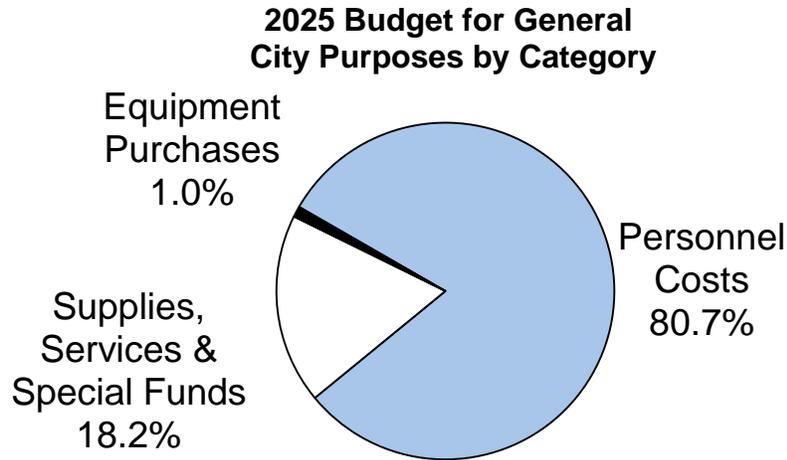
Property Tax Rates 2016 through 2025



GENERAL CITY PURPOSES SPENDING

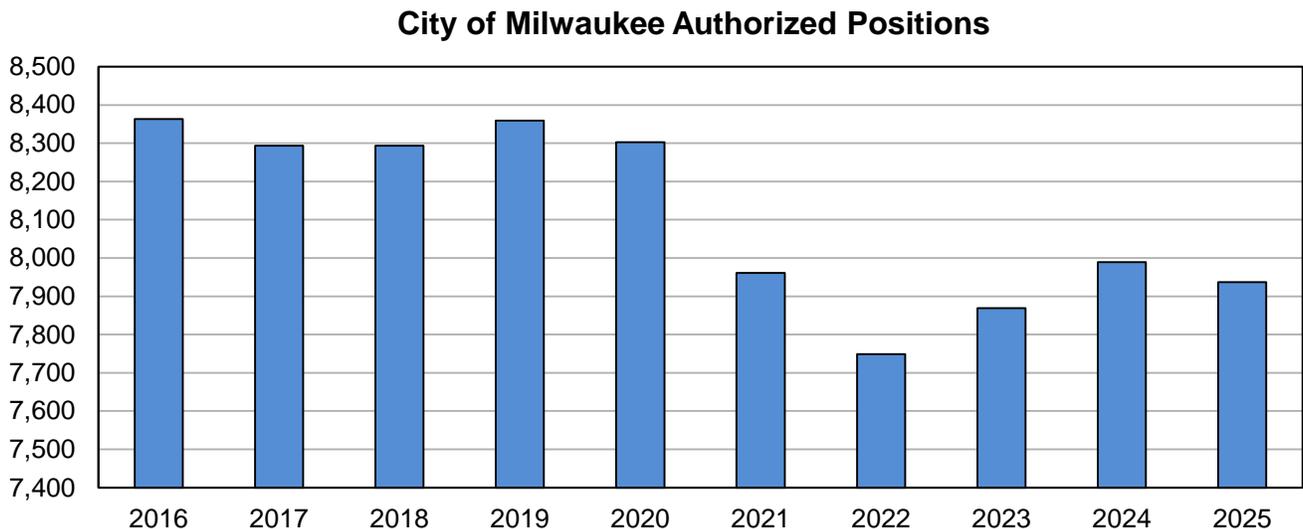
The pie chart below depicts the proportions of general city purposes spending allocated to personnel costs (80.7%), supplies, services, and special funds (18.3%), and equipment purchases (1.0%) in the 2025 budget.

It should be noted that the 2025 budget also funds approximately \$12.2 million (DPW, Fire, Police) of major equipment purchases.



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 2025 budget reflects a decrease of 52 positions from 2023 levels (7,989 in 2024 to 7,937 in 2025).



CHANGE IN POSITIONS

	2024 Adopted Budget	2025 Requested Budget	2025 Proposed Budget	Change 2025 Proposed Budget Versus	
				2024 Adopted	2025 Requested
General City Purposes					
Administration, Dept. of	213	218	215	2	-3
Assessor's Office	56	56	53	-3	-3
City Attorney	64	64	63	-1	-1
City Development, Dept. of	122	106	105	-17	-1
City Treasurer	45	44	44	-1	0
Common Council City Clerk	130	128	123	-7	-5
Comptroller's Office	56	58	58	2	0
Election Commission *	2,331	2,332	2,332	1	0
Emergency Communications, Dept. of	241	243	242	1	-1
Employee Relations, Dept. of	84	89	89	5	0
Fire and Police Commission	35	36	36	1	0
Fire Department	912	951	940	28	-11
Health Department	342	310	318	-24	8
Library	396	398	398	2	0
Mayor's Office	16	16	16	0	0
Municipal Court	30	30	30	0	0
Neighborhood Services, Dept. of	291	296	290	-1	-6
Police Department	2,666	2,668	2,668	2	0
Port Milwaukee	35	35	35	0	0
Public Works, Dept. of (Total)	(1,671)	(1,641)	(1,622)	(-49)	(-19)
Administrative Services Division	44	46	44	0	-2
Infrastructure Services Division	820	815	798	-22	-17
Operations Division	807	780	780	-27	0
Special Purpose Account	12	12	12	0	0
General City Purposes Total	9,748	9,731	9,689	-59	-42
General City Purposes Total *	7,431	7,413	7,371	-60	-42
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	135	135	136	1	1
Sewer Maintenance Fund	166	165	165	-1	0
Water Works	436	445	444	8	-1
Special Revenue Funds Total	737	745	745	8	0
Subtotal Budgeted Positions	10,547	10,538	10,496	-51	-42
Less Temporary Positions	2,558	2,559	2,559	1	0
Total Budgeted Positions	7,989	7,979	7,937	-52	-42

*Does not include Election Commission temporary workers.

ESTIMATED FULL TIME EQUIVALENTS O&M Funded

	2024 Adopted Budget	2025 Requested Budget	2025 Proposed Budget	Change 2025 Proposed Budget Versus	
				2024 Adopted	2025 Requested
General City Purposes					
Administration, Department of	42.49	117.78	118.42	75.93	0.64
Assessor's Office	16.80	49.70	45.80	29.00	-3.90
City Attorney	21.86	61.50	60.50	38.64	-1.00
City Development, Dept. of	16.23	59.88	54.43	38.20	-5.45
City Treasurer	11.11	30.09	30.09	18.98	0.00
Common Council City Clerk	40.32	107.00	104.20	63.88	-2.80
Comptroller's Office	14.39	43.81	43.81	29.42	0.00
Election Commission *	7.11	11.00	11.00	3.89	0.00
Emergency Communications, Dept. of	75.29	231.36	231.36	156.07	0.00
Employee Relations, Dept. of	17.33	50.00	49.00	31.67	-1.00
Fire and Police Commission	9.34	27.20	27.10	17.76	-0.10
Fire Department	943.65	1,026.00	1,011.00	67.35	-15.00
Health Department	157.34	187.53	171.34	14.00	-16.19
Library	111.49	309.58	311.38	199.89	1.80
Mayor's Office	5.47	15.00	14.47	9.00	-0.53
Municipal Court	9.75	30.00	30.00	20.25	0.00
Neighborhood Services, Dept. of	68.06	204.20	193.20	125.14	-11.00
Police Department	2,210.94	2,445.26	2,443.76	232.82	-1.50
Port Milwaukee	21.00	21.00	21.00	0.00	0.00
Public Works, Department of (Total)	(942.09)	(1,018.51)	(961.78)	(19.69)	(-56.73)
Administrative Services Division	12.50	46.00	44.00	31.50	-2.00
Infrastructure Services Division	252.01	252.01	239.54	-12.47	-12.47
Operations Division	677.58	720.50	678.24	0.66	-42.26
Special Purpose Accounts	2.72	5.33	5.33	2.61	0.00
General City Purposes Total	4,744.78	6,051.73	5,938.97	1,194.19	-112.76
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	135.00	123.00	124.00	-11.00	1.00
Sewer Maintenance Fund	114.95	115.40	115.40	0.45	0.00
Water Works	402.88	411.88	417.04	14.16	5.16
Special Revenue Funds Total	652.83	650.28	656.44	3.61	6.16
Grand Total	5,451.61	6,756.01	6,649.41	1,197.80	-106.60

* Election Commission does not include temporary election workers (17.43 FTEs in 2024, 18.13 requested FTEs in 2025, and 18.18 proposed FTEs in 2025) due to staffing fluctuations between election and non-election years.

ESTIMATED FULL TIME EQUIVALENTS Non-O&M Funded

	2024 Adopted <u>Budget</u>	2025 Requested <u>Budget</u>	2025 Proposed <u>Budget</u>	Change 2025 Proposed Budget Versus	
				<u>2024 Adopted</u>	<u>2025 Requested</u>
General City Purposes					
Administration, Department of	131.76	61.12	66.77	-64.99	5.65
Assessor's Office	32.70	0.00	0.00	-32.70	0.00
City Attorney	37.14	2.50	2.50	-34.64	0.00
City Development, Dept. of	76.52	23.87	32.12	-44.40	8.25
City Treasurer	19.17	0.00	0.00	-19.17	0.00
Common Council City Clerk	68.08	1.20	1.20	-66.88	0.00
Comptroller's Office	37.61	10.19	10.19	-27.42	0.00
Election Commission	3.89	0.00	0.00	-3.89	0.00
Emergency Communications, Dept. of	156.07	0.00	0.00	-156.07	0.00
Employee Relations, Dept. of	46.58	20.67	21.67	-24.91	1.00
Fire and Police Commission	16.76	0.00	0.00	-16.76	0.00
Fire Department	33.35	0.00	4.00	-29.35	4.00
Health Department	170.77	107.48	115.66	-55.11	8.18
Library	209.08	24.45	24.45	-184.63	0.00
Mayor's Office	9.00	0.00	0.00	-9.00	0.00
Municipal Court	20.25	0.00	0.00	-20.25	0.00
Neighborhood Services, Dept. of	180.44	58.30	62.30	-118.14	4.00
Police Department	179.01	117.87	117.87	-61.14	0.00
Port Milwaukee	0.00	0.00	0.00	0.00	0.00
Public Works, Department of (Total)	(509.31)	(477.05)	(485.31)	(-24.00)	(8.26)
Administrative Services Division	30.50	0.00	0.00	-30.50	0.00
Infrastructure Services Division	417.55	417.55	417.55	0.00	0.00
Operations Division	61.26	59.50	67.76	6.50	8.26
Special Purpose Accounts	2.61	0.00	0.00	-2.61	0.00
General City Purposes Total	1,940.10	904.70	944.04	-996.06	39.34
Pensions					
Deferred Compensation	0.00	0.00	0.00	0.00	0.00
Employees' Retirement System	0.00	8.00	0.00	0.00	-8.00
Pensions Total	0.00	8.00	0.00	0.00	-8.00
Special Revenue Funds					
Transportation Fund	0.00	0.00	0.00	0.00	0.00
Sewer Maintenance Fund	27.05	26.10	26.10	-0.95	0.00
Water Works	21.54	21.54	13.20	-8.34	-8.34
Special Revenue Funds Total	48.59	47.64	39.30	-9.29	-8.34
Grand Total	1,988.69	960.34	983.34	-1,005.35	23.00

ESTIMATED FULL TIME EQUIVALENTS All Funding Sources

	2024 Adopted Budget	2025 Requested Budget	2025 Proposed Budget	Change 2025 Proposed Budget Versus	
				2024 Adopted	2025 Requested
General City Purposes					
Administration, Department of	174.25	178.90	185.19	10.94	6.29
Assessor's Office	49.50	49.70	45.80	-3.70	-3.90
City Attorney	59.00	64.00	63.00	4.00	-1.00
City Development, Dept. of	92.75	83.75	86.55	-6.20	2.80
City Treasurer	30.28	30.09	30.09	-0.19	0.00
Common Council City Clerk	108.40	108.20	105.40	-3.00	-2.80
Comptroller's Office	52.00	54.00	54.00	2.00	0.00
Election Commission *	11.00	11.00	11.00	0.00	0.00
Emergency Communications, Dept. of	231.36	231.36	231.36	0.00	0.00
Employee Relations, Dept. of	63.91	70.67	70.67	6.76	0.00
Fire and Police Commission	26.10	27.20	27.10	1.00	-0.10
Fire Department	977.00	1,026.00	1,015.00	38.00	-11.00
Health Department	328.11	295.01	287.00	-41.11	-8.01
Library	320.57	334.03	335.83	15.26	1.80
Mayor's Office	14.47	15.00	14.47	0.00	-0.53
Municipal Court	30.00	30.00	30.00	0.00	0.00
Neighborhood Services, Dept. of	248.50	262.50	255.50	7.00	-7.00
Police Department	2,389.95	2,563.13	2,561.63	171.68	-1.50
Port Milwaukee	21.00	21.00	21.00	0.00	0.00
Public Works, Department of (Total)	(1,451.40)	(1,495.56)	(1,447.09)	(-4.31)	(-48.47)
Administrative Services Division	43.00	46.00	44.00	1.00	-2.00
Infrastructure Services Division	669.56	669.56	657.09	-12.47	-12.47
Operations Division	738.84	780.00	746.00	7.16	-34.00
Special Purpose Accounts	5.33	5.33	5.33	0.00	0.00
General City Purposes Total	6,684.88	6,956.43	6,883.01	198.13	-73.42
Pensions					
Deferred Compensation	3.00	3.00	3.00	0.00	0.00
Employees' Retirement System	51.00	59.00	51.00	0.00	-8.00
Pensions Total	54.00	62.00	54.00	0.00	-8.00
Special Revenue Funds					
Transportation Fund	135.00	123.00	124.00	-11.00	1.00
Sewer Maintenance Fund	142.00	141.50	141.50	-0.50	0.00
Water Works	424.42	433.42	430.24	5.82	-3.18
Special Revenue Funds Total	701.42	697.92	695.74	-5.68	-2.18
Grand Total	7,440.30	7,716.35	7,632.75	192.45	-83.60

* Election Commission does not include temporary election workers (17.43 FTEs in 2024, 18.13 requested FTEs in 2025, and 18.18 proposed FTEs in 2025) due to staffing fluctuations between election and non-election years.

Comparison of 2025 Proposed Expenditures and Funding Sources with Prior Years by Major Budget Sections and Subsections

Section 1. City Budgets Under Control of the Common Council

	2022 Actual** <u>Expenditures</u>	2023 Actual** <u>Expenditures</u>	2024 Adopted <u>Budget</u>	2025 Proposed <u>Budget</u>	Change 2025 Proposed Versus 2024 Adopted
A. General City Purposes					
1. Budgets for General City Purposes					
Administration, Department of	\$13,744,536	\$15,745,747	\$14,540,829	\$25,897,426	\$11,356,597
Assessor's Office	4,435,651	4,594,149	2,142,959	5,613,487	3,470,528
City Attorney	6,819,252	6,933,903	3,321,967	8,991,261	5,669,294
City Development, Department of	4,995,573	5,000,038	2,178,454	7,708,232	5,529,778
City Treasurer	3,774,162	4,000,584	2,458,640	4,816,646	2,358,006
Common Council City Clerk	9,635,854	10,180,456	5,274,504	11,750,828	6,476,324
Comptroller	4,579,169	4,677,358	1,924,083	5,784,294	3,860,211
Election Commission	4,044,950	2,341,466	4,641,013	3,239,392	-1,401,621
Emergency Communications, Department of	8,285,021	15,978,801	10,366,425	27,094,584	16,728,159
Employee Relations, Department of	4,515,244	5,304,022	2,240,928	6,250,886	4,009,958
Fire and Police Commission	3,051,060	3,951,456	3,253,099	5,018,663	1,765,564
Fire Department	93,891,167	47,778,209	143,047,117	149,658,972	6,611,855
Health Department	8,876,925	16,161,722	19,431,271	21,001,702	1,570,431
Library	24,888,973	25,581,626	14,720,741	33,786,467	19,065,726
Mayor's Office	1,382,240	1,493,254	661,182	1,742,026	1,080,844
Municipal Court	2,801,275	3,013,236	1,438,166	3,984,443	2,546,277
Neighborhood Services, Department of	16,540,754	20,012,290	10,473,044	26,024,743	15,551,699
Police Department	290,609,364	283,401,394	304,124,605	314,501,013	10,376,408
Port Milwaukee	6,026,539	6,386,291	6,743,282	8,492,168	1,748,886
Public Works Department (Total)	(118,639,712)	(137,093,470)	(145,813,707)	(166,133,032)	20,319,325
Administrative Services Division	3,167,377	3,230,034	2,063,831	4,039,490	1,975,659
Infrastructure Services Division	36,763,727	42,541,339	39,321,573	54,226,878	14,905,305
Operations Division	78,708,608	91,322,097	104,428,303	107,866,664	3,438,361
Special Purpose Accounts***	139,706,424	134,954,628	178,196,625	184,184,992	5,988,367
Fringe Benefit Offset	-173,802,260	-158,154,622	-179,663,489	-223,737,732	-44,074,243
Total Budgets for General City Purposes	\$597,441,585	\$596,429,478	\$697,329,152	\$797,937,525	\$100,608,373
*** 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	\$18,822,316	\$18,355,460	\$47,084,000	\$73,450,947	\$26,366,947
Licenses and Permits	19,799,978	19,596,276	17,857,000	18,812,000	955,000
Intergovernmental Revenue	273,305,773	273,846,410	295,331,000	305,503,000	10,172,000
Charges for Services	151,619,827	152,160,447	147,132,282	154,683,468	7,551,186
Fines and Forfeitures	3,162,136	2,426,667	3,001,000	2,500,100	-500,900
Miscellaneous Revenue	39,236,062	49,277,145	30,993,000	34,656,600	3,663,600
Fringe Benefits	31,771,533	52,822,111	59,200,000	25,000,000	-34,200,000
Total Revenues	\$537,717,625	\$568,484,516	\$600,598,282	\$614,606,115	\$14,007,833
Tax Stabilization Fund Withdrawals	\$0	\$0	\$0	\$37,920,000	\$37,920,000
Property Tax Levy	85,038,772	88,461,529	96,730,870	145,411,410	48,680,540
Total Financing for General City Purposes	\$622,756,397	\$656,946,045	\$697,329,152	\$797,937,525	\$100,608,373

	<u>2022 Actual** Expenditures</u>	<u>2023 Actual** Expenditures</u>	<u>2024 Adopted Budget</u>	<u>2025 Proposed Budget</u>	<u>Change 2025 Proposed Versus 2024 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	\$22,709	\$15,293	\$12,000	\$0	-12,000
Lump Sum Supplement Contribution	10,000	10,000	2,000	0	-2,000
Employees' Retirement Fund					
Pension Contribution	\$70,014,039	\$124,794,305	\$206,710,000	\$177,996,815	\$-28,713,185
Administration	17,289,833	18,371,696	24,271,800	24,526,723	254,923
Non-City Employers Normal Cost Increase	0	0	0	6,840,826	6,840,826
WRS contribution	0	0	0	5,195,594	5,195,594
Employers' Share of Employees' Annuity Contribution	0	0	0	0	0
Annuity Contribution Employer's Reserve Fund	0	0	0	0	0
Social Security					
Social Security Tax	\$20,216,281	\$20,590,264	\$22,050,941	\$23,000,000	949,059
Former Town of Lake Employees' Retirement Fund					
Pension Contribution	\$0	\$0	\$0	\$0	\$0
Deferred Compensation	278,679	306,305	522,427	543,377	20,950
Total Budgets for Employees' Retirement	\$107,849,541	\$164,105,863	\$253,587,168	\$238,121,335	\$-15,465,833
2. Source of Funds for Employees' Retirement					
Fringe Benefits Pension	\$1,522,165	\$1,858,556	\$2,251,055	\$2,420,790	\$169,735
Charges to Retirement Fund	17,289,833	18,371,696	24,271,800	24,526,723	254,923
Charges to Deferred Compensation	279,122	306,305	522,427	543,377	20,950
Miscellaneous and Other	117,100	147,100	165,000	178,000	13,000
Reserve Fund	0	0	0	0	0
Local Sales Tax	0	0	155,968,000	141,263,053	-14,704,947
Property Tax Levy	88,641,764	118,230,671	70,408,886	69,189,392	-1,219,494
Total Financing for Employees' Retirement	\$107,849,984	\$138,914,328	\$253,587,168	\$238,121,335	\$-15,465,833
C. Capital Improvements					
1. Budgets for Capital Improvements					
Special Capital Projects or Purposes	\$459,191	\$126,642	\$10,515,000	\$10,465,000	\$-50,000
Administration, Department of	1,818,394	1,554,617	8,945,000	10,725,000	1,780,000
Assessor's Office	0	0	0	0	\$0
City Attorney	0	0	0	0	\$0
City Development, Department of	18,298,609	2,320,229	43,100,000	52,850,000	9,750,000
Common Council City Clerk	0	0	95,000	0	-95,000
Election Commission	0	0	0	80,000	80,000
Emergency Communications, Department of	0	33,129	113,000	0	-113,000
Fire and Police Commission	357,874	65,195	0	0	0
Fire Department	2,959,776	1,984,773	6,260,000	3,247,000	-3,013,000
Health Department	742,073	0	0	300,000	300,000
Library	1,146,290	1,846,659	3,470,000	2,635,000	-835,000
Municipal Court	11,554	67,455	760,000	100,000	-660,000
Neighborhood Services, Department of	1,140,188	673,280	4,064,000	3,300,000	-764,000
Police Department	5,488,453	10,708,261	20,835,000	8,300,000	-12,535,000
Port Milwaukee	329,918	277,638	3,589,714	6,350,000	2,760,286

	2022 Actual** <u>Expenditures</u>	2023 Actual** <u>Expenditures</u>	2024 Adopted <u>Budget</u>	2025 Proposed <u>Budget</u>	Change 2025 Proposed Versus <u>2024 Adopted</u>
Public Works, Department of (Total)	(59,252,472)	(72,043,492)	(95,137,544)	(113,262,649)	(18,125,105)
Administration Division	0	0	0	0	0
Infrastructure Services Division	55,725,300	65,148,214	81,666,370	91,625,000	9,958,630
Operations Division	3,527,172	6,895,278	13,471,174	21,637,649	8,166,475
Total Budgets for Capital Improvements					
(Other than Transportation, Water Works and Sewer Maint.)	\$92,004,792	\$91,701,370	\$196,884,258	\$211,614,649	\$14,730,391
2. Source of Funds for Capital Improvements					
General Obligation Borrowings					
New Borrowing	\$69,480,753	\$82,449,888	\$95,999,084	\$115,950,826	\$19,951,742
Tax Increment District Public Improvements					
New Borrowing	\$10,811,335	\$0	\$25,000,000	\$25,000,000	\$0
Anticipated Special Assessments					
New Authorizations	\$1,505,109	\$5,676,518	\$5,510,000	\$2,015,000	\$-3,495,000
Capital Improvement Revenues					
Cash Revenues	\$9,888,985	\$3,428,889	\$31,496,174	\$68,083,823	\$36,587,649
Property Tax Levy	318,610	146,075	38,879,000	565,000	-38,314,000
Total Financing for Capital Improvements					
(Other than Transportation, Water Works and Sewer Maint.)	\$92,004,792	\$91,701,370	\$196,884,258	\$211,614,649	\$14,730,391
* Does not include School Board expenditures.					
D. City Debt (Including School Purposes)					
1. Budget for City Debt					
Bonded Debt (Principal)	\$140,370,576	\$173,222,912	\$220,030,000	\$232,185,000	\$12,155,000
Bonded Debt (Interest)	46,810,059	48,638,693	47,697,513	48,708,247	1,010,734
Bonded Debt (Fees)	119,530	242,135	250,000	250,000	0
Bonded Debt (Issuance Expenses)	2,068,082	1,832,979	856,250	1,122,750	266,500
Transfers out	766,189	805,947	0	0	0
Subtotal	\$190,134,436	\$224,742,666	\$268,833,763	\$282,265,997	\$13,432,234
Less: Prepayment					
Prepayment Deduction (PDAF)	\$-3,000,000	\$0	\$0	\$-6,000,000	\$-6,000,000
Special Assessment		0	0	0	0
Total Budget for City Debt	\$187,134,436	\$224,742,666	\$268,833,763	\$276,265,997	\$7,432,234
2. Source of Funds for City Debt					
Revenues	\$12,163,711	\$12,488,831	\$9,683,195	\$21,725,611	\$12,042,416
TID Increments from Prior Year	26,864,885	21,501,506	22,466,123	19,335,148	-3,130,975
Delinquent Tax Revenues	15,022,847	15,276,054	16,006,626	17,320,533	1,313,907
Offsets and Premium	46,879,430	12,035,260	114,000,000	114,000,000	0
Transfers In	6,150,730	61,125,000	0	0	0
Property Tax Levy	85,434,549	98,545,626	106,677,819	103,884,705	-2,793,114
Total Financing for City Debt	\$192,516,152	\$220,972,277	\$268,833,763	\$276,265,997	\$7,432,234
F. Common Council Contingent Fund					
1. Budget for Common Council Contingent Fund					
Common Council Contingent Fund	[5,000,000]	[3,585,126]	\$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.

	2022 Actual** <u>Expenditures</u>	2023 Actual** <u>Expenditures</u>	2024 Adopted <u>Budget</u>	2025 Proposed <u>Budget</u>	Change 2025 Proposed Versus 2024 Adopted
Subtotal Budget Authorizations Common Council Controlled Purposes					
(Except Water and Special Revenue Accounts)	\$984,430,354	\$1,076,979,377	\$1,421,634,341	\$1,528,939,506	\$107,305,165
Non-Tax Levy	\$755,693,630	\$803,150,119	\$1,103,937,766	\$1,204,888,999	\$100,951,233
Tax Levy	\$264,433,695	\$310,383,901	\$317,696,575	\$324,050,507	\$6,353,932
Subtotal Financing for (Estimated Revenues) Common Council Controlled Budgets					
(Except Water and Special Revenue Accounts)	\$1,020,127,325	\$1,113,534,020	\$1,421,634,341	\$1,528,939,506	\$107,305,165
Special Revenue Accounts Sections G through M					
G. Transportation Fund					
1. Budget for Transportation Fund					
Operating and Maintenance Expense	\$27,777,060	\$31,307,020	\$35,859,795	\$36,339,136	\$479,341
Transfer to General Fund	10,000,000	10,000,000	0	6,000,000	6,000,000
Capital Improvement Program	2,291,777	1,047,866	3,411,989	2,338,820	-1,073,169
Total Budget for Transportation Fund	<u>\$40,068,837</u>	<u>\$42,354,886</u>	<u>\$39,271,784</u>	<u>\$44,677,956</u>	<u>\$5,406,172</u>
2. Source of Funds for Transportation					
Parking Permits	\$3,217,974	\$3,696,584	\$4,010,000	\$3,849,580	\$-160,420
Meters	4,316,050	4,690,049	6,057,000	6,455,000	398,000
Rental and Lease of Facilities	5,341,745	6,308,656	5,996,300	6,147,500	151,200
Towing of Vehicles	3,772,710	5,501,902	4,000,000	5,000,000	1,000,000
Vehicle Disposal	1,437,407	1,419,574	2,500,000	1,600,000	-900,000
Miscellaneous and Other	3,452,560	3,429,730	4,912,187	2,287,056	-2,625,131
Subtotal Financing for Transportation	<u>\$21,538,446</u>	<u>\$25,046,495</u>	<u>\$27,475,487</u>	<u>\$25,339,136</u>	<u>\$-2,136,351</u>
Other Funding Sources					
Withdrawal from Reserves	\$0	\$0	\$-6,615,692	\$0	\$6,615,692
Citation Revenue	14,219,337	12,482,260	15,000,000	17,000,000	2,000,000
Capital Improvements to be Financed from Available:					
Cash Reserves	\$0	\$0	\$0	\$0	\$0
New Borrowing	2,291,777	1,047,866	3,411,989	2,338,820	-1,073,169
Subtotal Other Funding Sources	<u>\$16,511,114</u>	<u>\$13,530,126</u>	<u>\$11,796,297</u>	<u>\$19,338,820</u>	<u>\$7,542,523</u>
Total Financing for Transportation	<u>\$38,049,560</u>	<u>\$38,576,621</u>	<u>\$39,271,784</u>	<u>\$44,677,956</u>	<u>\$5,406,172</u>
H. Grants and Aids Projects (Except Capital Projects)					
1. Budget for Grants and Aids Projects					
Grantor Share (Non-City)	\$188,240,847	\$212,237,367	\$166,900,995	\$100,132,522	\$-66,768,473
Total for Grants and Aids Projects	<u>\$188,240,847</u>	<u>\$212,237,367</u>	<u>\$166,900,995</u>	<u>\$100,132,522</u>	<u>\$-66,768,473</u>
2. Source of Funds for Grants and Aids Projects					
Grantor Share (Non-City)	\$188,240,847	\$212,237,367	\$166,900,995	\$100,132,522	\$-66,768,473
Total Financing for Grants and Aids Projects					
(Except Capital Projects)	\$188,240,847	\$212,237,367	\$166,900,995	\$100,132,522	\$-66,768,473
I. Economic Development Fund					
1. Budget for Economic Development Fund					
Business Improv. District Assessments/Excess TID Revenue	\$1,125,891	\$0	\$0	\$11,000,000	\$11,000,000
Total Budget for Economic Development Fund	<u>\$1,125,891</u>	<u>\$0</u>	<u>\$0</u>	<u>\$11,000,000</u>	<u>\$11,000,000</u>
2. Source of Funds for Economic Development Fund					
Business Improv. District Assessments/Excess TID Revenue	\$1,125,891	\$0	\$0	\$11,000,000	\$11,000,000
Total Source of Funds for Economic Development Fund	<u>\$1,125,891</u>	<u>\$0</u>	<u>\$0</u>	<u>\$11,000,000</u>	<u>\$11,000,000</u>
J. Water Works					
1. Budget for Water Works, Department of Public Works					
Operating Budget	\$89,906,125	\$90,781,834	\$124,103,341	\$145,727,219	\$21,623,878
Capital Improvements Program	17,017,911	36,707,196	50,495,000	50,310,000	-185,000
Retained Earnings, Borrowing, and Other Accounts	0	0	0	0	0
Total Expenditures and Deposits	<u>\$106,924,036</u>	<u>\$127,489,030</u>	<u>\$174,598,341</u>	<u>\$196,037,219</u>	<u>\$21,438,878</u>

	2022 Actual** <u>Expenditures</u>	2023 Actual** <u>Expenditures</u>	2024 Adopted <u>Budget</u>	2025 Proposed <u>Budget</u>	Change 2025 Proposed Versus 2024 Adopted
2. Source of Funds for Water Works					
Operating Revenue	\$93,085,200	\$112,284,793	\$105,436,674	\$103,481,400	\$-1,955,274
Non-Operating Revenue	6,816,700	1,590,236	7,167,000	7,167,000	0
Proceeds from Borrowing	4,810,771	36,667,447	50,485,000	50,300,000	-185,000
Retained Earnings/Miscellaneous	15,553,640	4,824,715	11,509,667	35,088,819	23,579,152
Total Source of Funds for Water Works	\$120,266,311	\$155,367,191	\$174,598,341	\$196,037,219	\$21,438,878
K. Sewer Maintenance					
1. Budget for Sewer Maintenance					
Operating Budget	\$47,843,593	\$52,548,600	\$81,504,057	\$86,245,501	\$4,741,444
Capital Budget	20,616,323	23,577,879	26,400,000	26,900,000	500,000
Deposit to Retained Earnings	24,290,239	23,514,795	0	0	0
Total Budget for Sewer Maintenance	\$92,750,155	\$99,641,274	\$107,904,057	\$113,145,501	\$5,241,444
2. Source of Funds for Sewer Maintenance					
Sewer User Fee	\$31,733,436	\$32,530,378	\$32,818,500	\$32,961,495	\$142,995
Storm Water Fee	38,239,451	39,963,956	40,934,150	43,020,987	2,086,837
Charges for Services	1,761,360	1,767,820	1,700,000	1,681,600	-18,400
Miscellaneous Revenue	3,351,308	4,117,518	4,025,000	4,227,400	202,400
Retained Earnings	0	0	5,726,407	8,054,019	2,327,612
Proceeds from Borrowing	17,664,600	21,261,602	22,700,000	23,200,000	500,000
Total Source of Funds for Sewer Maintenance	\$92,750,155	\$99,641,274	\$107,904,057	\$113,145,501	\$5,241,444
M. Delinquent County Taxes					
1. Budget for Delinquent County Taxes					
Delinquent County Taxes and Tax Certificate Purchases	\$10,187,976	\$9,551,048	\$10,619,045	\$10,586,000	\$-33,045
Total Budget for Delinquent County Taxes	\$10,187,976	\$9,551,048	\$10,619,045	\$10,586,000	\$-33,045
2. Source of Funds for Delinquent County Taxes					
Purchase of Milwaukee County Delinquent Taxes	\$10,187,976	\$9,551,048	\$10,619,045	\$10,586,000	\$-33,045
Total Source of Funds for Delinquent County Taxes	\$10,187,976	\$9,551,048	\$10,619,045	\$10,586,000	\$-33,045
N. Settlement Fund					
1. Budget for Settlement Fund					
Opioid Settlement Funds	\$0	\$0	\$0	\$5,000,000	\$5,000,000
Vaping Settlement Funds	0	0	0	250,000	250,000
Total Budget for Settlement Fund	\$0	\$0	\$0	\$5,250,000	\$5,250,000
2. Source of Funds for Settlement Fund					
Opioid Settlement Funds	\$0	\$0	\$0	\$5,000,000	\$5,000,000
Vaping Settlement Funds	0	0	0	250,000	250,000
Total Source of Funds for Settlement Fund	\$0	\$0	\$0	\$5,250,000	\$5,250,000
Subtotal Budget Authorization for Special Revenue Accounts	\$439,297,742	\$491,273,605	\$499,294,222	\$480,829,198	\$-18,465,024
Subtotal Estimated Revenues for Special Revenue Accounts	\$450,620,740	\$515,373,501	\$499,294,222	\$480,829,198	\$-18,465,024
Total All Budgets Under the Control of the Common Council					
(Includes Water and Special Revenue Accounts)	\$1,423,728,096	\$1,568,252,982	\$1,920,928,563	\$2,009,768,704	\$88,840,141
Total Financing Revenues of Budgets Under the Control of the Common Council					
(Includes Water and Special Revenue Accounts)	\$1,470,748,065	\$1,628,907,521	\$1,920,928,563	\$2,009,768,704	\$88,840,141

** Expenditures include funding carried over from prior year.

DEPARTMENT APPROPRIATIONS BY FUNDING CATEGORY

The following table shows the 2025 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.

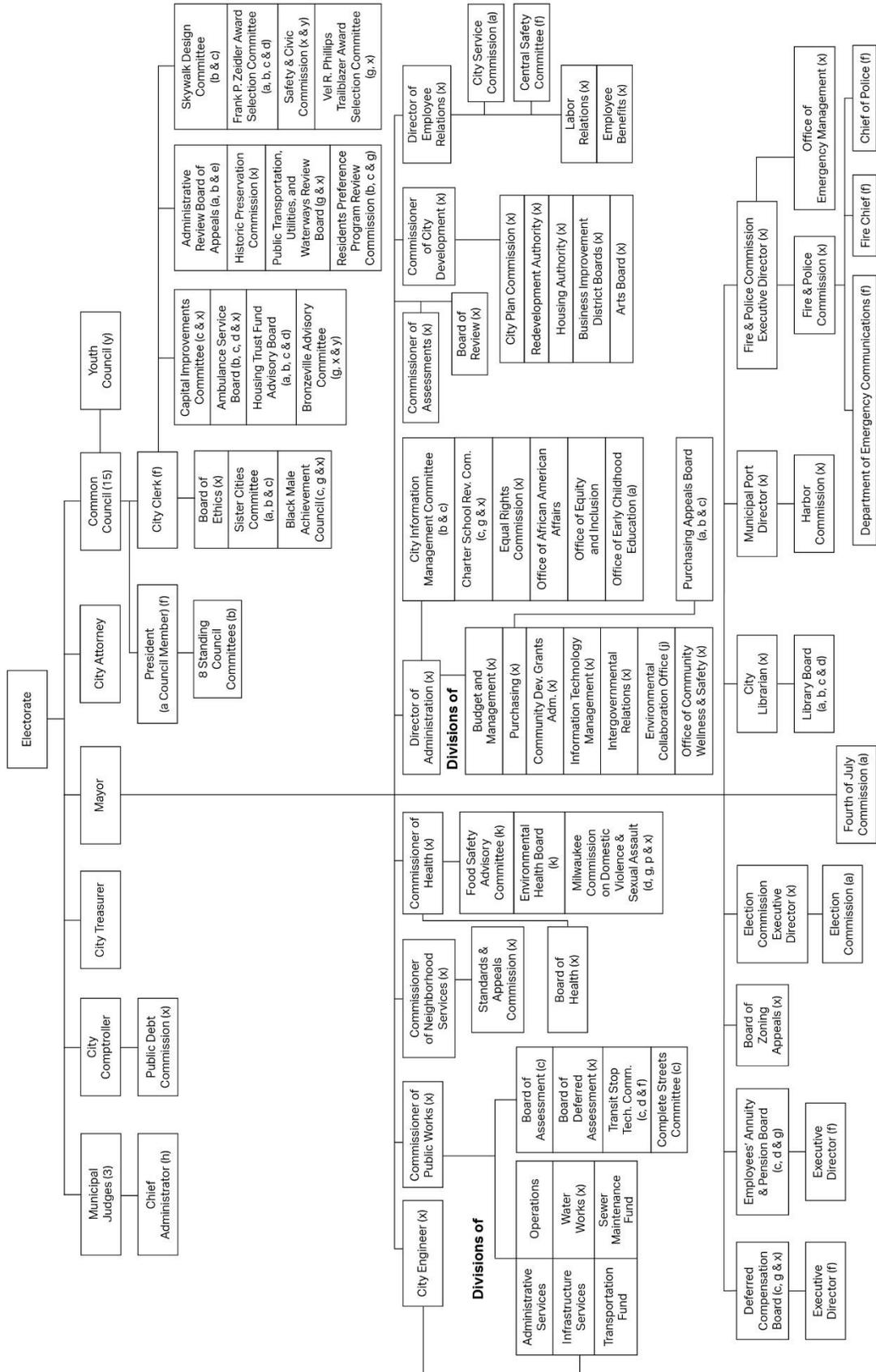
Department	Operating Budget + SPAs	Capital Budget	Grant Budget	Total
Administration, Dept. of	\$27,302,426	\$10,725,000	\$28,542,511	\$66,569,937
Assessor's Office	7,113,487	0	0	\$7,113,487
City Attorney	14,464,889	0	0	\$14,464,889
City Development, Dept. of	8,958,232	52,850,000	2,120,504	\$63,928,736
City Treasurer	5,396,646	0	0	\$5,396,646
Common Council City Clerk	12,236,430	0	0	\$12,236,430
Comptroller	6,077,394	0	500,000	\$6,577,394
Election Commission	3,159,392	80,000	0	\$3,239,392
Emergency Communications, Dept. of	27,094,584	0	0	\$27,094,584
Employee Relations, Dept. of	8,422,886	0	0	\$8,422,886
Fire and Police Commission	5,018,663	0	0	\$5,018,663
Fire Department	149,733,972	3,247,000	0	\$152,980,972
Health Department	21,001,702	300,000	18,793,355	\$40,095,057
Library	33,786,467	2,635,000	1,305,249	\$37,726,716
Mayor's Office	1,794,967	0	0	\$1,794,967
Municipal Court	4,472,443	100,000	0	\$4,572,443
Neighborhood Services, Dept. of	26,134,743	3,300,000	0	\$29,434,743
Police Department	314,501,013	8,300,000	4,564,719	\$327,365,732
Port Milwaukee	8,492,168	6,350,000	800,000	\$15,642,168
Public Works, Dept. of	166,133,032	113,262,649	30,408,789	\$309,804,470
Board of Zoning Appeals	622,248	0	0	\$622,248
ERS Administration	24,526,723	0	0	\$24,526,723
Deferred Compensation	543,377	0	0	\$543,377
Transportation Fund	36,339,136	2,338,820	827,756	\$39,505,712
Water Works	145,727,219	50,310,000	0	\$196,037,219
Sewer Maintenance Fund	85,823,501	23,200,000	3,700,000	\$112,723,501

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

	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
General Obligation Bonds or Short Term Notes				
New Borrowing				
General City Purposes	\$86,256,000	\$97,983,000	\$94,999,084	\$115,950,826
Schools	2,000,000	2,000,000	2,000,000	2,000,000
Subtotal	\$88,256,000	\$99,983,000	\$96,999,084	\$117,950,826
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	\$43,050,000	\$47,000,000	\$50,485,000	\$50,310,000
Subtotal	\$43,050,000	\$47,000,000	\$50,485,000	\$50,310,000
Sewer Maintenance Fund Borrowing				
New Borrowing	\$29,000,000	\$22,700,000	\$22,700,000	\$26,900,000
Subtotal	\$29,000,000	\$22,700,000	\$22,700,000	\$26,900,000
Total All Borrowing				
New Borrowing	\$822,306,000	\$831,683,000	\$832,184,084	\$857,160,826
Total	\$822,306,000	\$831,683,000	\$832,184,084	\$857,160,826

CITY OF MILWAUKEE ORGANIZATION CHART

Source: City Clerk's Office • September 2024



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 law
 (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 Mayor, confirmed by Common Council
 (l) Appointment by connected council, confirmed by Common Council
 (m) Appointment by connected council, confirmed by Common Council

I. CITY BUDGETS UNDER THE CONTROL OF THE COMMON COUNCIL

PROPERTY TAX SUPPLEMENTED FUNDS SUMMARY OF EXPENDITURES

Expense Category	2023 Actual Expenditures	2024 Adopted Budget	2025 Requested Budget	2025 Proposed Budget	Change 2024 Proposed Budget Versus	
					2024 Adopted	2025 Requested
A. General City Purposes	\$596,429,478	\$697,329,152	\$811,474,800	\$797,937,525	\$100,608,373	\$-13,537,275
B. Employes' Retirement	164,105,863	253,587,168	239,785,100	238,121,335	-15,465,833	-1,663,765
C. Capital Improvements	91,701,370	196,884,258	323,913,649	211,614,649	14,730,391	-112,299,000
D. City Debt	224,742,666	268,833,763	279,265,997	276,265,997	7,432,234	-3,000,000
F. Contingent Fund	[3,585,126]	5,000,000	5,000,000	5,000,000	0	0
Total	\$1,076,979,377	\$1,421,634,341	\$1,659,439,546	\$1,528,939,506	\$107,305,165	\$-130,500,040

* 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 to live, work, and do business.

BUDGET SUMMARY

	2023 Actual Expenditures	2024 Adopted Budget	2025 Requested Budget	2025 Proposed Budget*	Change 2025 Proposed Versus	
					2024 Adopted	2025 Requested
<u>Personnel</u>						
FTEs - Operations & Maintenance	93.45	42.49	117.78	118.42	75.93	0.64
FTEs - Other	31.00	131.76	61.12	66.77	-64.99	5.65
Total Positions Authorized	183	213	218	215	2	-3
<u>Expenditures</u>						
Salaries and Wages	\$6,740,575	\$3,443,747	\$12,553,058	\$11,815,749	\$8,372,002	\$-737,309
Fringe Benefits	2,897,062	1,549,686	5,648,875	5,317,088	3,767,402	-331,787
Operating Expenditures	3,693,778	4,797,640	5,328,510	4,718,510	-79,130	-610,000
Equipment	223,856	25,000	25,000	25,000	0	0
Special Funds	2,190,476	4,724,756	4,666,579	4,021,079	-703,677	-645,500
Total	\$15,745,747	\$14,540,829	\$28,222,022	\$25,897,426	\$11,356,597	\$-2,324,596
ARPA Salary Allocation	\$0	\$6,317,914	\$0	\$0	\$-6,317,914	\$0
ARPA Fringe Allocations	0	2,843,061	0	0	-2,843,061	0
Total + ARPA	\$15,745,747	\$23,701,804	\$28,222,022	\$25,897,426	\$2,195,622	\$-2,324,596
<u>Revenues</u>						
Charges for Services	\$85,969	\$91,000	87,000	\$87,000	\$-4,000	0
Miscellaneous	355,147	406,000	400,000	400,000	-6,000	0
Total	\$441,116	\$497,000	\$487,000	\$487,000	\$-10,000	\$0

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 fiscal analysis and recommendations, 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, supporting the development of information technology and use of technology in delivering city services, and strengthening communities to prevent violence.

Description of Services Provided	Operating Budget + SPAs	Capital Budget	Grant Budget	FTEs
Office of the Director - General Operations	\$2,388,798	-	-	8.0
Vision Zero	\$682,859	-	-	2.0
Early Childhood Initiatives	\$358,265	-	-	1.0
Equity and Inclusion	\$2,729,508	-	\$240,000	12.0
ADA Coordination	\$152,000	-	-	1.0
African American Affairs	\$847,724	-	-	7.0
Budget & Management	\$1,590,441	-	-	11.0
Environmental Sustainability & Climate Action	\$630,472	\$200,000	\$2,244,903	10.69
Community Development Grant Administration	\$689,271	-	\$23,256,690	22.0
Purchasing	\$1,512,624	-	-	13.50
Intergovernmental Relations	\$474,610	-	-	3.0
Enterprise IT Delivery and Application Support	\$12,043,381	\$10,525,000	\$25,203	62.0
IT Citizen Communication	\$845,438	-	-	17.0
Community Wellness & Safety	\$2,357,035	-	\$2,775,715	15.0
Total	\$27,302,426	\$10,725,000	\$28,542,511	185.19

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 Vision Zero, the Office of Early Childhood Initiatives, the Office of Equity and Inclusion, and the Office of African American Affairs. The 2024 budget also established the position of Innovation Director to identify opportunities for efficiency, collaboration, and revenue in city operations across all city departments.

Key Performance Measures	2023 Actual	2024 Projected	2025 Planned
Achieve 10,000 Vision Zero contacts through classes and outreach events	NA	10,000	10,000
Achieve 200,000 Vision Zero impressions through media campaign	NA	38.26 million	300,000
Participants at hosted or supported events to promote early literacy, language, and positive parent/child interactions	700 at 20 events	1,000 at 15 events	1,000 at 12 events

Key Performance Measures	2023 Actual	2024 Projected	2025 Planned
Language-literacy enriched public spaces created for families while they wait or play	3	2	2
One on one consultations with department and division heads to identify and remediate equity and inclusion disparities	5	10	10
Implement Mayor-Council approved Disparity Study with prior opinion from City Attorney and Chambers of Commerce	n/a	30%	50%
REI leadership trainings for City managers	n/a	1	3

SERVICE HIGHLIGHTS

- Vision Zero
 - Collaborated with city departments and leadership on a strategic plan to reach zero traffic deaths by 2037.
 - Partnered with the Department of Public Works (DPW) on the Speeding-We Can Live Without It campaign, which placed anti-speeding billboards on high injury streets.
- Early Childhood Initiatives
 - Gave diaper bags with board books and other resources to families delivering at local hospitals.
 - Established the first and only program in Milwaukee to grant families free passes to the Children’s Museum and the first Dolly Parton Imagination Library in Milwaukee.
 - Hosted the first annual Child Care Conference for child care providers in Milwaukee.
- Equity and Inclusion
 - Updated the City of Milwaukee Employee Demographic Dashboard, Mapping Resources, and Equity Timeline.
 - Collaborated with Purchasing to host a vendor fair with 100 attendees and 224 business registrations.
 - Created a digital RPP apprentice system to track over 600 workers across 19 development sites, as of July 2024.
 - Connected about 400 skill seekers from economically challenged neighborhoods with over 40 employers through DirectConnectMKE.
 - Conducted ADA training for the Milwaukee Police and Fire Departments, reviewed the City’s emergency evacuation drill policy, coordinated American Sign Language (ASL) services for citywide events, and assessed city facilities for accessibility.
- African American Affairs
 - Hosted or supported 12 outreach and education events.
 - Provided over 200 boxes of NarCan to battle the ongoing Opioid epidemic.
 - Leveraged Advancing Health Literacy grant funds to train and deploy over 30 community health workers at community-based organizations across the City.
 - Helped develop the Summit for Black Male Youth, which connected black and brown middle and high school students to local adult mentors to support their paths to graduation, college entry, internships, entry-level jobs, and, eventually, high-income careers.
 - Coordinated programs and initiatives within the City to promote the overall welfare of African American neighborhoods and communities in Milwaukee.

RACIAL EQUITY AND INCLUSION

The Office of Equity and Inclusion (OEI) works to advance the following goals across all city departments:

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 racial discrepancies through policy modification, community engagement, and municipal service delivery.

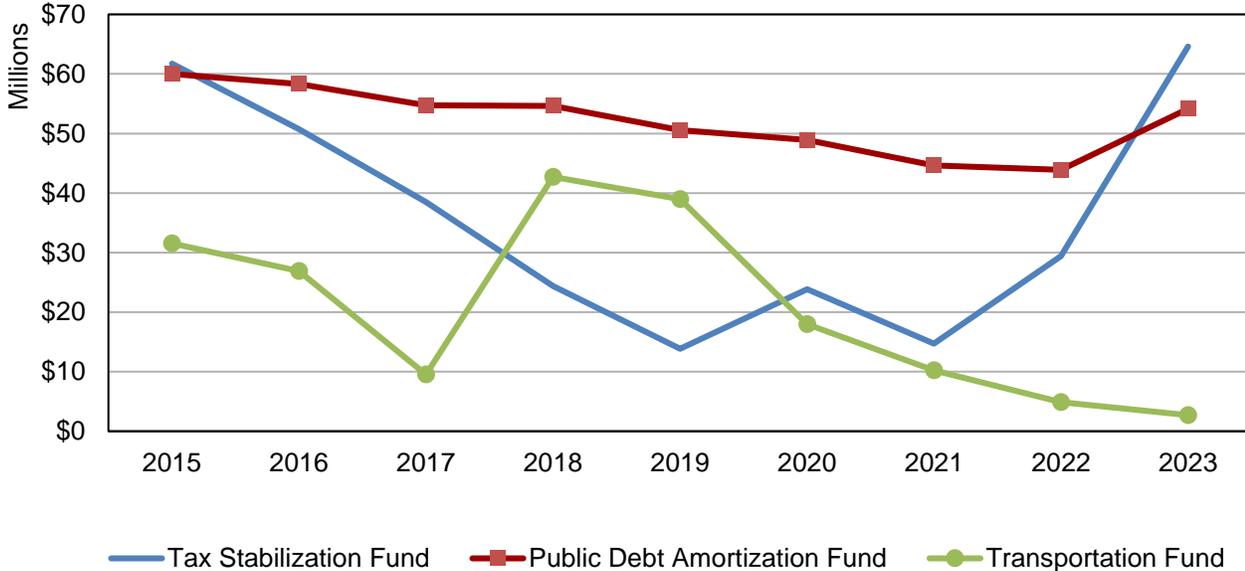
In this spirit, OEI acts as a resource consultant to city departments to:

- Advance Racial Equity and Inclusion and Anti-Racism
- Identify City policies and practices that may contribute to racial disparities and inequity for reform.
- Develop uniform guidance (a shared racial equity framework) with data-driven tools and measures to evaluate progress
- Promote cultural shifts where necessary and a commitment to equity and inclusion across city departments.

BUDGET & MANAGEMENT DIVISION

Over the past decade, the City has drawn down reserve funds to minimize service reductions. Temporary funding from the federal government under the American Rescue Plan Act (ARPA) and the local sales tax authorized by Wisconsin Act 12 in 2023 enabled the City to limit and eliminate withdrawals from reserves in 2023 and 2024, restoring reserve balances to healthier levels. The Tax Stabilization Fund (TSF) increased by 340% since 2021, while the Public Debt Amortization Fund (PDAF) increased by 21% in the same period.

Reserve Fund Balance History



The 2025 proposed budget reinstates withdrawals from reserves. Both the TSF and PDAF balances should remain above 2022 levels after the proposed withdrawals.

Although the Transportation Fund reserve continued to decrease in 2023, the 2025 proposed budget also restores transfers from the Transportation Fund to the General Fund due to proposed policy changes to increase Transportation revenue in 2025. However, the 2025 proposed transfer remains below historic levels given the current condition of the Fund.

The City additionally tries to limit the amount of property tax levy required to support the Employees Retirement (ERS) system and the City’s debt obligations. Both the ERS and City Debt payments are legally required to meet the City’s previous commitments. By minimizing the percent of tax levy obligated to ERS and debt payments, the City can maximize the funding available for city services.

The levy funding for pension and debt obligations from 2015-2025 are summarized below.

LEVY FUNDING PENSION AND DEBT*

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
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	\$70,408,886	\$69,189,392
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	\$106,677,819	\$103,884,705
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	\$317,696,575	\$324,050,507

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
ERS % of tax levy	30.6%	31.8%	29.6%	34.4%	30.8%	33.2%	32.5%	42.4%	38.0%	22.2%	21.4%
Debt % of tax levy	22.5%	23.8%	24.7%	24.2%	24.4%	25.3%	27.9%	28.0%	31.7%	33.6%	32.1%
Combined % of tax levy	53.1%	55.6%	54.3%	58.7%	55.2%	58.5%	60.4%	70.4%	69.7%	55.7%	53.4%

*Percentages as written do not always add up due to rounding.

ARPA and Act 12 enabled the City to decrease the percent of tax levy obligated to the ERS and debt from a high of 70% in 2022 to 53% in 2025.

SERVICE HIGHLIGHTS

- Managed mayoral performance review presentations with city departments to ensure departments clearly define, measure, and communicate key performance indicators with the Mayor and other city leadership.
- Reformatted annual budget books to more transparently capture all sources of funds, including capital and grant funds.
- Continued to distribute, track, and ensure compliance with all relevant city and federal rules for the \$394 million of federally appropriated ARPA funds, and maintain a public ARPA dashboard.
- Collaborated with other city departments to coordinate the transition process to the City’s new Enterprise Resource Planning system (ERP).

RACIAL EQUITY AND INCLUSION

The Budget and Management Division (BMD) 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. BMD works with city departments to evaluate their goals and outcomes through a racial equity lens.

This process enables the City to prioritize 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. BMD also plans to leverage the City’s new ERP system to advance efforts for equity-based budgeting in 2027.

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	2023 Actual	2024 Projected	2025 Planned
Sustainability Grant Applications	11	9	2
Sustainability Grants Received	7	4	4
Sustainability Plans & Policies Adopted	2	2	1

SERVICE HIGHLIGHTS

The Environmental Collaboration Office (ECO) develops practical and racially equitable solutions to protect and restore the City of Milwaukee’s natural ecosystems while improving people’s lives and prosperity. ECO collaborates with community groups, supports statewide and national partnerships on sustainability, and implements the Milwaukee Climate and Equity Plan. ECO has effectively leveraged nearly \$40 million federal grants to implement the Climate and Equity Plan since 2023. ECO also works to promote and enforce green infrastructure and other clean water initiatives to protect the City’s water ways.

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 in coordination with facility managers from various city departments.
- ECO Neighborhoods Initiative to collaborate with community-based organizations for neighborhood level action. Building from framework, ECO is working with community-based organizations to hire “Resilience Ambassadors” to help connect residents to the Me² program and other housing repair resources.

ECO is implementing ARPA-funded housing related programs consistent with the Climate and Equity Plan, including the new Net Zero Energy Housing in partnership with Habitat for Humanity. ECO also facilitates energy efficiency retrofits in coordination with the Milwaukee Health Department’s lead abatement program. ECO is also advancing the City’s 25% by 2025 renewable energy goal by overseeing major renewable energy projects approved in Council file 231608.

For 2025, ECO will oversee two major new projects using federal grant funds secured in 2024.

- First, ECO secured a \$15 million federal grant from the US Department of Transportation to build an electric vehicle charging network for the public. This is one of the major strategies in Milwaukee's Climate and Equity Plan. The grant builds from a Preliminary EV Readiness Plan ECO developed in 2023. The project will be deployed through a competitively-procured public-private partnership with a Community Benefits Plan to support good-paying local jobs and equitable distribution of the stations.
- Second, ECO secured a \$9 million federal grant that provides resources to help the division implement the new energy benchmarking policy for commercial buildings that was approved by the Common Council in 2024 and to develop a future building performance standard.

The 2025 budget also added two grant-funded Environmental Sustainability Program Coordinators, one focused on food waste reduction and the other on green jobs.

CAPITAL PROJECTS

ECO’s capital budget includes \$200,000 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. Approximately \$50,000 of these funds will be used to add electric vehicle chargers to various municipal buildings.

RACIAL EQUITY AND INCLUSION

ECO helped develop and implements the *Climate and Equity Plan*. In addition to 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 for 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.

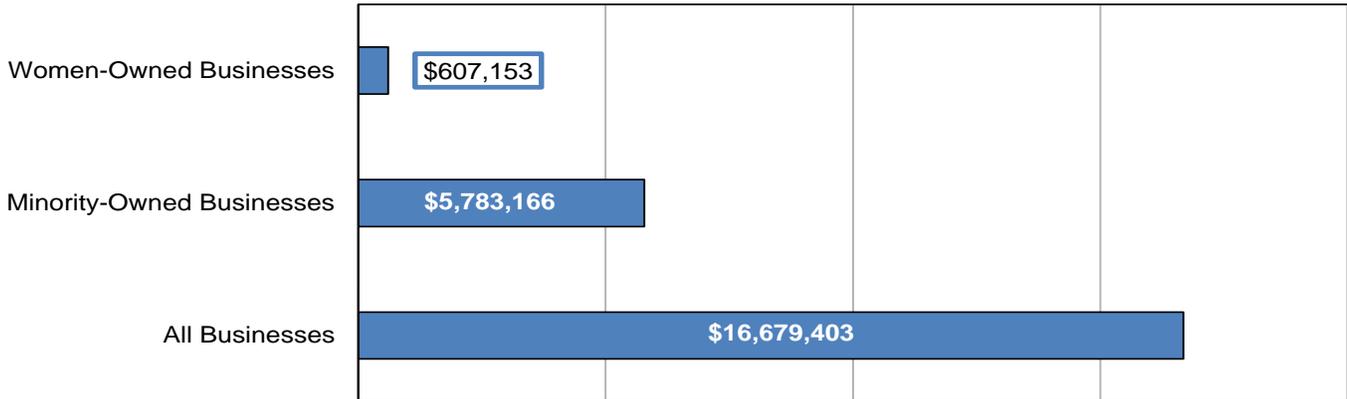
COMMUNITY DEVELOPMENT GRANT ADMINISTRATION (CDGA)

Community Block Grant funding enables hundreds of families to achieve housing stability every year, supports economic development, provides critical public services, and responds to community needs after disasters. CDGA has a long history of utilizing the program in partnership with community-based partners and other City Departments to achieve HUD’s long-term outcomes.

CDGA’s foundational grants are the Community Development Block Grant (CDBG), Home Investment Partnership (HOME), Emergency Solution Grant (ESG), and Housing Opportunities for Persons with AIDS (HOPWA). These investments are crucial to fostering equity, and enhancing the quality of life in the City’s most challenging and impoverished neighborhoods.

Key Performance Measures	2023 Actual	2024 Projected	2025 Planned
Number of Grants Obtained/Managed	30	40	50
Contracts executed with Subrecipients and City Departments	250	250	270
Milwaukee Builds and Other Training Programs	80	100	120
MBE/WBE – Contracting and Subcontracting	See Chart Below		

Total Contract Dollars to Minority and Women Owned Businesses



SERVICE HIGHLIGHTS

- Worked with local nonprofits to rehabilitate and construct new single-family housing for low and moderately-low income homebuyers who have completed at least 8 hours of Homebuyer Counseling.
- Allocated more than \$3.2 million in HOME funds to create over 250 new affordable rental units.
- Partnered with community-based organizations to provide technical assistance on business plan development, financial accounting, loan underwriting, legal and tax consulting, and contract procurement to about 25 businesses, creating or retaining nearly 70 jobs.
- Facilitate technical assistance and capacity building to community-based organizations implementing CDBG funded programs.

PURCHASING

Key Performance Measures	2023 Actual	2024 Projected	2025 Planned
Process 80% of all city procurement requests within 100 days	76%	80%	80%
Contract dollars awards to Small Business Enterprise (SBE) firms	\$11,934,450	\$20,000,000	\$12,000,000

SERVICE HIGHLIGHTS

- Continued to implement recommendations from the Disparity Study
- Released the 2025 – 2027 City’s Buying Plan (Five Year Contracting Forecasting Plan)
- Implemented revised procurement procedures associated with the purchase of the City’s new Enterprise Resource Planning System (ERP)
- Implemented a bid incentive program for environmentally sustainable businesses
- Streamlined purchasing thresholds to foster inclusion and maximize revenues and efficiencies.

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. In 2025, Purchasing will continue to work the Office of Equity and Inclusion to implement recommendations from the Disparity Study, leverage bid incentives (SBE, LBE, SRC, etc.) and contracting requirements (e.g., living wage requirements) to positively impact the socioeconomic and standing of local small, minority, and women owned businesses, and directly engage with local businesses and community members through the annual City Vendor Fair.

INTERGOVERNMENTAL RELATIONS

Key Performance Measures	2023 Actual	2024 Projected	2025 Planned
Growth in state fiscal revenues (shared revenue & local sales tax)	\$0	\$212 million	\$14.4 million
Federal earmarks awarded	2	2	6
Intergovernmental legislator visits/presentations with city departments	4	5	6

SERVICE HIGHLIGHTS

- Worked to secure the passage of 2023 Wisconsin Act 12
 - Created a mechanism for a 2% local city sales tax
 - Provided a 10% increase to city shared revenue with year-over-year increases
 - Moved all prospective new city employees into the Wisconsin Retirement System
- Secured a USDOT Reconnecting Communities Grant to reconstruct 6th Street for over \$36 million.
- Secured a State funding award of \$15 million for the razing of Northridge Mall.
- Worked with bi-partisan state and federal delegation leadership and the City of Chicago to expand the Federal DOJ Convention Security Grant by an additional \$25 million.
- Strengthened relations with State and Federal legislative leadership.
- 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, and expanding traffic safety/calming measures such as automated enforcement.

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 DIVISON (ITMD)

Key Performance Measures	2023 Actual	2024 Projected	2025 Planned
Percentage of Call Center calls answered within 60 seconds	82%	85%	85%
Percentage of permits and licensees applied online	72%	78%	78%
Average time to close service desk tickets	2.6 days	1.5 days	1.5 days

SERVICE HIGHLIGHTS

ITMD employs four core values throughout all business practices: Transparency, Service, Efficiency, and Equality.

Transparency. ITMD ensures transparency in government by maintaining the City of Milwaukee website which 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 the Mayor's goal of responsible fiscal stewardship.

Service. The Unified Call Center (UCC) serves the public by providing a single point of contact for a number of citizen requests, including Parking, DNS, and many other service types. 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

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.

Efficiency. 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 efficiently 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 2025 capital budget includes funding for several IT related projects:

- \$8,600,000 for Enterprise Resource Planning system replacement
- \$625,000 for Public Facility Communication projects
- \$600,000 for laptop & mobile device replacement
- \$200,000 for Cyber security projects
- \$200,000 for Real Estate software
- \$300,000 for general IT upgrades

RACIAL EQUITY AND INCLUSION

ITMD leveraged ARPA funding to increase access to translated resources through the City’s website. 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 updating the City website to use international standards to denote translation options.

To recruit local under-represented talent, ITMD partners with UW-Milwaukee on their Federal Work Study Internship program and promotes vacancies with the Latinos in Tech and Milky Way Tech Hub and the MKE Tech Hub. ITMD has also been a long-time participant in the Earn-and-Learn program. ITMD continues to explore collaborative and grant opportunities to expand broadband access, adoption, and affordability to low-income households in Milwaukee.

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 outlined in the Blueprint for Peace, the City of Milwaukee is committed to preventing and reducing violence through public health interventions.

Key Performance Measures	2023 Actual	2024 Projected	2025 Planned
Community members trained in wellness & safety strategies	200	1,000	500
Youth contacted through engagements	5,381	2,000	1000
Conflict mediations conducted	150	240	150
Community events hosted	33	40	30

Youth contacts exceeded projections in 2023. Projections for 2024 and 2025 assume lower levels of funding as the American Rescue Plan Act winds down.

SERVICE HIGHLIGHTS

- Implemented citywide Healing Hubs with faith- and community-based partners.
- Enhanced data collection efforts to improve impact measurement and inform strategy.
- Increased the capacity of youth serving organizations across the City of Milwaukee.
- Launched the Rebuilding the Village Initiative to assist parents and guardians mend their relationships with high risk youth.

RACIAL EQUITY AND INCLUSION

OCWS has pinpointed communities that have faced persistent violence over the last twenty years. These areas predominantly consist of people of color, and our services have heavily focused on these neighborhoods. We have also prioritized hiring, contracting, and training individuals from these communities to support our violence prevention initiatives. OCWS acknowledges institutional racism as a significant form of violence, which underpins many of the issues we aim to address. Our effectiveness relies on a strong 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

	2023	2024	2025	2025	Change	
	Actual Expenditures	Adopted Budget	Requested Budget	Proposed Budget*	2025 Proposed Versus 2024 Adopted	2025 Requested
Personnel						
FTEs - Operations & Maintenance	16.80	16.80	49.70	45.80	29.00	-3.90
FTEs - Other	32.70	32.70	0.00	0.00	-32.70	0.00
Total Positions Authorized	58	56	56	53	-3	-3
Expenditures						
Salaries and Wages	\$3,008,742	\$1,231,696	\$3,702,456	\$3,594,129	\$2,362,433	\$-108,327
Fringe Benefits	1,294,000	554,263	1,666,105	1,617,358	1,063,095	-48,747
Operating Expenditures	224,246	292,000	303,600	332,000	40,000	28,400
Equipment	0	0	0	0	0	0
Special Funds	67,161	65,000	70,000	70,000	5,000	0
Total	<u>\$4,594,149</u>	<u>\$2,142,959</u>	<u>\$5,742,161</u>	<u>\$5,613,487</u>	<u>\$3,470,528</u>	<u>\$-128,674</u>
ARPA Salary Allocation	\$0	\$2,400,000	\$0	\$0	\$-2,400,000	\$0
ARPA Fringe Allocations	\$0	\$1,080,000	\$0	\$0	\$-1,080,000	\$0
Total + ARPA	<u>\$4,594,149</u>	<u>\$5,622,959</u>	<u>\$5,742,161</u>	<u>\$5,613,487</u>	<u>\$-9,472</u>	<u>\$-128,674</u>
Revenues						
Charges for Services	\$1,065,699	\$1,150,000	\$950,000	\$ 950,000	\$-200,000	\$0
Total	<u>\$1,065,699</u>	<u>\$1,150,000</u>	<u>\$950,000</u>	<u>\$ 950,000</u>	<u>\$-200,000</u>	<u>\$0</u>

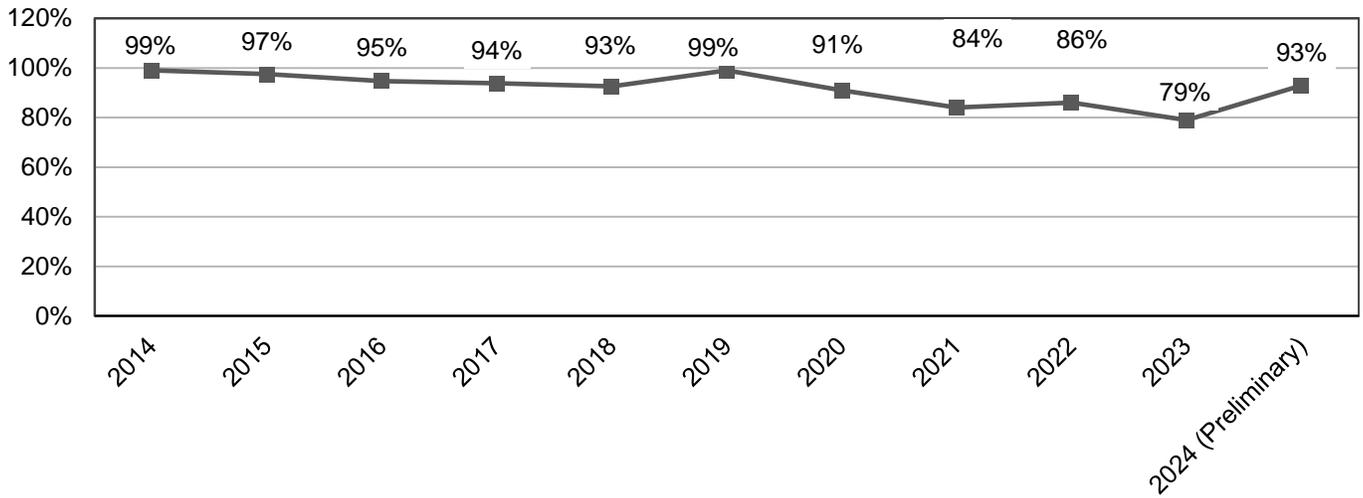
SUMMARY OF SERVICES DELIVERED BY THIS DEPARTMENT

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 property as of January 1 of each year, determining if properties are eligible for property tax exemption, reviewing permits, estimating the market value of all locally assessable property, producing an annual assessment roll, and assisting in the creation of the tax toll. 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 assessment objections and appeals, including staffing and supporting the Board of Review, an independent board to which property owners can appeal their assessed values.

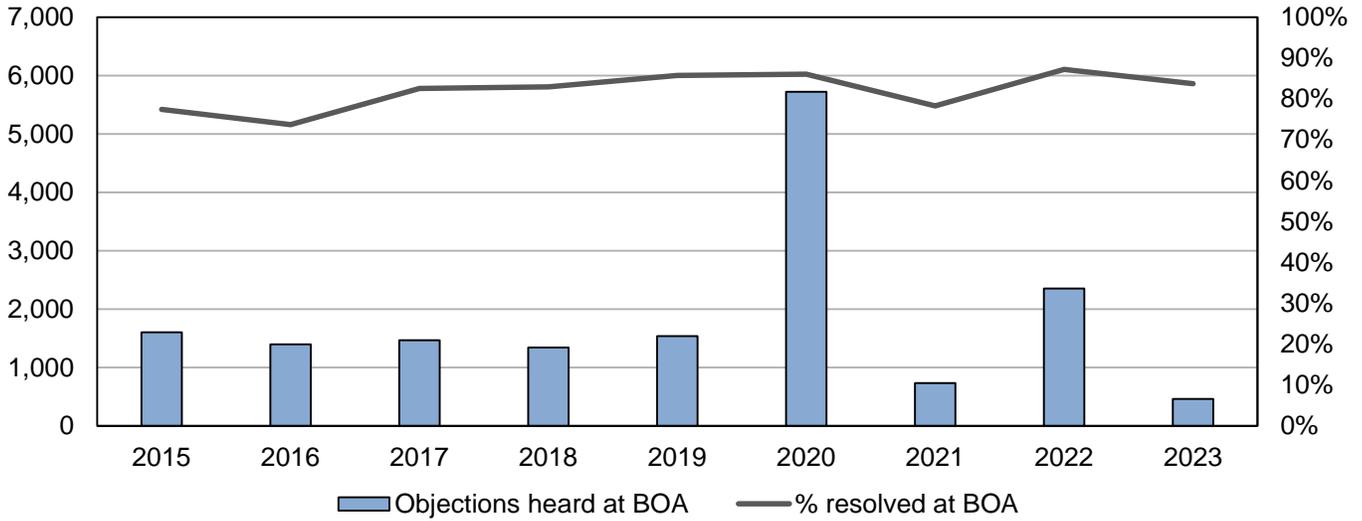
Description of Services Provided	Operating and SPA Budget	Capital Budget	Grant Budget	FTEs
Property valuation	\$3,676,834	-	-	30.00
Processing, analyzing, and responding to property owner objections	\$2,785,489	-	-	10.50
Processing exemption requests, reviewing exempt properties use, estimating value of exempt properties	\$308,742	-	-	2.50
Staffing and support the Board of Review	\$342,422	-	-	2.80
Total	\$7,113,487	\$0	\$0	45.80

KEY PERFORMANCE MEASURES

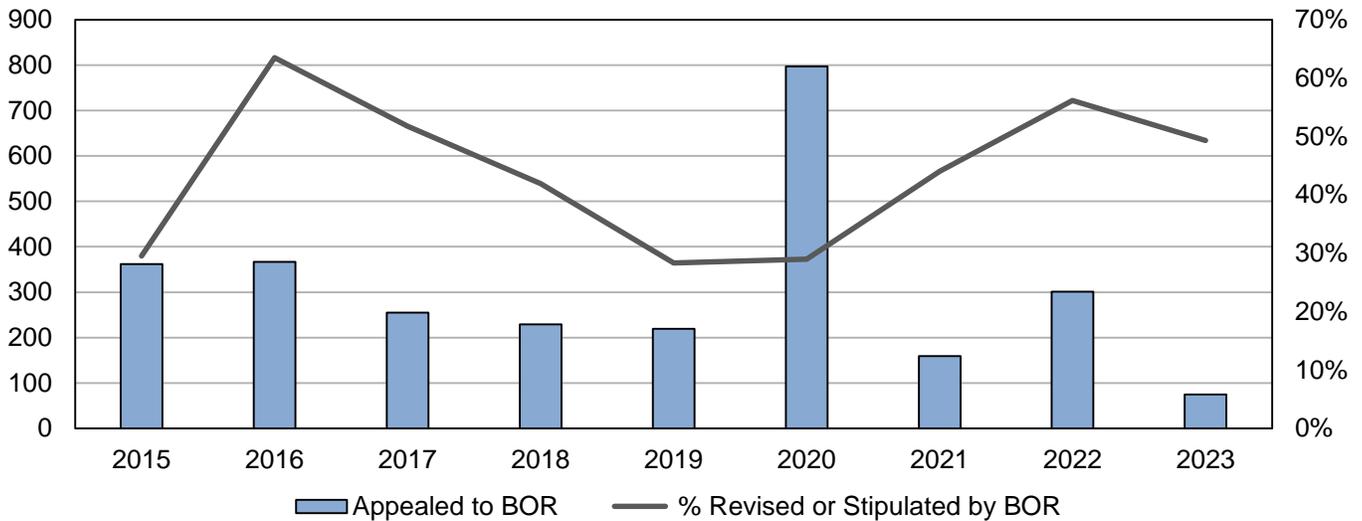
Median Sale Ratio - Assessed Value to Sale Price



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 in November 2022 to 1 as of August 2024.
- Restructured the appraisal workforce, allowing staff to specialize in either commercial or residential assessment methodologies and practices. This restructure is leading to greater efficiencies, more targeted training, compelling career pathways, and is expected to improve the City's appraisal accuracy.
- 2023 had a record low number of objections filed.
- Implemented a new policy to contact 100% of property owners who object to their appraised value within 10 business days of the appraiser receiving the appeal after the objection filing deadline.
- Worked to resolve more objections at the Board of Assessors and reduce the number of appeals to the Board of Review.

RACIAL EQUITY AND INCLUSION

In 2024, the Assessor's office used International Association of Assessing Officers (IAAO) standards to create a statistical model to identify bias and regressivity in the City's assessments. When this model was applied, the City found no statistical evidence of bias or regressivity. The City will continue to use regressivity testing and conduct periodic targeted reviews of assessments in neighborhoods with lower assessed values.

The work of the Assessor's Office supports other City departments and agencies working towards racial equity and inclusion. With the formation of the Milwaukee Community Land Trust, the Assessor's Office facilitated interdepartmental communication to address the complexities that arise from the separate ownership of land and improvements. It adopted new policies to ensure equitable assessment under this new type of ownership structure. It has worked with and educated agencies involved in land trust transactions to ensure that their clients are empowered with the knowledge they need to succeed in homeownership.

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

	2023 Actual Expenditures	2024 Adopted Budget	2025 Requested Budget	2025 Proposed Budget	Change 2025 Proposed Versus	
					2024 Adopted	2025 Requested
Personnel						
FTEs - Operations & Maintenance	51.51	21.86	61.50	60.50	38.64	-1.00
FTEs - Other	0.26	37.14	2.50	2.50	-34.64	0.00
Total Positions Authorized	64	64	64	63	-1	-1
Expenditures						
Salaries and Wages	\$4,501,955	\$2,000,184	\$5,902,111	\$5,902,111	\$3,901,927	\$0
Fringe Benefits	2,025,880	900,083	2,655,950	2,655,950	1,755,867	0
Operating Expenditures	387,115	393,200	407,200	407,200	14,000	0
Equipment	18,953	28,500	28,500	26,000	-2,500	-2,500
Special Funds	0	0	0	0	0	0
Total	\$6,933,903	\$3,321,967	\$8,993,761	\$8,991,261	\$5,669,294	\$-2,500
ARPA Salary Allocation	\$0	\$3,200,000	\$0	\$0	\$-3,200,000	\$0
ARPA Fringe Allocations	\$0	\$1,440,000	\$0	\$0	-1,440,000	0
Total + ARPA	\$6,933,903	\$7,961,967	\$8,993,761	\$8,991,261	\$1,029,294	\$-2,500
Revenues						
Charges for Services	656,329	728,000	720,000	720,000	-8,000	0
Total	\$656,329	\$728,000	\$720,000	\$720,000	\$-8,000	\$0

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	Operating & SPA Budget	Capital Budget	Grant & Aid Budget	FTEs
Administration: Provide 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 including city departments, boards, commissions, and other agencies of city government. Administration is also responsible for all department operations. (35%)	\$5,211,394	-	-	13.00

Description of Services Provided	Operating & SPA Budget	Capital Budget	Grant & Aid Budget	FTEs
<p>Employment, Administrative & Health: Provide legal work on all aspects of employment law, employee benefits, collective bargaining, labor disputes, and grievances. 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 addition, provide counsel to the Department of Administration (DOA), Water Works (MWW), Board of Review, Bankruptcy, and the City Clerk Licensing Division (10%)</p>	\$1,452,800	-	-	12.00
<p>Real Estate, Contracts & Education: Provide legal services to various city departments, the Milwaukee Board of School Directors (MPS), the Department of City Development (DCD), Redevelopment Authority of the City of Milwaukee (RACM), Port Milwaukee, Library, Zoning, Board of Election Commissioners, Department of Public Works (DPW), Environmental Collaboration Office, Inter-Governmental Relations, and General Contracting. (8%)</p>	\$1,111,187	-	-	10.00
<p>Litigation: Provide 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. Analyze and provide legal assistance with regard to the numerous claims submitted under state law against both the city and MBSD and, as appropriate, recommend settlement of some of these claims and provide necessary legal assistance in effecting such resolutions. This Section also provides advice and legal representation of the Tax Assessor in owners' appeals of assessments. (34%)</p>	\$4,861,908	-	-	14.00

Description of Services Provided	Operating & SPA Budget	Capital Budget	Grant & Aid Budget	FTEs
Neighborhood Revitalization, Ordinance Enforcement & Housing: 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. In addition, represent the Housing Authority of the City of Milwaukee, Ethics Board, and Public Records and Open Meetings (13%)	\$1,827,600	-	-	14.00
Total	\$14,464,889	\$0	\$0	63.00

KEY PERFORMANCE MEASURES

Indicators	2023 Actual	2024 Projected	2025 Planned
Total Number of State and Federal Court Cases Opened	324	300	300
Total Number of State and Federal Court Cases Closed	398	350	350
Total Number of State and Federal Court Cases Pending	334	325	325
Number of State Appellate Cases	15	15	15
Number of Federal Appellate Cases	13	10	10
Total Number of Administrative Cases Opened	140	120	130
Total Number of Administrative Cases Closed	140	100	120
Total Number of Administrative Cases Pending	261	420	300
Number of Contracts Handled	148	138	150
Number of Legal Services Assignments Opened	463	270	300
Number of Legal Services Assignments Closed	198	200	200
Number of Legal Opinions Issued	50	24	40
Total Claims Opened	573	300	500
Total Claims Closed	502	315	500

Indicators	2023 Actual	2024 Projected	2025 Planned
Fire and Police Commission Appeals	3	8	5
Number of Open Records Training Sessions Provided to City Departments	23	30	25
Number of Municipal Court Trials Including Building and Zoning	1,054	940	1,000
In Custody Appearances	5,733	5,000	5,500
Hearing Arraignments Including Building and Zoning	53,220	60,000	55,000
Eviction Cases Handled Opened (DCD)	52	55	55
Eviction Cases Handled Opened (HACM)	256	250	250
Eviction Cases Handled Filed (DCD)	52	55	55
Eviction Cases Handled Filed (HACM)	179	200	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, including the City's first TID supported home ownership project in the Midtown Home Ownership Initiative Project.
- Assisting the Port of Milwaukee, in matters involving private investment to the Port and environmental remediation partnerships.
- 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.
- 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.
- Advise and assist the City of Milwaukee Election Commission in conducting multiple elections.

- 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.
- 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.
- Wrote and reviewed hundreds of contracts related to the Republican National Convention
- Provided counsel before, during, and after the Republican National Convention, including guidance to law enforcement and other city departments.
- Successfully defended the City's interests in a federal civil rights lawsuit brought before the Republican National Convention.
- Resolved multiple lawsuits to clear the path for the demolition and redevelopment of the Northridge Mall property.
- Successfully reduced a prior large verdict against the City by \$1 million in post-verdict litigation
- Successfully defended the City Assessor against Manpower Group's multi-year, multi-million-dollar challenge to their property assessment

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 2025 we look forward to continuing to support the racial equity and inclusion initiative. It is our goal to hire and train a workforce that is as racially and gender diverse as the city we work in. Beyond our direct hiring practices, we will work to proactively address racially disparate conditions in our own city. 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 2025, the City Attorney Office will again participate in the Wisconsin State Bar Association's Diversity Clerkship Program, which places law students of diverse backgrounds in law firms throughout the state.

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

	2023 Actual Expenditures	2024 Adopted Budget	2025 Requested Budget	2025 Proposed Budget	Change 2025 Proposed Versus	
					2024 Adopted	2025 Requested
Personnel						
FTEs - Operations & Maintenance	55.11	16.23	59.88	54.43	38.20	-5.45
FTEs - Other	29.24	76.52	23.87	32.12	-44.40	8.25
Total Positions Authorized	122	122	106	105	-17	-1
Expenditures						
Salaries and Wages	\$3,252,692	\$1,178,244	\$5,655,976	\$5,092,574	\$3,914,330	\$-563,402
Fringe Benefits	1,416,876	530,210	2,545,189	2,291,658	1,761,448	-253,531
Operating Expenditures	189,711	220,000	224,000	174,000	-46,000	-50,000
Equipment	0	0	0	0	0	0
Special Funds	140,759	250,000	250,000	150,000	-100,000	-100,000
Total	\$5,000,038	\$2,178,454	\$8,675,165	\$7,708,232	\$5,529,778	\$-966,933
ARPA Salary Allocation	\$0	\$2,300,000	\$0	\$0	\$-2,300,000	\$0
ARPA Fringe Allocations	0	1,035,000	0	0	-1,035,000	0
Total + ARPA	\$5,000,038	\$5,513,454	\$8,675,165	\$7,708,232	\$2,194,778	\$-966,933
Revenues						
Taxes and PILOTS	\$1,083,608	\$1,000,000	\$1,000,000	\$1,000,000	\$0	\$0
Charges for Services	109,660	108,000	8,000	8,000	-100,000	0
Licenses and Permits	49,905	40,000	45,000	45,000	5,000	0
Miscellaneous	12,609	30,000	30,000	30,000	0	0
Total	\$1,255,782	\$1,178,000	\$1,083,000	\$1,083,000	\$-95,000	\$0

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.

Description of Services Provided	Operating Budget + SPAs	Capital Budget	Grant Budget	FTEs
Economic Development	\$7,255,518	\$52,650,000	\$2,120,504	71.15
Land Use and Policy Planning	\$1,702,714	\$200,000	-	11.40
Public Housing	-	-	-	4.0
Total	\$8,958,232	\$52,850,000	\$2,120,504	86.55

The Public Housing Division is fully reimbursed by the Housing Authority of the City of Milwaukee (HACM).

Key Performance Measures	2023 Actual	2024 Projected	2025 Planned
Sales, transfers, and dispositions of tax foreclosed property	166	125	150
Percentage increase in value of property for closing tax increment districts	0% (no TIDs closed in 2023)	128%	326%
Number of Strong Neighborhoods loans closed	58	55	52
Percentage of Strong Neighborhoods loans in CDBG area	72%	65%	65%
Percentage of residents and community members engagement opportunities taking place within CDBG neighborhoods during Growing MKE	86%	70%	70%
Percentage of Commercial Corridor grants made to minority owned local businesses	64%	73%	68%

SERVICE HIGHLIGHTS

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:

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

DCD’s support to potential businesses and developers has resulted in many development projects throughout Milwaukee, including more than 23,000 citywide housing units since 2004.

Housing: In 2023, DCD continued its efforts to support and encourage homeownership, preserve and improve the City’s housing stock and provide affordable housing opportunities in City neighborhoods. The City continued to collaborate with the Community Development Alliance and a broad range of partners to implement the affordable housing plan that will leverage both resources and efforts to achieve these goals. In 2024, DCD has continued to be a partner in implementing programming funded through the American Rescue Plan Act (ARPA), including a successful down payment assistance program and the Homes MKE initiative to renovate up to 150 City tax foreclosed properties for home ownership and affordable rental, as well as provide job opportunities for city residents.

DCD also administers programs that focus on the sale of City-owned properties to responsible private owner occupants and investors. In 2023, DCD sold 166 improved properties (162 residential, 1-4 family and 4 commercial), 66 vacant lots (48 for private new construction and 18 lots for Habitat for Humanity). Forty-five percent of the sales were to individuals intending to live in the properties, slightly higher than prior years. One former MPS school, Edison at 5372 N 37th Street, was sold for residential use.

Rent-to-Own Program: Tenants of the previous owner occupy many properties acquired by the city through foreclosure. DCD operates a rent-to-own program that provides qualifying tenants the opportunity to purchase the property upon completion of home ownership and financial education. Through 2024, 86 tenants purchased their properties.

Strong Neighborhoods Loan Programs: DCD administers two Strong Neighborhoods loan programs. Strong Homes loans preserve homeowner occupancy by assisting owners with essential home repair needs. The program 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. The typical Strong Homes loan borrower owns a house built before 1939 and has owned the house for more than 15 years. DCD also operates the Homebuyer Assistance Program, which provides financial and technical help to prospective homeowners buying city-owned foreclosed houses for owner-occupancy. In 2023, improvements to existing housing units through the Strong Homes Loan Program and assistance with home buying through the Homebuyer Assistance Program totaled over \$1.3 million dollars.

Milwaukee Home Down Payment Program: In 2021, DCD launched the successful Milwaukee Home Down Payment Program which provides grants to eligible homebuyers for the purpose of increasing home ownership and addressing disparities in homeownership rates. DCD worked with local non-profit home buying counseling agencies to administer the program. In 2023, the program originated 240 grants. Over \$1.5 million dollars were invested during the 2023 year. Our partner agencies reported home purchase demand and demand for the program remains strong, even with the increase in interest rates. Home purchase for many families results in housing payments that are less than families are currently paying in rent. For the first 6 months of 2024, the program originated 92 grants.

Real Estate Broker Partnership: Selling city owned properties to responsible owners and investors is an important part of neighborhood stabilization. DCD works with local real estate brokers specializing in foreclosed properties to list city owned properties for sale. In 2024, broker listed sales accounted for approximately 30% of in rem property sales. This successful partnership is ongoing.

Homes MKE: In 2021, members of the Milwaukee Common Council deployed \$15 million in federal American Rescue Plan Act funding to the DCD for Homes MKE. This initiative aims to renovate up to 150 vacant houses in the City's inventory of tax-foreclosed residential properties, add them back to the tax roll, and return them to productive use. Homes MKE works with the development community, from emerging developers to respected non-profit organizations, in carrying out renovation work across 23 neighborhoods throughout Milwaukee. DCD developed the program in 2022 and formally launched the initiative in spring of 2023 with construction beginning shortly after.

While providing job opportunities for our city's young people and business development resources for Milwaukee's emerging developers community, Homes MKE currently has 121 significantly-blighted properties in the pipeline to be fully rehabilitated. These revitalized homes will include all new plumbing, heating, and electrical services. Of the 121 properties, 46 are at some stage of construction. As of July 2024, 12 completed properties have been sold from the developers to new homeowners. Five additional completed properties are part of the rent-to-own program.

Since this is a multi-year project, Homes MKE will continue to work with qualified developers to begin rehab work at additional properties, as well as provide job and training opportunities to local residents who are underemployed and unemployed.

Vacant Lot Loan Program: This 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 \$30,000 forgivable loan to assist with construction costs. Purchasers must live in the home for seven years. While all city owned vacant lots are eligible, sale efforts focus on the central city subdivisions Walnut Circle and Josey Heights. Year to date in 2024, eleven lots for new home construction in Walnut Circle and Josey Heights have closed for new home construction. There are two reservations for lots in 2024. There is one additional lot under contract, on North Burbank Avenue near the former Northridge Mall, for a new owner-occupied market rate home build.

Anti-Displacement Plan: In February 2018, the Department of City Development released “A Place in the Neighborhood: An Anti-Displacement Plan for Neighborhoods Surrounding Downtown Milwaukee.” The Plan analyzes neighborhood market and demographic data to determine if displacement is occurring in Milwaukee neighborhoods. The Plan offers a series of recommendations to reduce potential displacement. A Plan recommendation, the Anti-Displacement Preference Program adopted by Council in 2019, requires City assisted affordable rental developments to provide a leasing preference for local neighborhood residents. In 2019, DCD worked with MKE United to implement the Milwaukee Anti-Displacement Fund, providing resources for homeowners to help pay increases in their property taxes, so they will not be displaced due to rising property values and real estate taxes. The Fund made its first payments to assist eligible low-income homeowners with increasing property taxes in January 2020, and is entirely philanthropically funded. The pilot program continues in its fifth year in 2023 and is fully administered by the Greater Milwaukee Committee. More than 100 long term homeowners in program neighborhoods have received more than \$400,000 to offset increasing property taxes.

Riverwalk Expansion: The Milwaukee Riverwalk System began in 1993 and concentrated in an 8-block downtown area. Over the past 30 years, it has generated an incremental property value increase of over \$1.68 billion. This success fueled its expansion into the Menomonee River and the Harbor District, including a portion of the Kinnickinnic River, through the Common Council’s approval of the Riverwalk Site Plan Review Overlay Districts. In 2020, the first Harbor District riverwalk was constructed adjacent to Michels \$50 million divisional headquarters, and the design began on the system’s longest single stretch of riverwalk, almost $\frac{3}{4}$ of a mile adjacent to Komatsu’s new \$250 million Milwaukee headquarters. The construction of the Harbor District Riverwalk will begin in the spring of 2025. The Riverwalk has received several awards for its design and operation, most notably the Urban Land Institute 2017-18 Global Award for Excellence.

Commercial Revitalization and Business Investment: DCD’s Commercial Corridor Team (CCT) serve as liaisons between the city and local business owners, connecting them to a variety of grant programs focused on blight elimination, commercial revitalization and economic development. Commercial revitalization grant programs help business and property owners improve the exterior appearance of commercial buildings, update outmoded interior space in order to attract tenants and purchase equipment that enables job expansion. In 2023, these programs awarded 107 grants totaling nearly \$1.4 million. These grants supported commercial development projects which leverage a total investment of more than \$11.5 million. Total grants awarded in 2023 represented a solid cross section of the racial make up the city as follows: 37%- African American, 36%-White, 8%-Asian and 19%-Latinx/Hispanic.

Commercial corridor staff also assists and provides oversight to Business Improvement Districts (BIDs) and Neighborhood Improvement Districts (NIDs). These organizations work in partnership with the city to strengthen commercial corridors and residential neighborhoods. A new BID (Fond Du Lac Avenue) was created in the 2023. This brings the total number of active BIDS/NIDS in the city to 41. Total BID/NID assessments for 2023 represent \$12 million collected for over and above city service improvements and activities in the various districts.

Tax Incremental Financing: In 2023, the city created four new and amended four tax increment financing districts (TIDs). These TIDs supported neighborhood and downtown development; and infrastructure improvements to address reckless driving throughout the city.

• **Creation of 3 new neighborhood and 1 new downtown TIDs:**

- MLK Library and Housing (93 affordable housing units as part of the new MLK Library)
- Riverwest Apartments & Food Accelerator (91 units, 83 affordable and 8 market rate units with 2,500 sf of commercial space)
- Filer and Stowell (576 affordable housing units)
- NM North (TIF to support retention and growth to 5,750 employees by 2030 at NM and \$10M in Public Infrastructure to address reckless driving and improved bikeways)

• **Amended 4 TIDs:**

- South 27th and West Howard Avenue (\$880,000 for Public Infrastructure to address reckless driving)
- Menomonee Valley East Project (\$1M for Public Infrastructure to prepare development site)

- Park East (\$15.75M for the Vel R. Phillips Plaza and \$4.35M for Public Infrastructure Improvements at Walnut and MLK)
- Fifth Ward-First Place (\$3.8M for riverwalk improvements and \$325,000 for Public Infrastructure in Walkers Point Area)

Earn & Learn Program: DCD works with Employ Milwaukee to administer the Mayor’s Earn & Learn program. The program assists young people in making a successful transition to adulthood by providing opportunities to develop work readiness skills while they earn wages working in government, community and faith-based organizations. DCD also coordinates the City’s participation as an employer in Earn & Learn. In 2023, the program transitioned back to in person with 61 teens that worked in city government departments. In 2024, 87 teens worked in 12 city government departments with a week of virtual learning during the Republican National Convention. The DCD received a \$100,000 grant from Employ Milwaukee for financial empowerment programming to support additional students at the city’s living wage.

Community Improvement Project (CIP): DCD works with community groups, residents, leaders, and organizations to fund and support community projects that engage community members and make physical improvements in Milwaukee neighborhoods. The CIP grant matches applicant funds, other non-city grants, donations, or in-kind services up to \$4,000 to support community-led projects. The first \$1,000 is a grant, no match is required. In 2023, DCD funded 18 projects totaling approximately \$88,000 in neighborhoods throughout the city.

Healing Space Initiative: The City of Milwaukee launched the Healing Space Initiative in January 2021, as a response to the isolation felt by City residents as a result of quarantine and social distancing practices during the COVID-19 pandemic. Under the direction of the Neighborhood Improvement Development Corporation (NIDC), Healing Spaces Initiative helps residents build relaxing natural environments on available city-owned vacant lots while eliminating blighted spaces and engaging residents. The program continues and additional grants are available to support programming for existing Healing Spaces for 2024. During 2025, NIDC will work on seeking philanthropic, and other grant opportunities, to continue operating the Healing Spaces Initiative. NIDC will partner with the University of Wisconsin Milwaukee Institute for Systems Change & Peacebuilding (ISCP) Fellows program to enhance the activation of existing and the creation of new Healing Spaces.

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. Neighborhood and city-wide planning efforts that will occur during 2025 include updating the West Side Area Plan, redevelopment planning for the former Northridge Mall property, annual updates to the City’s Anti-Displacement Indicators, and the Growing MKE initiative, to develop an update to the housing element of the Citywide Policy Plan and to make updates to the City of Milwaukee’s zoning code with a focus on encouraging and enabling housing development that advances the City’s housing growth, affordability, racial equity, and climate action goals.

Tax Increment Districts (TIDs): The Proposed 2025 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 (\$25 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 160 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/signage improvements for businesses and interior buildout of commercial spaces throughout the city. City funding leverages investment from property owners, business owners, and other organizations, while increasing the property tax base.

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 by leveraging 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 has included expanded use of community councils or advisory groups who are paid for their time and expertise, using the city-wide EngageMKE.com online engagement platform, and an intentional focus on crafting targeted “off-line” engagement strategies and techniques tailored to individual neighborhoods. To date in 2024, DCD staff have attended over 40 community outreach events to ensure that the whole city, as well as the whole family, understand and benefit from DCD initiatives that impact housing and business throughout Milwaukee's many communities.

It is important that our Department reflects the community we serve. Of the Department’s full-time staff, 42% are non-white (72 total FTE) with five Spanish speaking staff. We continue to create multi-lingual online and printed material and live closed captions for virtual meetings.

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.

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) and Capital Fund Grants to address deferred capital needs and unit construction or rehabilitation. 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

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

	2023 Actual Expenditures	2024 Adopted Budget	2025 Requested Budget	2025 Proposed Budget*	Change	
					2024 Adopted	2025 Requested Versus
Personnel						
FTEs - Operations & Maintenance	28.89	11.11	30.09	30.09	18.98	0.00
FTEs - Other	0.00	19.17	0.00	0.00	-19.17	0.00
Total Positions Authorized	50	45	44	44	-1	0
Expenditures						
Salaries and Wages	\$1,864,885	\$695,955	\$2,309,015	\$2,309,559	\$1,613,604	\$544
Fringe Benefits	802,053	313,180	1,039,057	1,039,302	726,122	245
Operating Expenditures	579,696	673,655	685,380	601,775	-71,880	-83,605
Equipment	4,889	0	0	0	0	0
Special Funds	749,061	775,850	866,010	866,010	90,160	0
Total	\$4,000,584	\$2,458,640	\$4,899,462	\$4,816,646	\$2,358,006	-\$82,816
ARPA Salary Allocation	\$0	\$1,200,000	\$0	\$0	-\$1,200,000	\$0
ARPA Fringe Allocations	\$0	\$540,000	\$0	\$0	-\$540,000	\$0
Total + ARPA	\$4,000,584	\$4,198,640	\$4,899,462	\$4,816,646	\$618,006	-\$82,816
Revenues						
Charges for Services	\$162,271	\$119,000	\$132,000	\$132,000	\$13,000	\$0
Licenses and Permits	128,943	89,000	94,000	94,000	5,000	0
Miscellaneous	12,298,711	6,667,000	7,006,000	7,283,000	616,000	277,000
Total	\$12,589,925	\$6,875,000	\$7,232,000	\$7,509,000	\$634,000	\$277,000

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.

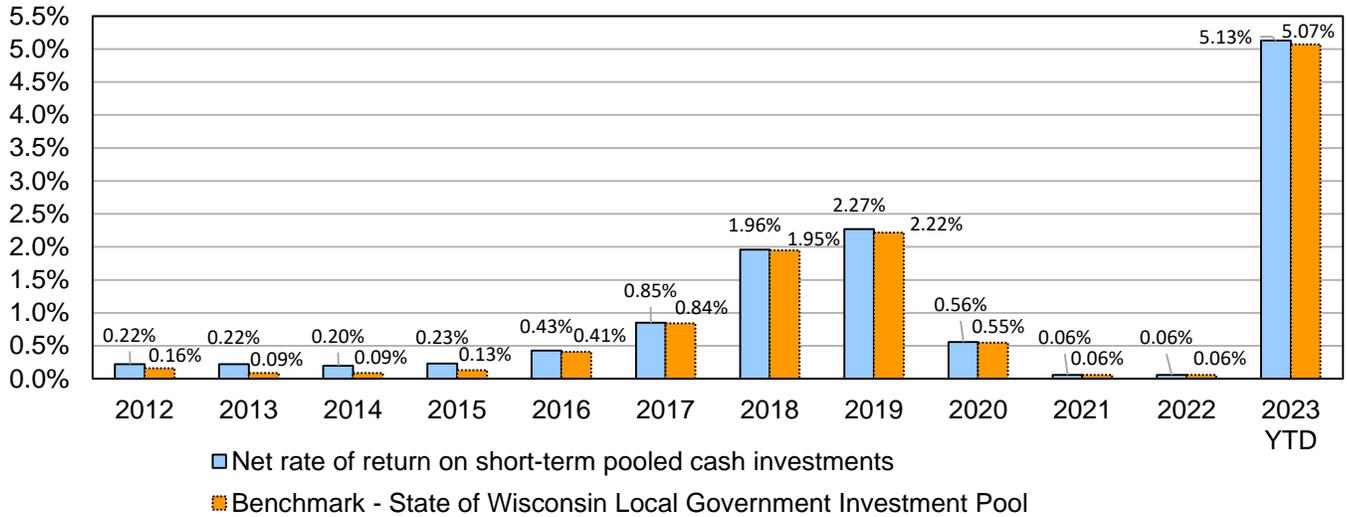
The City Treasurer receives and accounts for all monies paid to the City, makes disbursements for accounts payable and payroll, invests City funds that are not needed immediately to pay the City's obligations, collects current and delinquent property taxes for all five taxing jurisdictions within the 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	Operating and SPA Budget	Capital Budget	Grant Budget	FTEs
Financial Services, Investment Portfolio Management, and Revenue Collection	\$946,086	-	-	6.97
Property Tax Billing, Collection, and Enforcement	\$4,283,560	-	-	23.12

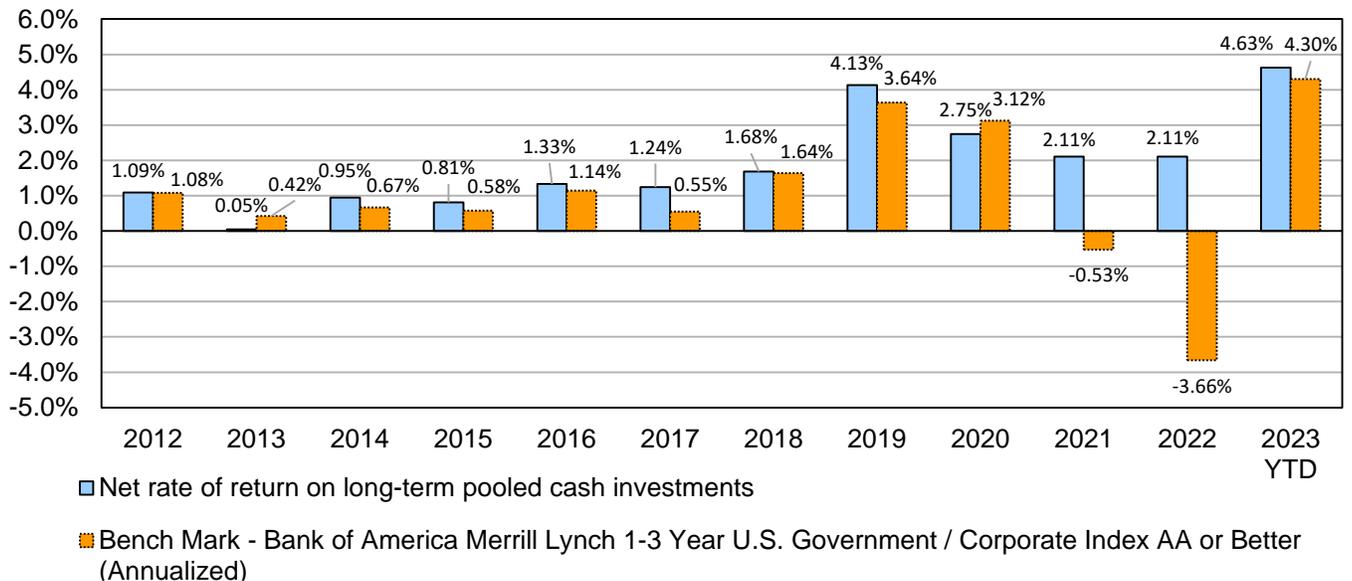
Description of Services Provided	Operating and SPA Budget	Capital Budget	Grant Budget	FTEs
City Attorney, DNS, DPW, and Water Works Kohn collection costs	\$167,000	-	-	0.00
Total	\$5,396,646	\$0	\$0	30.09

KEY PERFORMANCE MEASURES

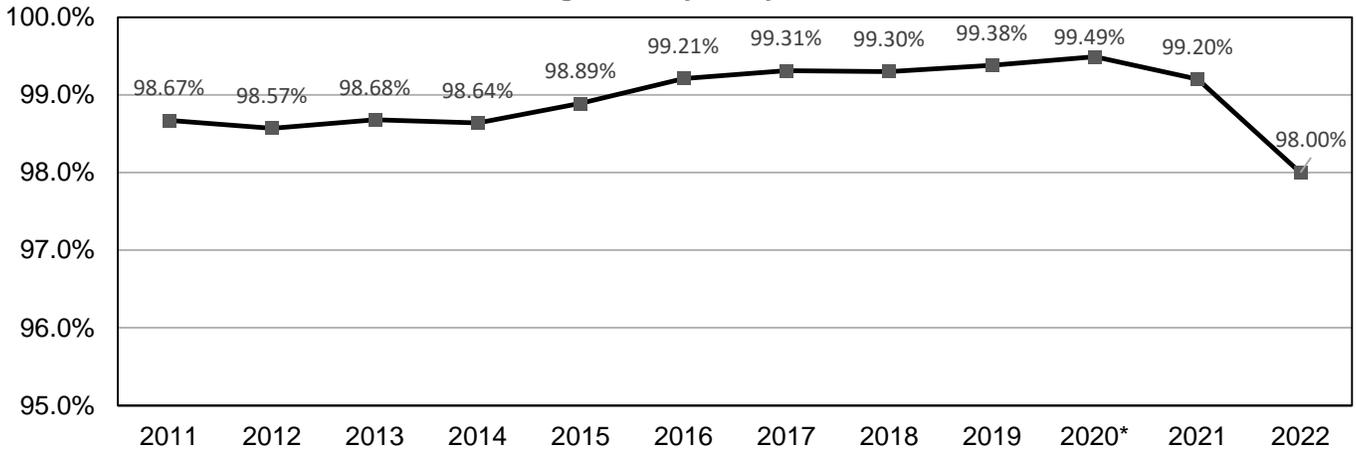
Net Rate of Return on Short-Term Pooled Cash Investments



Net Rate of Return on Long-Term Pooled Cash Investments



Percentage of City Levy Collected



*3-year collection cycle incomplete for the 2020.

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 \$100 collected. In 2025, the cost of property tax collection is projected to be 0.6620%, a slight increase over the 2023 actual of 0.5885%, which is primarily the result of increased postage costs and market rate salary increases granted to some department personnel.

SERVICE HIGHLIGHTS

- In 2023, the City Treasurer’s Office collected over \$847 million in property taxes and processed nearly \$3.27 billion of in-house financial transactions.
- In 2023, the City Treasurer’s Office filed in rem tax foreclosure against 542 delinquent tax parcels of which 159 were acquired by an in rem tax foreclosure judgment. The redemption rate continued to rise from 64.85% in 2022 to 70.66% in 2023, while the acquisition rate declined from 35.15% in 2022 to 29.34% in 2023.
- In 2023, the City Treasurer’s Office exceeded the benchmark on both the long-term and short-term investment portfolios, realizing \$15,381,573.21 in total investment revenue, with \$10,254,382.14 going to the general fund and \$5,127,191.07 going to the Public Debt Amortization Fund.
- In 2025, 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 44.83% 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), property 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

	2023 Actual Expenditures	2024 Adopted Budget	2025 Requested Budget	2025 Proposed Budget	Change 2025 Proposed Versus	
					2024 Adopted	2025 Requested
Personnel						
FTEs - Operations & Maintenance	96.07	40.32	107.00	104.20	63.88	-2.80
FTEs - Other	1.40	68.08	1.20	1.20	-66.88	0.00
Total Positions Authorized	125	130	128	123	-7	-5
Expenditures						
Salaries and Wages	\$6,256,554	\$2,286,081	\$7,251,636	\$7,190,602	\$4,904,521	\$-61,034
Fringe Benefits	2,662,643	1,028,737	3,263,236	3,235,771	2,207,034	-27,465
Operating Expenditures	1,033,000	1,213,475	1,362,599	1,201,962	-11,513	-160,637
Equipment	12,758	20,878	31,950	20,878	0	-11,072
Special Funds	215,501	725,333	271,315	101,615	-623,718	-169,700
Total	\$10,180,456	\$5,274,504	\$12,180,736	\$11,750,828	\$6,476,324	\$-429,908
ARPA Salary Allocation	\$0	\$4,100,000	\$0	\$0	\$-4,100,000	\$0
ARPA Fringe Allocations	0	1,845,000	0	0	-1,845,000	0
Total + ARPA	\$10,180,456	\$11,219,504	\$12,180,736	\$11,750,828	\$531,324	\$-429,908
Revenues						
Charges for Services	\$3,000,309	\$3,377,000	\$3,004,000	\$3,004,000	\$-373,000	\$0
Licenses and Permits	\$4,864,368	4,927,000	4,891,000	4,891,000	-36,000	0
Total	\$7,864,677	\$8,304,000	\$7,895,000	\$7,895,000	\$-409,000	\$0

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	Operating and SPA Budget	Capital Budget	Grant Budget	FTEs
Provide administrative support functions for the department; staff council and committee meetings; lobbying; auditing services; assisting Council Members in their work with constituents.	\$7,292,605	-	-	61.00

Description of Services Provided	Operating and SPA Budget	Capital Budget	Grant Budget	FTEs
Create publications and public information materials for Council members and city departments; public relations support for Council members.	\$653,574	-	-	5.00
Broadcast live, remote, and hybrid coverage of public meetings, press conferences, special projects and city events; produce original and information programming.	\$540,950	-	-	4.00
Provide non-partisan research, legislative and fiscal analysis; legislative drafting services.	\$1,001,347	\$95,000	-	9.00
Administer over 100 types of license and permits; advise the Licenses Committee and Council members in reviewing the license applications.	\$1,302,302	-	-	13.00
Serve as the physical custodian of records for all city departments and ensure records are retained and accessible in accordance with local, state, and federal records laws; manage mail services.	\$721,793	-	-	8.00
Provide City officials, employees and residents with research services on local and urban/governmental affairs; maintain the Code of Ordinances and specialized collections.	\$403,616	-	-	3.00
Administer and support the preservation of the City's historic built environment.	\$320,243	-	-	2.40
Total	\$12,236,430	\$95,000	\$0	105.40

Key Performance Measures	2023 Actual	2024 Projected	2025 Planned
License applications processed	17,396	18,000	18,500
Licenses issued	15,476	13,500	14,500
Public meetings staffed	293	300	300
Legislation and reports prepared	438	468	475
Documents scanned, processed and indexed	2,607,259	1,600,000	2,000,000
Reference requests filled	2,341	3,210	3,900

Key Performance Measures	2023 Actual	2024 Projected	2025 Planned
Records boxes received and processed	1,393	2,300	1,300
HPC Section 106 reviews performed (rather than contracted out)	1,141	550	700

SERVICE HIGHLIGHTS

- The License Division will launch business license functionality on the Accela LMS platform in late 2024, enabling residents to apply for licenses from anywhere at any time.
- With the assistance of the Chair and members of the Licenses Committee, the License Division scheduled 12 special Licenses Committee meetings and two extra regular meetings through September 2024, enabling applicants to receive their license a council-cycle sooner. In 2025, 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 late 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.

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.

City Channel staff also provide production support for events City-wide, like live coverage of the Milwaukee Republican National Convention, and produce original content, including 6 bilingual informational election videos for the public, a 20-minute training video for poll workers, and a 2024 NAGDCA award-winning piece, *Milwaukee Fire Department Outreach: Putting Your Money To Work*, in collaboration with Deferred Compensation.

The City Clerk’s Office has structured staffing and delivery models to increase access to City services for non-English speaking residents:

- 4 dedicated bilingual positions in the License Division
- 6 dedicated bilingual positions in Central Administration
- 24-7 closed captioning in English and Spanish for City Channel broadcasts
- Managing document translation requests for departments City-wide
- Providing interpreters at City meetings, town halls, and informational events
- Piloting a new language-access initiative, called Babel Blocks, with the goal of increasing engagement with residents who have limited English proficiency. Babel Blocks on hearing notices are used to inform residents

COMPTROLLER

MISSION: To serve City of Milwaukee residents by maintaining strong fiscal oversight and delivering transparent, accurate, and timely financial services, while providing exceptional customer service to City of Milwaukee departments and other agencies which directly serve the public.

BUDGET SUMMARY

	2023 Actual Expenditures	2024 Adopted Budget	2025 Requested Budget	2025 Proposed Budget	Change 2025 Proposed Versus	
					2024 Adopted	2025 Requested
<u>Personnel</u>						
FTEs - Operations & Maintenance	39.32	14.39	43.81	43.81	29.42	0.00
FTEs - Other	7.94	37.61	10.19	10.19	-27.42	0.00
Total Positions Authorized	56	56	58	58	2	0
<u>Expenditures</u>						
Salaries and Wages	\$3,090,836	\$1,113,161	\$3,886,237	\$3,831,237	\$2,718,076	\$-55,000
Fringe Benefits	1,335,730	500,922	1,748,807	1,724,057	1,223,135	-24,750
Operating Expenditures	200,916	260,000	260,000	189,000	-71,000	-71,000
Equipment	49,876	50,000	50,000	40,000	-10,000	-10,000
Special Funds	0	0	0	0	0	0
Total	\$4,677,358	\$1,924,083	\$5,945,044	\$5,784,294	\$3,860,211	\$-160,750
ARPA Salary Allocation	\$0	\$2,100,000	\$0	\$0	\$-2,100,000	\$0
ARPA Fringe Allocations	\$0	\$945,000	\$0	\$0	-945,000	0
Total + ARPA	\$4,677,358	\$4,969,083	\$5,945,044	\$5,784,294	\$815,211	\$-160,750
<u>Revenues</u>						
Charges for Services	486,431	500,000	480,000	480,000	-20,000	0
Total	\$486,431	\$500,000	\$480,000	\$480,000	\$-20,000	\$0

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	Operating & SPA Budget	Capital Budget	Grant & Aid Budget	FTEs
Provide financial analysis, perform internal audits of City departments, compile various rate calculations	\$1,223,159	-	-	9.00
Issue city debt, provide debt management to ensure debt is in compliance with all covenants and regulations, maintain relationships with rating agencies and investors	-	-	-	1.00
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	\$4,854,235	-	\$500,000	44.00
Total	\$6,077,394	\$ 0	\$500,000	54.00

KEY PERFORMANCE MEASURES

Indicators	2023 Actual	2024 Projected	2025 Planned
Percentage of actual revenues to revenue estimates	102.7%	100%	100%
Internal audit work products	11	9	10
Unqualified audit opinion by the City's independent auditor	Yes	Yes	Yes
Bond rating (S&P Global/ Moody's/ Fitch)	A-/A3/BBB+	A-/A3/A+	A-/A3/A+

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
- Administer 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. In leading with our values, we added our Equity and Inclusion Statement to the Comptroller homepage, which is a demonstration of our commitment to addressing the structural inequality.

We support the work of City of Milwaukee departments and other agencies through the services we provide. Our Revenue & Cost Division oversees grants, which support the operations of many departments and other organizations serving disadvantaged residents in providing a broad range of social services and public initiatives. Our Audit Division audits the Residents Preference Program for Development Agreements and the Residents Preference Program for DPW Contracts on three-year cycles, which provides assurance that the programs are helping unemployed and underemployed residents with a focus on disadvantaged ZIP codes. Our other divisions further help to address structural inequality by providing exceptional customer service to departments and other agencies which directly serve the public.

We believe in accessibility and transparency as a means to addressing structural inequality. We provide translated versions of the tax brochure and Popular Annual Financial Report in Spanish and Hmong and have Spanish-speaking operator capability and a language line for the Fraud Hotline. Additionally, Milwaukee's Open Checkbook portal provides transparency in government by allowing users to see how the City is spending money and enables users to analyze the information.

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.

NEW DEPARTMENT INITIATIVES- RESILIENCY PROJECT

In the summer of 2024, the Comptroller's Office started an initiative called the Resiliency Project, with the goal of limiting the impact of unexpected personnel departures on execution of Comptroller's Office responsibilities. This will be accomplished by fortifying Comptroller's Office processes by documenting current roles, responsibilities, and processes, and proactively identifying and addressing risks to sustainability.

Staff at all levels within the Comptroller's Office have prepared a Position Activities List that identifies each task their position is responsible for, and will be preparing thorough documented procedures for completing each of their assigned tasks. The intent is for there to be concise, step by step instructions that a new incumbent to a position can refer to in order to carry out all core responsibilities of that position. This initiative is expected to be completed by the end of 2024.

ELECTION COMMISSION

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

BUDGET SUMMARY

	2023 Actual Expenditures	2024 Adopted Budget	2025 Requested Budget	2025 Proposed Budget	Change 2025 Proposed Versus	
					2024 Adopted	2025 Requested
Personnel						
FTEs - Operations & Maintenance	16.27	24.54	29.13	29.18	4.64	0.05
FTEs - Other	0.00	3.89	0.00	0.00	-3.89	0.00
Total Positions Authorized	2,331	2,331	2,332	2,332	1	0
Expenditures						
Salaries and Wages	\$1,528,143	\$3,152,873	\$2,109,367	\$2,085,119	\$-1,067,754	\$-24,248
Fringe Benefits	417,153	363,565	408,836	408,230	44,665	-606
Operating Expenditures	396,170	1,124,575	1,060,814	746,043	-378,532	-314,771
Equipment	0	0	0	0	0	0
Total	\$2,341,466	\$4,641,013	\$3,579,017	\$3,239,392	\$-1,401,621	\$-339,625
ARPA Salary Allocation	\$0	\$500,000	\$0	\$0	\$-500,000	\$0
ARPA Fringe Allocations	\$0	\$225,000	\$0	\$0	\$-225,000	\$0
Total + ARPA	\$2,341,466	\$5,366,013	\$3,579,017	\$3,239,392	\$-725,000	\$-339,625

SUMMARY OF SERVICES DELIVERED BY THIS DEPARTMENT

The Milwaukee Election Commission (MEC) manages all aspects of public elections for the City of Milwaukee. The department is responsible for ensuring secure, transparent and accurate elections. MEC manages all of the logistics, planning, and preparation for the 180 polling locations on election day, and the tens of thousands of mail-in ballots, voting in long-term facilities, administering early voting centers, and processing overseas and military voting for residents. Additionally, MEC are the filing office for all elected seats in the City of Milwaukee and their respective campaign committees. MEC is responsible for all post-election duties that involves recombobulating materials and reconciling results. MEC provides public access to all aspects of elections and campaigns with a focus on security to safeguard democracy.

Description of Services Provided	Budget	Capital Budget	Grant Budget	FTEs
Manage voter registration data: new registration, maintenance and record retention	\$485,909	-	-	4.26
Administration of absentee voting, including in-person absentee (early voting)	\$647,878	-	-	5.67
Election Worker recruitment, training, assignment, including bilingual election workers	\$1,133,778	-	-	10.75

Description of Services Provided	Budget	Capital Budget	Grant Budget	FTEs
Polling Place Coordination, including ADA accessibility	\$809,848	\$80,000	-	7.1
Candidate Filing / Campaign Finance Reporting	\$161,970	-	-	1.4
Total	\$3,293,392	\$80,000	\$0	29.18

Key Performance Measures	2023 Actual	2024 Projected	2025 Planned
100% of voter registrations submitted per state statutes	100%	100%	100%
Number of provisional ballot voters	53	20	10
Mail all absentee ballots within 24 hours of request receipt	95%	95%	100%
Maintain an average wait time at polling places of less than 15 minutes	100%	100%	100%
Increase voter engagement opportunities to instill trust in the democratic process	N/A	0	15

SERVICE HIGHLIGHTS

2025 will be a quiet voting year, unlike 2024. There are two main elections: the February Primary on February 18, 2025 and the Spring Election on April 1, 2025. While these elections will include mostly school board seats, MEC is expecting high voter turnout due to a Wisconsin Supreme Court seat on the ballot.

With a shortened election year in 2025, the MEC plans to create efficiencies and develop new procedures to reduce risk. In addition, the MEC aims to invest in training, strategic planning, and outreach activities in city neighborhoods where voter turnout has been historically low.

Toward the end of the year, the MEC looks to refresh temporary staff training and planning in preparation for the four major elections in 2026.

Service to voters is first and foremost election administration that is secure, transparent, and equitable. Voter engagement is not just attendance at events or disseminating flyers, it involves the careful planning, preparation and training to ensure accurate and fair elections. The more MEC invests in staff, training, and resources to ensure a secure chain of custody, the more confident our voters will be in the process.

RACIAL EQUITY AND INCLUSION

The Milwaukee Election Commission (MEC) works to provide equitable access to all aspects of voting, and build a team of election professionals that are reflective of the City, which includes not just our full-time staff, but the thousands of temporary staff MEC employs as well.

MEC offers all traditional forms of voting access including early voting, bilingual access to materials and ballots as required by federal law, neighborhood-based polling and dropboxes.

As the smallest department in the city, with arguably one of the most important duties, MEC depends heavily on community partnerships and voting-centered organizations to assist in disseminating information, connecting voters to election information, and assisting voters in Milwaukee to have a voting plan.

One of the biggest challenges the commission faces is that equitable voting access is breaking generational and cultural misunderstandings about voting in low-turnout communities. This cannot be a simple get out the vote campaign, but instead demands the development of real relationships with grass-top leaders, investing time and resources to grassroots events that focus on engaging residents in their communities. MEC must build trust so that our message can be heard.

Some MEC priorities for 2025 to support racial equity and inclusion includes:

- Expanding early voting hours to support working families and align hours with libraries where possible since most of the centers are located within the library system.
- Bring voting to communities through the administration of pop-up voting, where early voting is administered for a day or two at smaller, targeted locations that historically have low-voter turnout and would benefit from 1 on 1 interactions with election professionals.
- Prioritizing outreach and community events by encouraging all full-time election staff to attend at least five to 10 events per year.
- Hiring some of the most seasoned and highly skilled temporary workers to represent MEC at events and provide outreach, when fulltime staff are not available.
- Invest in properly staffing not only polling locations, but all aspect of election administration to reduce error, and responsibly utilize resources that builds trusts with communities that historically have not voted in the past.
- Partner with groups to support and develop civic engagement and learning to demystify the process of election administration and voting.

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

	2023 Actual Expenditures	2024 Adopted Budget	2025 Requested Budget	2025 Proposed Budget	Change	
					2024 Adopted	2025 Requested Versus
Personnel						
FTEs - Operations & Maintenance	144.80	75.29	231.36	231.36	156.07	0.00
FTEs - Other	0.00	156.07	0.00	0.00	-156.07	0.00
Total Positions Authorized	27	241	243	242	1	-1
Expenditures						
Salaries and Wages	\$10,575,581	\$6,204,068	\$18,253,701	\$17,600,332	\$11,396,264	\$-653,369
Fringe Benefits	4,409,909	2,791,831	8,214,166	7,920,150	5,128,319	-294,016
Operating Expenditures	993,311	1,370,526	1,945,889	1,574,102	203,576	-371,787
Equipment	0	0	0	0	0	0
Special Funds	0	0	0	0	0	0
Total	\$15,978,801	\$10,366,425	\$28,413,756	\$27,094,584	\$16,728,159	\$-1,319,172
ARPA Salary Allocation	\$0	\$11,400,000	\$0	\$0	\$-11,400,000	\$0
ARPA Fringe Allocations	0	5,130,000	0	0	-5,130,000	0
Total + ARPA	\$15,978,801	\$26,896,425	\$28,413,756	\$27,094,584	\$198,159	\$-1,319,172

SUMMARY OF SERVICES DELIVERED BY THIS DEPARTMENT

Description of Services Provided	Operating Budget and SPAs	Capital Budget	Grant Budget	FTEs
Provide 9-1-1 Emergency Communications workflows and business processes that achieve maximum operational effectiveness and response efficiency	\$5,214,846	-	-	44.53
Provide quality call-taking and dispatching services to the citizens who call 9-1-1 to report emergency situations	\$19,663,238	-	-	167.90
Incorporate nationally accepted public safety standards, best practices, and guidelines to the Department of Emergency Communications policies and procedures	\$482,572	-	-	4.12
Provide fully trained personnel and staffing minimums that meet the city’s call volume and public safety resource needs	\$482,572	-	-	4.12
Planning, personnel, purchasing, technology, and research	\$1,251,356	-	-	10.69

Description of Services Provided	Operating Budget and SPAs	Capital Budget	Grant Budget	FTEs
Total	\$27,094,584	\$0	\$0	231.36

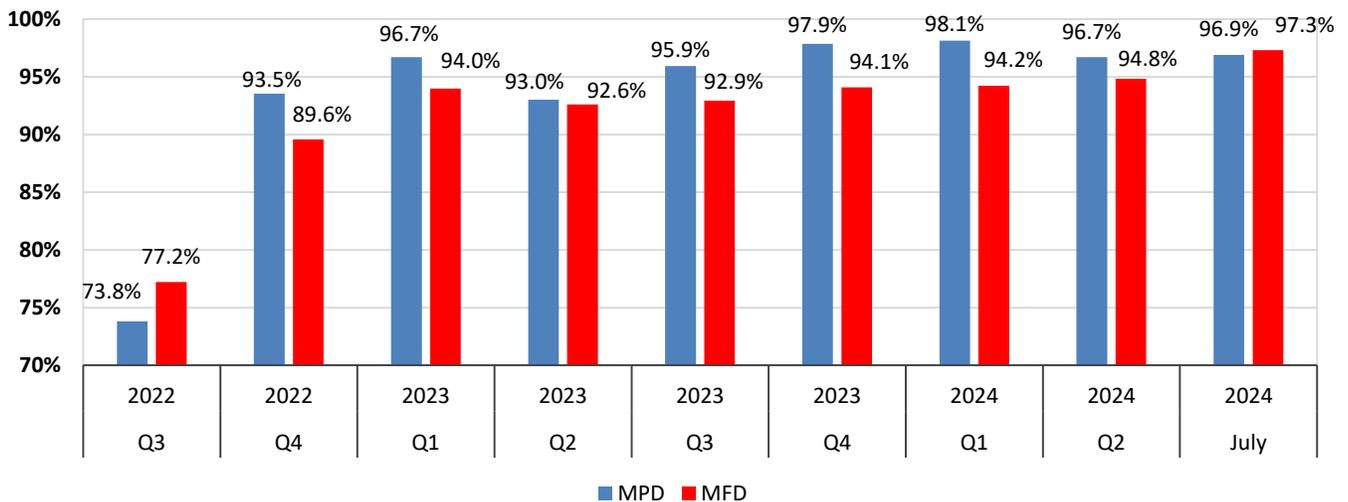
Key Performance Measures	2023 Actual	2024 Projected	2025 Planned
Percent of 911 calls answered within 15 seconds to MPD/MFD	96%/94%	97%/95%	98%/96%
Percent of 911 calls answered with 20 seconds to MPD/MFD	96%/95%	98%/96%	98%/97%
Complete the implementation of the unified computer aided dispatch system	-	95%	100% - ongoing enhancements
Transition current Police and Fire call taker staff to the DEC	-	100%- Personnel transition only	Beginning UCT program and structured certification for all

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:

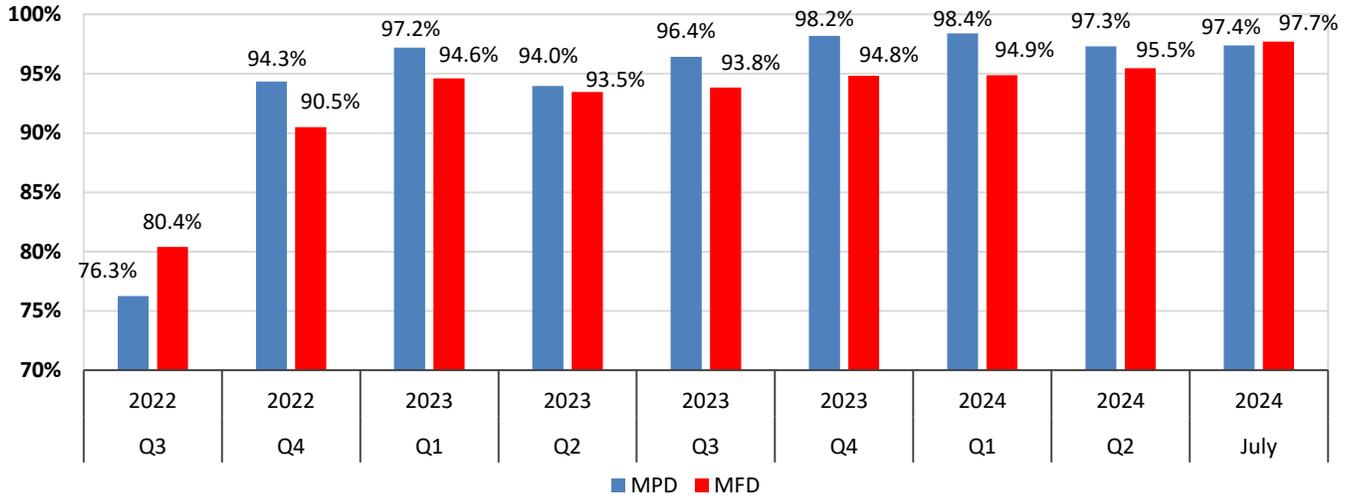
1. 90% of all 9-1-1 calls shall be answered within (<=) 15 seconds
2. 95% of all 9-1-1 calls shall be answered within (<=) 20 seconds

The following charts measures the call performance of DEC for both Police and Fire department 9-1-1 calls from the second quarter of 2023 through July of 2024 against both the 90% of calls that should be answered in 15 seconds or less and 95% of calls should be answered in 20 seconds or less. As the charts show, the city is making substantial progress in answering 9-1-1 calls within the NENA standards.

90% of all Emergency Calls answered within 15 seconds



95% of all Emergency Calls answered with in 20 seconds



SERVICE HIGHLIGHTS

- Provide quality call-taking services to the citizens who call 9-1-1 to report emergency situations
 - Implementation of the Universal Call Taker initiative will be implemented in 2025 and ensure that 911 police, fire and medical calls are not transferred
 - The DEC will actively recruit bilingual call takers in 2025 to augment our current staffing who can process calls from start to finish without conferencing a commercial Spanish interpreter.
- 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
 - In 2025 the DEC will focus on further developing core competencies and internal quality improvement efforts. This will include programs to align the DEC with industry best practices and standards in the areas of Quality Assurance, certifications and training, Continuing Dispatch Education (CDE) training requirements and reporting
- Provide fully trained personnel and staffing minimums that meet the city’s call volume and public safety resource needs
 - DEC will continue to work with the Fire and Police Commission in their recruitment efforts to fully staff the DEC
- Provide continuous collaborations with the Police and Fire departments for effective emergency response

In 2025 the Department will:

- Refine and standardize call processing
- Incorporate best practices for Call Taking and Dispatch workflow
- Implement analytics and reporting adherence to standards in the areas of: call answer and handling standards for emergency and non-emergency lines, abandoned call handling, emergency and non-emergency call type and prioritization, quality assurance, training, and staffing and retention
- Implement a universal call taker and universal dispatcher for police and fire services to maximize staffing capabilities and improve customer service
- Reorganize training program to meet current and future state needs and continuous education
- Work with all stakeholders to streamline effective staffing practices for personnel and to ensure staffing minimums are being met in a timely manner

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 and gender identity.

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

	2023 Actual Expenditures	2024 Adopted Budget	2025 Requested Budget	2025 Proposed Budget	Change 2025 Proposed Versus	
					2024 Adopted	2025 Requested
Personnel						
FTEs - Operations & Maintenance	46.39	17.33	50.00	49.00	31.67	-1.00
FTEs - Other	8.39	46.58	20.67	21.67	-24.91	1.00
Total Positions Authorized	85	84	89	89	5	0
Expenditures						
Salaries and Wages	\$3,326,180	\$1,157,937	\$4,199,686	\$3,910,949	\$2,753,012	\$-288,737
Fringe Benefits	1,438,120	521,071	1,889,858	1,759,927	1,238,856	-129,931
Operating Expenditures	438,607	454,920	458,010	458,010	3,090	0
Equipment	2,000	2,000	2,000	2,000	0	0
Special Funds	99,314	105,000	120,000	120,000	15,000	0
Total	\$5,304,221	\$2,240,928	\$6,669,554	\$6,250,886	\$4,009,958	\$-418,668
ARPA Salary Allocation	\$0	\$2,300,000	\$0	\$0	\$-2,300,000	\$0
ARPA Fringe Allocations	\$0	\$1,035,000	\$0	\$0	\$-1,035,000	\$0
Total + ARPA	\$5,304,221	\$5,575,928	\$6,669,554	\$6,250,886	\$1,093,626	\$418,668
Revenues						
Charges for Services	\$304,478	\$313,000	\$307,000	\$307,000	\$-6,000	\$0
Miscellaneous	\$801,024	\$15,000	\$10,000	\$10,000	\$-5,000	\$0
Total	\$1,105,502	\$328,000	\$317,000	\$317,000	\$-11,000	\$0

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	Operating and SPA Budget	Capital Budget	Grant Budget	FTEs
Employee Relations	\$1,224,035	-	-	8.95
Staffing and Employee Development	\$2,275,758	-	-	37.12
Employee Compensation and Benefits	\$3,985,551	-	-	17.90

Description of Services Provided	Operating and SPA Budget	Capital Budget	Grant Budget	FTEs
Worker’s Compensation	\$937,542	-	-	6.70
Total	\$8,422,886	\$0	\$0	70.67

Key Performance Measures	2023 Actual	2024 Projected	2025 Planned
Average days to establish an eligible list for open & competitive (outside recruitments)	69	65	60
Percentage of referred candidates who are people of color	57	60	60
Percentage of referred candidates who are women	47	50	50
Number of City Applications Received	11,466	14,500	13,000
General City Separations: Resignation vs. Retirement	223/85	200/100	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

	2023 Actual Expenditures	2024 Adopted Budget	2025 Requested Budget	2025 Proposed Budget	Change 2025 Proposed Versus	
					2024 Adopted	2025 Requested
Personnel						
FTEs - Operations & Maintenance	25.10	9.34	27.20	27.10	17.76	-0.10
FTEs - Other	0.00	16.76	0.00	0.00	-16.76	0.00
Total Positions Authorized	34	35	36	36	1	0
Expenditures						
Salaries and Wages	\$1,679,564	\$726,336	\$2,326,103	\$2,330,964	\$1,604,628	\$4,861
Fringe Benefits	744,325	326,851	1,046,746	1,048,934	722,083	2,188
Operating Expenditures	1,151,938	1,341,932	959,780	881,605	-460,327	-78,175
Equipment	710	2,200	2,200	2,200	0	0
Special Funds	374,919	855,780	754,960	754,960	-100,820	0
Total	\$3,951,456	\$3,253,099	\$5,089,789	\$5,018,663	\$1,765,564	\$-71,126
ARPA Salary Allocation	\$0	\$1,300,000	\$0	\$0	-\$1,300,000	\$0
ARPA Fringe Allocations	0	585,000	0	0	-585,000	0
Total + ARPA	\$3,951,456	\$5,138,099	\$5,089,789	\$5,018,663	\$-119,436	\$-71,126

SUMMARY OF SERVICES DELIVERED BY THIS DEPARTMENT

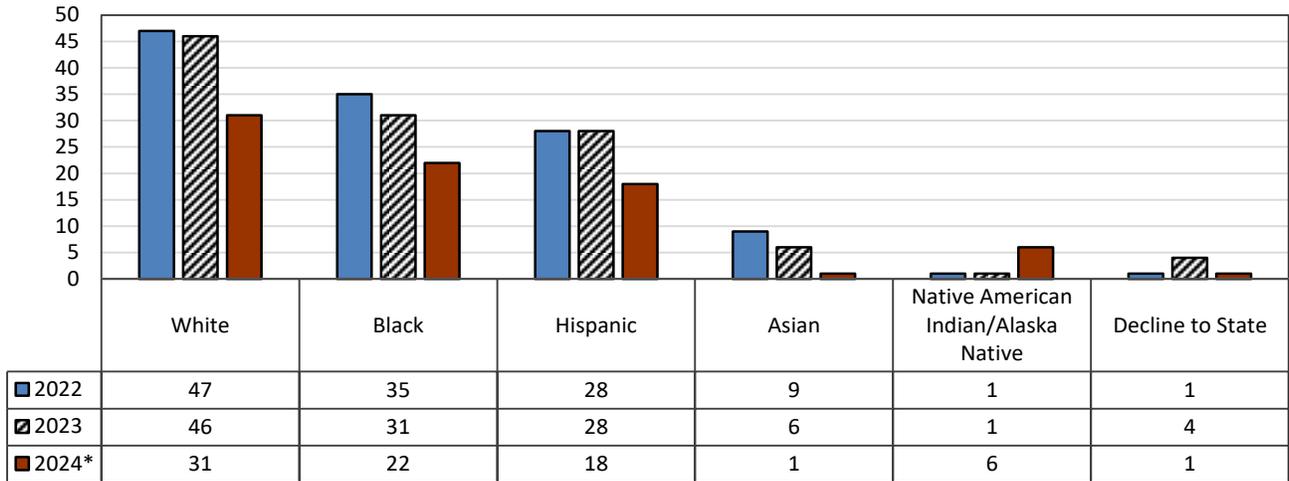
Under Wisconsin law and the Milwaukee City Charter, the FPC oversees the operations of the Fire, Police, and Emergency Communications Departments, and ensures that these departments are prepared and effective in protecting the lives and property of Milwaukee’s residents and businesses.

Description of Services Provided	Operating and SPA Budget	Capital Budget	Grant Budget	FTEs
Recruitment and testing of candidates for police, fire, and emergency communications positions	\$2,603,274	-	-	10.5
Conduct reviews of department policy and operations, recommend policy changes, and respond to community public safety concerns	\$302,429	-	-	3.00
Perform audits related to the policies, practices, and outcomes of the public safety departments	\$741,442	-	-	5.50

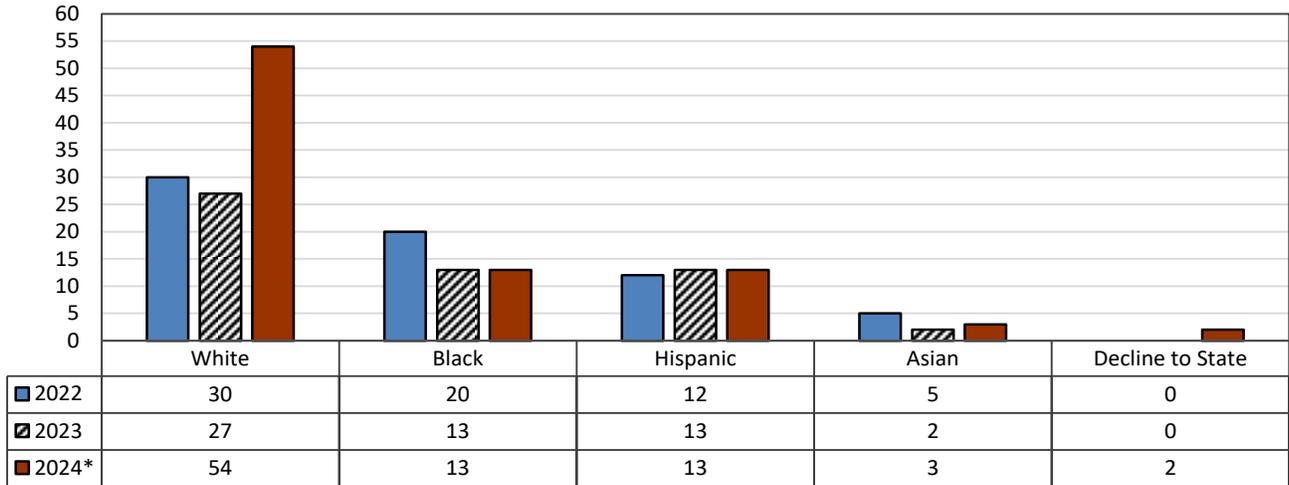
Description of Services Provided	Operating and SPA Budget	Capital Budget	Grant Budget	FTEs
Provide a complaint process for residents and a disciplinary appeal process for police, fire, and emergency communications personnel	\$419,542	-	-	3.00
Provide emergency management planning and services for the City of Milwaukee.	\$272,184	-	-	1.00
Provide administrative support functions for the department and the FPC Board	\$679,793	-	-	4.10
Total	\$5,018,663	\$0	\$0	27.10

Key Performance Measures	2023 Actual	2024 Projected	2025 Planned
Number of recruitment events held	218	150	110
Number of Collins settlement agreement-related audits conducted	13	16	16
Number of partnerships formed with community organizations	69	20	20
Average time (days) to resolve formal complaints	15	35	22
Average time (days) to resolve disciplinary appeals	144	150	145
Develop specific disaster response annexes and other emergency plans for special events and joint exercises	10	13	19
Number of Virtual Emergency Operations Center (EOC) activations	8	6	10

Diversity of Police Officer Recruits Classes



Diversity of Firefighter Recruit Classes



2024* Recruits YTD

SERVICE HIGHLIGHTS

Recruitment & Testing

- Recruiting and processing candidates in 2025 for: (3) Police Officer classes, (1) Police Aide class, (2) Firefighter classes, (1) Fire Cadet class, and (2) 911 Telecommunicator classes.
- Holding promotional testing for Police Lieutenant, Detective, and Heavy Equipment Operator positions.
- Maintaining continuous Police Officer recruitment.
- 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 overtime, use of force, vehicle pursuits, domestic violence, discipline, 911 call wait times, deployment of staff training, and recruitment/retention rates.

Emergency Management

- Continue to support citywide emergency management planning among multiple departments related to high-hazard threats (bio-terrorism, active shooter, tornado, floods, winter storms, etc.)
- Support and serve on the Wisconsin Homeland Security Advisory Work Group.
- Support the National Preparedness Goals through community social media outreach.
- Support the updating of the Local Hazard Mitigation Plan and maintain compliance.
- Organize localized training that promotes the National Incident Management System
- Support the development of city-wide incident management plans for large-scale special events.

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.

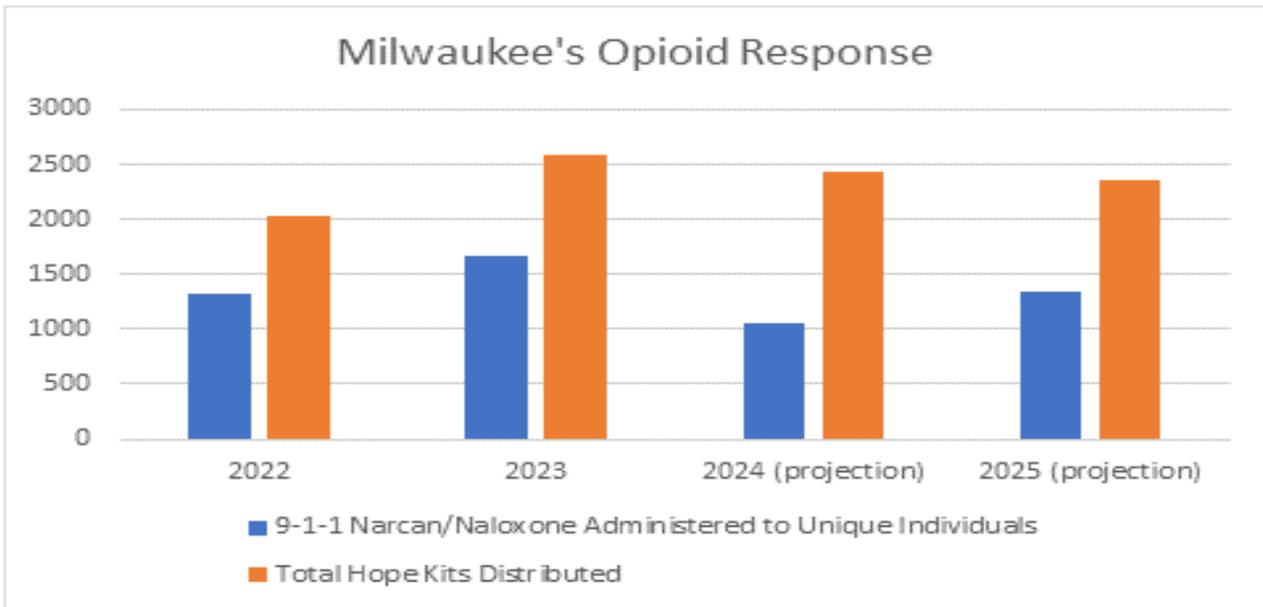
BUDGET SUMMARY

	2023 Actual Expenditures	2024 Adopted Budget	2025 Requested Budget	2025 Proposed Budget	Change 2025 Proposed Versus	
					2024 Adopted	2025 Requested
Personnel						
FTEs - Operations & Maintenance	449.80	943.65	1,026.00	1,011.00	67.35	-15.00
FTEs - Other	617.58	33.35	0.00	4.00	-29.35	4.00
Total Positions Authorized	924	912	951	940	28	-11
Expenditures						
Salaries and Wages	\$25,267,533	\$83,160,212	\$87,531,632	\$85,895,174	\$2,734,962	\$-1,636,458
Fringe Benefits	12,633,767	41,580,107	43,765,817	42,947,588	1,367,481	-818,229
Operating Expenditures	8,882,487	10,236,361	11,831,870	11,356,870	1,120,509	-475,000
Equipment	264,076	991,937	1,216,840	1,216,840	224,903	0
Special Funds	730,346	7,078,500	8,242,500	8,242,500	1,164,000	0
Total	\$47,778,209	\$143,047,117	\$152,588,659	\$149,658,972	\$6,611,855	\$-2,929,687
ARPA Salary Allocation	\$0	\$2,000,000	\$0	\$0	\$-2,000,000	\$0
ARPA Fringe Allocations	0	900,000	0	0	-900,000	0
Total + ARPA	\$47,778,209	\$145,947,117	\$152,588,659	\$149,658,972	\$3,711,855	\$-2,929,687
Revenues						
License and Permits	\$3,410	\$5,000	\$5,000	\$5,000	\$0	\$0
Charges for Services	8,578,421	7,581,000	7,631,000	8,406,000	825,000	775,000
Total	\$8,581,831	\$7,586,000	\$7,636,000	\$8,411,000	\$825,000	\$775,000

SUMMARY OF SERVICES DELIVERED BY THIS DEPARTMENT

Description of Services Provided	Operating & SPA Budget	Capital Budget	Grant & Aid Budget	FTEs
Fire Suppression & Emergency Medical Response	119,256,758	\$2,000,000	-	867.00
Administrative and Technical Support: human resources, business & finance, technical services (IT), and construction and maintenance	13,570,105	-	-	58.00
Emergency Medical Services and Training: EMS, training academy, Mobile Integrated Health, community relations, recruiting, and Basic Life Support partnerships	16,907,109	\$1,247,000	-	90.00
Total	\$149,733,972	\$3,247,000	\$0	1,015.00

Key Performance Measures	2023 Actual	2024 Projected	2025 Planned
Maintain fire deaths at 5% below national average (7) <ul style="list-style-type: none"> Rescues* Displacements** 	17 41* 907**	8 44* 848**	7 44* 700**
Reduce Morbidity & Mortality from Opioid Overdose <ul style="list-style-type: none"> Harm Reduction distribution Sum of MORI Contacts* 911 Narcan Administration** Opioid litigation funds utilized 	2036 780* 1659** -	2436 644* 1050** -	3600 960* 1000** \$1.25M
Conduct community risk reduction in in high-risk neighborhoods to reduce fire loss, reduce death form cardiac arrest <ul style="list-style-type: none"> Smoke detector installations Bystander CPR instruction to unique individuals Stop the Bleed 	513 1889* 182**	400 1050* 20**	600 1500* 300**



SERVICE HIGHLIGHTS

In 2023, the MFD dispatch center processed 141,988 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. This is a 2.3% increase from 2022. EMS calls included 44,563 responses for advanced life support and 43,453 for basic life support. MFD advanced life support practitioners completed 11,781 transports with the department’s 12 paramedic units. MFD also responded to a total of 6,550 fire response calls, and 9,027 service-related calls. Of note, the MFD had 156 EMS events that required multiple paramedic units to treat multiple ALS patients simultaneously, excluding 621 vehicle extrications.

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 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 2025 budget includes funding to increase daily staffing levels by 7 positions. This funding will allow for an engine and a new paramedic unit to be deployed in 2025.

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 by MFD. The 2025 Proposed budget assigns over \$1.2 million from the opioid settlement funds to support the MORI program.

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 2025 capital budget includes \$2.0 million for major equipment replacement and \$1.2 million for MFD Facilities Maintenance program.

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

	2023	2024	2025	2025	Change	
	Actual Expenditures	Adopted Budget	Requested Budget	Proposed Budget	2024 Adopted	2025 Requested
Personnel						
FTEs - Operations & Maintenance	140.81	157.34	187.53	171.34	14.00	-16.19
FTEs - Other	93.00	170.77	107.48	115.66	-55.11	8.18
Total Positions Authorized	381	342	310	318	-24	8
Expenditures						
Salaries and Wages	\$9,215,873	\$9,814,862	\$13,526,249	\$12,369,450	\$2,554,588	\$-1,156,799
Fringe Benefits	3,888,971	4,416,687	6,086,812	5,566,252	1,149,565	-520,560
Operating Expenditures	2,854,942	2,132,500	2,143,500	1,998,500	-134,000	-145,000
Equipment	0	25,000	15,000	15,000	-10,000	0
Special Funds	201,936	3,042,222	1,052,500	1,052,500	-1,989,722	0
Total	\$16,161,722	\$19,431,271	\$22,824,061	\$21,001,702	\$1,570,431	\$-1,822,359
ARPA Salary Allocation	\$0	\$1,000,000	\$0	\$0	\$-1,000,000	\$0
ARPA Fringe Allocations	0	450,000	0	0	-450,000	0
Total + ARPA	\$16,161,722	\$20,881,271	\$22,824,061	\$21,001,702	\$120,431	\$-1,822,359
Revenues						
Charges for Services	\$858,460	\$644,000	\$817,000	\$817,000	\$173,000	\$0
Licenses and Permits	238,815	190,000	220,000	220,000	30,000	0
Total	\$1,097,275	\$834,000	\$1,037,000	\$1,037,000	\$203,000	\$0

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	Operating Budget	Capital Budget	Grant Budget	FTEs
Commissioner's Office & Administration - Executive Leadership & Management, Finance & Billing, Human Resources, Vital Records	\$3,287,571	\$300,000	\$331,816	25.5
Policy, Innovation & Engagement - Community Health Planning, Data Analysis & Epidemiology, Health Policy Development, Communications & Design	\$1,288,217	-	\$4,037,902	28.0

Description of Services Provided	Operating Budget	Capital Budget	Grant Budget	FTEs
Community Health – Maternal & Child Health, Family & Parent Support Programs, Nutrition/WIC, Newborn Screening	\$4,088,937	-	\$4,385,881	81.0
Clinical Services – Disease Control & Surveillance, Immunizations, Sexual & Reproductive Health, WellWoman, Laboratory Services	\$6,762,297	-	\$4,526,944	75.5
Environmental Health – Home & Consumer Environmental Health, Emergency Preparedness	\$5,574,680	-	\$3,753,486	77.00
Total	\$21,001,702	\$300,000	\$18,793,355	287.00

Key Performance Measures	2023 Actual	2024 Projected	2025 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

- Continue to serve as the largest WIC provider in Southeastern Wisconsin, serving over 7,000 families.
- Provided critical public health support to the 2024 Republican National Convention in summer 2024.
- 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.
- Adding new digital signage to communicate beach water quality in 2025.
- 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 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 including community grants to support all aspects of ending substance misuse.

RACIAL EQUITY AND INCLUSION

Articulated in the 2022-2027 Strategic Plan, the Health Department is working to become an anti-racist organization. In 2022, the Health Department engaged all MHD staff in racial equity learning and training through a series of events. In 2023 and 2024, MHD has continued that work by convening a group of Equity Champions who facilitate Caring Conversations - curriculum and discussion-based training sessions and presentations for all MHD staff. In 2023, the department issued an Anti-Racism policy that complements existing City policies, and empowers all MHD staff to be an active part of anti-racism work. MHD also launched an internal Equity Advisory Committee committed to overseeing the department's racial equity and inclusion 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.

The department's community health improvement plan (CHIP), titled MKE Elevate, focuses on racism and health equity. In 2024, the plan moved into the implementation phase focusing on three priority areas: healthy built environment, maternal & child health, and safe & supportive communities. The plan strengthens and grows many of the community partnerships that were strained during the pandemic.

LIBRARY

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

BUDGET SUMMARY

	2023 Actual Expenditures	2024 Adopted Budget	2025 Requested Budget*	2025 Proposed Budget	Change 2025 Proposed Versus	
					2024 Adopted	2025 Requested
Personnel						
FTEs - Operations & Maintenance	0.00	111.49	309.58	311.38	199.89	-1.80
FTEs - Other	269.27	209.08	24.45	24.45	-184.63	0.00
Total Positions Authorized	396	396	398	398	2	0
Expenditures						
Salaries and Wages	\$13,872,760	\$5,973,002	\$19,271,601	\$19,539,425	\$13,566,423	\$267,824
Fringe Benefits	5,998,492	2,687,851	8,672,221	8,792,742	6,104,891	120,521
Operating Expenditures	3,463,606	3,526,838	3,814,200	2,879,200	-647,638	-935,000
Equipment	2,028,985	2,262,750	2,296,500	2,296,500	33,750	0
Special Funds	217,783	270,300	278,600	278,600	8,300	0
Total	\$25,581,626	\$14,720,741	\$34,333,122	\$33,786,467	\$19,065,726	\$-546,655
ARPA Salary Allocation	\$0	\$10,100,000	\$0	\$0	-\$10,100,000	\$0
ARPA Fringe Allocations	0	4,545,000	0	0	-4,545,000	0
Total + ARPA	\$25,581,626	\$29,365,741	\$34,333,122	\$33,786,467	\$4,420,726	\$-546,655
Revenues						
Charges for Services	\$944,488	\$1,000,000	\$1,071,000	\$1,071,000	\$71,000	\$0
Total	\$944,488	\$1,000,000	\$1,071,000	\$1,071,000	\$71,000	\$0

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 a variety of electronic resources are available through the internet and at the Central Library and 12 branch libraries. All MPL locations offer broadband access and devices to support digital equity. 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	Operating and SPA Budget	Capital Budget	Grant Budget	FTEs
Administrative Services (Human Resources, Business Office, Communications, and other operations)	\$2,801,001	-	\$67,973	23.00
Patron Experience and Strategy (research and readers' advisory services, customer experience, circulation and cardholder account management in-person at Branches and Central, by phone and online; and programs and public instruction)	\$17,835,922	-	\$703,213	206.08
Outreach Services (van delivery, early literacy services, school-aged and teen services at childcare centers, schools, senior high-rises, community events, and partner organizations)	\$1,210,237	-	\$369,120	20.50
Information Technology (IT), Technical Services, and Collections (IT and network services, collections development, management and access, interlibrary loan services, database management, and other technology services)	\$5,893,443	-	\$164,943	33.75
Facilities and Fleet Services, and Security at 13 physical facilities	\$6,045,865	\$2,635,000	-	52.50
TOTAL	\$33,786,467	\$2,635,000	\$1,305,249	335.83

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 be open 54 hours per week, including Sundays from 1-5 p.m. year-round. Sunday service at the Good Hope and Tippecanoe branches will continue year-round. Central Library will continue offering early morning drive-up hours from 7:30 a.m., Monday through Friday, and Saturday from 9 a.m., for a total of 60.5 hours per week.

Education and Outreach Services (EOS) Mobile Library and Delivery: EOS staff 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.

Ready to Read: 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 early childhood teachers through practice-based coaching and continuing education workshops. They support parents and other caregivers with family engagement programming for Spanish-speaking families as part of Hora de Cuentos.

Connected Learning for Teens: 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 Martin Luther King 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.

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 2025, Central Library Business & Technology staff will continue to expand entrepreneur, small business, and workforce development programs and partnerships, including the MPL Entrepreneur-in-Residence initiative, leveraging resources such as the updated Business Commons and redesigned adult learning lab serving entrepreneurs and small business owners.

English as a Second Language and Citizenship: MPL’s program focuses on providing English as a Second Language/English Language Learner tutoring, American Culture, business related items and partnerships to help refugees, immigrants, asylees and parolees. MPL’s efforts supplement partner organizations with support and other resources to help students succeed. This shared clientele of mostly intermediate and advanced learners become library patrons who use valuable resources to maximize their chances for success.

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 including hotspots and laptops, 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.

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

Central Library Improvements: The 2025 capital budget provides \$2,100,000 to modernize and centralize the fire alarm system at Central.

Branch Library Improvements: The 2025 capital budget provides \$535,000 to reconstruct the windows and roof at the Zablocki branch to prevent further water damage.

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.
- Developed prioritized action items for 2024-2025.

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.
- Public Service units developed workplans integrating REI goals.
- Increase internal and external communication about REI efforts.
- Offer on-going staff training on REI-related topics.

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 Community Wellness and Safety and identified 3 key goals for the collaboration.
 - Create an employment pipeline for youth.
 - Provide safe spaces at designated branches to hold OCWS -led community engagement meetings.
 - Disseminate information and engage youth in meaningful programming provided by a network of organizations.

MAYOR'S OFFICE

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

BUDGET SUMMARY

	2023 Actual Expenditures	2024 Adopted Budget	2025 Requested Budget	2025 Proposed Budget	Change	
					2024 Adopted	2025 Requested Versus 2025 Proposed
Personnel						
FTEs - Operations & Maintenance	11.83	5.47	15.00	14.47	9.00	-0.53
FTEs - Other	0.00	9.00	0.00	0.00	-9.00	0.00
Total Positions Authorized	17	16	16	16	0	0
Expenditures						
Salaries and Wages	\$1,016,346	\$402,884	\$1,206,533	\$1,162,087	\$759,203	\$-44,446
Fringe Benefits	426,900	181,298	542,940	522,939	341,641	\$-20,001
Operating Expenditures	50,008	77,000	77,000	57,000	-20,000	\$-20,000
Equipment	0	0	0	0	0	\$0
Total	<u>\$1,493,254</u>	<u>\$661,182</u>	<u>\$1,826,473</u>	<u>\$1,742,026</u>	<u>\$1,080,844</u>	<u>\$-84,447</u>
ARPA Salary Allocation	\$0	\$700,000	\$0	\$0	\$-700,000	\$0
ARPA Fringe Allocations	\$0	\$315,000	\$0	\$0	\$-315,000	\$0
Total + ARPA	<u>\$1,493,254</u>	<u>\$1,676,182</u>	<u>\$1,826,473</u>	<u>\$1,742,026</u>	<u>\$65,844</u>	<u>\$-84,447</u>

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, with the aspiration of growing Milwaukee to one million residents, as well as goals 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	Operating and SPA Budget	Capital Budget	Grant 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.	\$802,588	-	-	6.47
Reviews and signs over 1,000 pieces of Common Council legislation each year.	\$186,071	-	-	1.5

Description of Services Provided	Operating and SPA Budget	Capital Budget	Grant 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.	\$186,071	-	-	1.5
Provides executive direction and management for city government. Works collaboratively with city departments and community partners to explore operational efficiencies.	\$443,248	-	-	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.	\$124,048	-	-	1
Total	\$1,742,026	\$0	\$0	14.47

Key Performance Measures	2023 Actual	2024 Projected	2025 Planned
Responding to constituents within two business days (calls, emails, letters)	14,000	17,000	18,000
Young people served through signature mayoral initiatives (Camp RISE, Play Ball, Earn and Learn)	3,500	4,000	4,250
Residents signed up for City of Milwaukee text alerts re: events and initiatives	10,000	15,000	17,500
Number of youth service agencies and organizations visits	30	50	65

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. 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.

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 2024 includes:**Responsible Fiscal Stewardship and Establishing a Stable Budgetary Future for Our City**

- Under the Mayor's Office's management, the City successfully implemented the sales tax increase.
- Onboarded an Innovation Director in the Department of Administration to find operational efficiencies and reduce costs while maintaining quality of City services.
- The Republican National Convention (RNC) was hosted in Milwaukee, boosting revenue through tourism and sales tax.

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, and investing in traffic calming road improvements. 2024 highlights include:

- The Mayor's Office visited over 50 schools and youth-serving organizations during the 2023-2024 school year.
- In summer 2024, the "Hello Summer" website was launched to highlight positive youth opportunities, including employment options.
- Camp RISE, a collaboration with Employ Milwaukee, successfully continued in summer 2024, engaging 256 (both male and female) aged 10 to 13. This program fosters work ethics through positive activities and weekly stipends.
- The Play Ball initiative allowed 2,000 youths from 24 community agencies to attend a free Milwaukee Brewers baseball game, promoting safe behaviors as the school year approached.
- Earn and Learn, in partnership with Employ Milwaukee, continues to provide Milwaukee's youth with engagement and employment opportunities.
- In May 2024, the Mayor's Office launched the Resident Safety Council, which acts as a liaison between neighborhoods and the Mayor's Office, collaborating with the Mayor's Office and MPD on safety initiatives.
- The Mayor's Office hosted the second annual MKE Peace Week to promote peace and unity across the City of Milwaukee.
- The Mayor's Office launched a pilot program called "Adopt A Neighborhood," a 90-day initiative involving multiple city departments to focus on beautification, safety, and community engagement.
- Additional speed reduction measures were implemented to combat reckless driving and pedestrian safety.
- The City has made significant progress toward the Mayor's goal of having 50 miles of new protected bikeways under development by 2026 as a primary tool to curb reckless driving. The City has completed construction on 9.5 miles of new protected bikeways and actively started the planning and design of 22.75 additional miles. The City also secured funding for an additional 11 miles of protected bikeways, on which design will soon start. At the end of 2024, there will be 43.25 miles of protected bikeways under development.

Climate and Racial Equity

The City of Milwaukee's Climate and Equity 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. In 2024, examples of Mayor Johnson's leadership to implement the plan included working with the Environmental Collaboration Office on:

- Developing and launching the Milwaukee Efficient Building Benchmarking program aimed at encouraging reduced energy usage in large commercial and public buildings

- Issuing an energy saving performance challenge to City agencies with the goal of reducing energy usage in City buildings by 20%
- Continuing the transition of the City's fleet to electric vehicles and pursuing federal funding to bolster the electric vehicle workforce and infrastructure in the community
- Developing the Mayor's food waste reduction initiative

Economic and Community Development

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

- Launching the Milwaukee Workforce Hub Initiative, a partnership between the City of Milwaukee, the United States Department of Transportation, the Environmental Protection Agency, Employ Milwaukee, Milwaukee Metropolitan Sewage District, and WRTP-BIG STEP to create pipelines to meaningful careers for people from underserved communities through union apprenticeships
- Launching Raze & Revive, an initiative to double the rate of demolition of vacant, nuisance properties and expedite the backlog of properties that need to be taken down.
- In partnership with the national Cities for Financial Empowerment Fund (CFE Fund), the Mayor's Office announced the grand opening of Milwaukee's Financial Empowerment Center (FEC). The center will provide professional, one-on-one financial counseling and coaching as a free public service to local residents.
- 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 opened in 2024, which is a 30,000-square-foot plaza and food and beverage building
- Work continues to prioritize lead service line replacement in the City of Milwaukee by establishing a 10-year timeline to have all lead service line pipes replaced, reducing the original timeframe by over 50 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.

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 the EPA's proposed 10-year timeline at no cost to residents, prioritizing work using a nationally recognized 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
- Overseeing the Milwaukee Fatherhood Summit, which unites hundreds of fathers and provides resources and support
- Creating the MOMS (Mothers of Milwaukee Symposium) event, launched in 2024, as a counterpart to the Milwaukee Fatherhood Summit

MUNICIPAL COURT

MISSION: As the City’s Judicial Branch of government, the Court impartially adjudicates ordinance violation cases while safeguarding the legal rights of individuals and protecting public interest.

BUDGET SUMMARY

	2023 Actual Expenditures	2024 Adopted Budget	2025 Requested Budget	2025 Proposed Budget	Change	
					2024 Adopted	2025 Requested Versus 2025 Proposed
Personnel						
FTEs - Operations & Maintenance	25.17	9.75	30.00	30.00	20.25	0.00
FTEs - Other	0.00	20.25	0.00	0.00	-20.25	0.00
Total Positions Authorized	37	30	30	30	0	0
Expenditures						
Salaries and Wages	\$1,783,382	\$625,632	\$2,411,420	\$2,412,719	\$1,787,087	\$1,299
Fringe Benefits	756,126	281,534	1,085,139	1,085,724	804,190	585
Operating Expenditures	451,617	505,000	512,000	466,000	-39,000	-46,000
Equipment	4,928	6,000	6,000	5,000	-1,000	-1,000
Special Funds	17,183	20,000	20,000	15,000	-5,000	-5,000
Total	\$3,013,236	\$1,438,166	\$4,034,559	\$3,984,443	\$2,546,277	\$-50,116
ARPA Salary Allocation	\$0	\$1,300,000	\$0	\$0	\$-1,300,000	\$0
ARPA Fringe Allocations	0	585,000	0	0	-585,000	0
Total + ARPA	\$3,013,236	\$3,323,166	\$4,034,559	\$3,984,443	\$661,277	\$-50,116
Revenues						
Charges for Services	\$1,013,973	\$1,116,000	\$1,002,000	\$1,002,000	\$-114,000	\$0
Fines and Forfeitures	2,426,000	3,001,000	2,500,100	2,500,100	-500,900	0
Total	\$3,439,973	\$4,117,000	\$3,502,100	\$3,502,100	\$-614,900	\$0

SUMMARY OF SERVICES DELIVERED BY THIS DEPARTMENT

Serving as the Judicial Branch, the Municipal Court is a separate, coequal branch of City government. It is comprised of three elected Judges, who preside over the Court’s three branches. The Court handles the highest volume of cases of any municipal court in the State of Wisconsin. Up to 50,000 cases are filed and adjudicated each year. Violations handled include traffic offenses, assault and battery, disorderly conduct, vandalism, loitering, theft, drunk driving, as well as building code and health code violations.

The Presiding Judge appoints the Chief Court Administrator, who oversees the department’s administrative functions. Administrative functions are supported by a staff of 30 employees, who provide services to the public. Additionally, select staff from the City Attorney’s Office, Health Department, Neighborhood Services, collections vendor, and bailiffs interact with the Court to provide services.

Description of Services Provided	Operating & SPA Budget	Capital Budget	Grant & Aid Budget	FTEs
Municipal Court provides fair and impartial hearings for people charged with municipal ordinance violations, which are brought before the Court by the City prosecutor. Municipal Court provides the	\$4,472,443	\$100,000	-	30.00

Description of Services Provided	Operating & SPA Budget	Capital Budget	Grant & Aid Budget	FTEs
opportunity for the City and the defendant to each make their case and then bring it to conclusion via judgment. The Court is also responsible for the enforcement of judgments. Payments are accepted by phone, in-person, or online by the accounting section. Reception duties, and all calls and correspondence from the public are handled by the court services section. Court clerks serve as primary support to the judges, accomplishing all related tasks for court proceedings. All sections collaborate to produce public records responsive to requests.				
Total	\$4,472,443	\$100,000	\$-	30.00

KEY PERFORMANCE MEASURES

Indicators	2023 Actual	2024 Projected	2025 Planned
Writs issued	12,652	11,500	11,000
Motor vehicle dispositions	38,927	30,700	30,000
Number of cases filed	35,892	33,000	35,000
Courtroom appearances	16,664	15,500	15,500
Percentage of appearances	23%	22%	25%
Cases processed	132,985	111,800	111,000
Number of calls answered	46,779	45,000	46,000
Records requests & background checks	1,544	1,700	1,600
Number of enforced driver’s license suspensions lifted	8,803	7,581	7,500

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 50,000 cases (based on the latest 5-year average).
- Intake and process annual revenue from judgments of approximately \$3 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, and the Community Reintegration Center (FKA the House of Corrections).

- Conduct ongoing 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 2023. In 2023, a total of 20 sessions were scheduled for 303 defendants (491 cases).
- 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 driver's license suspensions and warrants, which could otherwise impede efforts to secure housing and jobs.
- Offer hearings by video conference to provide easier and less stressful access to the Court, as well as support the City's Climate and Equity Plan.
- Provide 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 bimonthly.
- Judges offer a number of alternative services in lieu of payment including: community service, job search activities, participation in/completion of Alcohol and Other Drug Abuse (AODA) or mental health treatment programs.

CAPITAL PROJECTS

The 2025 capital budget allocates \$100,000 for infrastructure upgrades to the Court's production network storage solution. This system is critical for housing Court data, databases, and all virtual servers. The anticipated life expectancy of this investment is at least five years. Additionally, each courtroom's sound system will be enhanced with ADA-compliant listening devices.

Anticipated completion: Q2 of 2025.

Updates on Previously Awarded Capital Fund Requests include:

- IT Infrastructure and Courtroom Updates
 - A new sound system was installed in each courtroom in August 2024. This system accommodates both in-person and virtual appearances.
 - Replacement video screens for the courtrooms were installed in August 2024.
 - A disaster recovery network storage solution was implemented in January 2024.
 - A new panic alarm system was installed in July 2024.
 - A new security video server was installed in May 2024.
 - The office conference room was updated to accommodate video conferencing, which was completed in October 2023.
 - The remaining funds will be applied to lighting improvements in each courtroom, which are needed for video quality (target completion: Q1 2025).
- SQL Migration, Website Upgrade, and Case Management Software Replacement
 - The Court successfully migrated from Oracle to MS SQL, reducing annual licensing costs from approximately \$40,000 to \$2,000. This migration was completed in September 2023.
 - The Court's website was upgraded to a new platform, with the new site launched in September 2023.
 - The replacement of the existing case management system will begin in 2025, with target completion date of Q2 2026.

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 defendants.

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

- Continued to build relationships with the various diverse community organizations around the City such as Employ Milwaukee, the Center for Driver’s License Recovery and Employability (CDLRE), United Migrant Opportunity Services, Inc. (UMOS), and other organizations.
- Regularly supported community engagement efforts from warrant withdrawal days to community court sessions throughout Milwaukee County, including Veteran Stand Down efforts throughout the City of Milwaukee and Clement J. Zablocki Veterans Affairs Medical Center (VA), and most recently the Positive Outcomes Program (POP) with various youth at St. Charles Youth and Family Services.
- Geared programming goals toward addressing and eliminating disparities.
- Maintained a diverse staff within our department.
 - Current court staff representation is: 28% black, 21% Hispanic, and 51% white.
 - This aligns similarly with representation data for the City of Milwaukee.
 - Our current staff population is also: 45% male/55% Female.

Internally, the Municipal Court fosters an inclusive environment by investing in staff and valuing various perspectives. The Court promotes an annual staff development day where community partners interact with staff and discuss the relationship between their organization and the Court, and the collective impact on the community. Staff also take time to share process improvement ideas and collaborate with leadership on improved efficiencies to further the mission of the Court.

Court management continues to promote job postings to a variety of city-wide organizations, like the YWCA, the State Workforce Development Office, Employ Milwaukee, and UMOS to support the City’s efforts in fostering a diverse workforce. Leadership is committed to continuing to hiring people from all representative groups to mirror the community the Court serves.

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

	2023 Actual Expenditures	2024 Adopted Budget	2025 Requested Budget	2025 Proposed Budget	Change 2025 Proposed Versus	
					2024 Adopted	2025 Requested
Personnel						
FTEs - Operations & Maintenance	189.88	68.06	204.20	193.20	125.14	-11.00
FTEs - Other	60.30	180.44	58.30	62.30	-118.14	4.00
Total Positions Authorized	288	291	296	290	-1	-6
Expenditures						
Salaries and Wages	\$11,152,038	\$4,728,548	\$16,489,860	\$15,255,342	\$10,526,794	\$-1,234,518
Fringe Benefits	4,983,361	2,129,005	7,420,437	6,864,904	4,735,899	-555,533
Operating Expenditures	1,723,553	1,469,403	1,602,844	1,642,844	173,441	40,000
Equipment	0	0	0	0	0	0
Special Funds	2,153,338	2,146,088	2,146,088	2,261,653	115,565	115,565
Total	\$20,012,290	\$10,473,044	\$27,659,229	\$26,024,743	\$15,551,699	\$-1,634,486
ARPA Salary Allocation	\$0	\$8,400,000	\$0	\$0	\$-8,400,000	\$0
ARPA Fringe Allocations	0	3,780,000	0	0	-3,780,000	0
Total + ARPA	\$20,012,290	\$22,653,044	\$27,659,229	\$26,024,743	\$3,371,699	\$-1,634,486
Revenues						
Charges for Services	\$13,443,223	\$12,870,000	\$12,635,500	\$12,835,500	\$-34,500	\$200,000
Licenses and Permits	10,852,723	9,503,000	10,205,000	10,205,000	702,000	0
Intergovernmental Aids	1,708,759	1,710,000	1,710,000	1,900,000	190,000	190,000
Total	\$26,004,705	\$24,083,000	\$24,550,500	\$24,940,500	\$857,500	\$390,000

SUMMARY OF SERVICES DELIVERED BY THIS DEPARTMENT

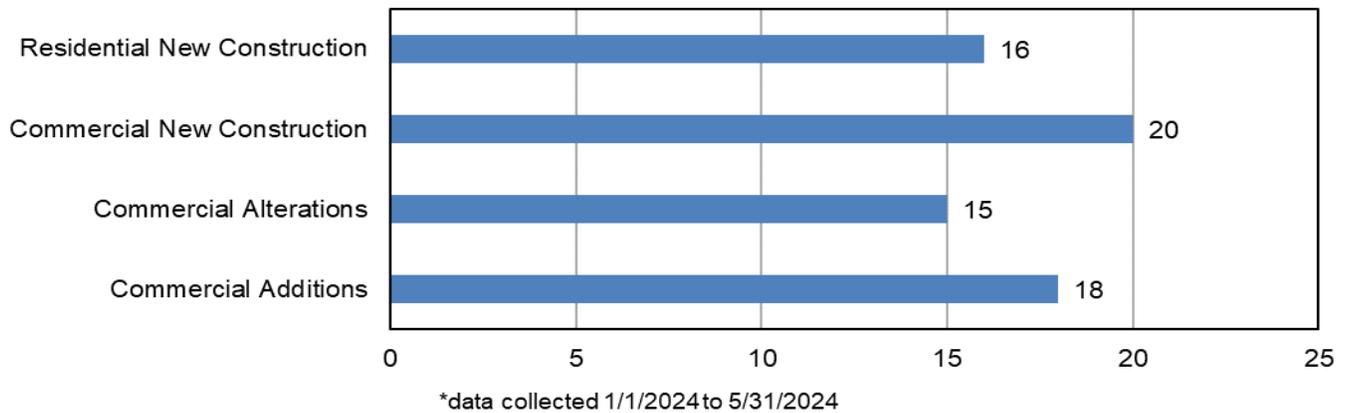
The Department of Neighborhood Services (DNS) enhances neighborhood appearance by improving city cleanliness, abating nuisance properties, and leveraging private investment in neighborhoods. DNS supports neighborhood improvements by enforcing standards for buildings, property, and land use. The department 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.

NEIGHBORHOOD SERVICES

Description of Services Provided	Operating and SPA Budget	Capital Budget	Grant Budget	FTEs
Development Center: encompasses plan examination and permit issuance activity, which ensures all building designs are compliant with building, fire, and zoning codes.	\$4,553,837	-	-	33.00
Construction Inspection Services oversees all construction trades inspections for commercial, industrial, and residential buildings and sites to ensure compliance with applicable codes.	\$7,409,590	-	-	80.00
Commercial Inspection Services ensures that commercial properties are being maintained according to established fire and commercial building code requirements. Condemnation Services included in this division, evaluates residential and commercial properties for possible demolition.	\$3,236,954	\$3,300,000	-	30.00
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. Through the enforcement of the code, Special Enforcement Inspectors address neighborhood issues, nuisance activities, and gain compliance of maintenance violations by using a multifaceted approach.	\$6,578,762	-	\$2,538,008	84.5
Court Services supports the efforts of the inspectors who issue orders to correct code violations by referring non-compliant owners to court.	\$834,581	-	-	7.00
Administrative Services oversees the business and administration operations of the department.	\$3,531,019	-	-	21.00
Total	\$26,144,743	\$3,300,000	\$ 2,538,008	255.50

Key Performance Measures	2023 Actual	2024 Projected	2025 Planned
Average days to respond to complaints	11	10	10
Orders issued	30,503	34,000	34,000
Number of permits issued	27,128	28,000	28,000
Number of properties that received compliance loans	65	55	55

Average # of Business Days for Plan Reviews



SERVICE HIGHLIGHTS

- 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, 42 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. 106 rewards have been issued since the start of the program in 2018
- The 2025 budget includes \$2,041,653 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 2025 includes \$65,000, to assists 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 2025 Capital Budget includes \$3,300,000 for 1 capital project;

- **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 2024, DNS has a backlog of 260 residential and commercial structures that meet this threshold and have raze files or orders. The department's 2025 Capital Improvement allocation of \$3,300,000 will help to address backlog in 2025 of approximately 180 properties.

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% interest, deferred payment loans up to \$25,000 used to address code violations. A total of \$2 million in ARPA funds was allocated to the Compliance Loan Program in 2022-2024. 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 2023, 76% of Compliance Loan Program 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

	2023 Actual Expenditures	2024 Adopted Budget	2025 Requested Budget	2025 Proposed Budget	Change 2025 Proposed Versus	
					2024 Adopted	2025 Requested
Personnel						
FTEs - Operations & Maintenance	2,052.32	2,210.94	2,445.26	2,443.76	232.82	-1.50
FTEs - Other	3.82	179.01	117.87	117.87	-61.14	0.00
Total Positions Authorized	2,804	2,666	2,668	2,668	2	0
Expenditures						
Salaries and Wages	\$180,328,534	\$189,274,333	\$192,987,772	\$195,520,772	\$6,246,439	\$2,533,000
Fringe Benefits	84,170,002	90,851,680	92,634,131	93,849,971	2,998,291	1,215,840
Operating Expenditures	18,397,311	19,492,947	20,330,000	22,961,670	3,468,723	2,631,670
Equipment	108,047	3,946,285	4,266,000	1,791,000	-2,155,285	-2,475,000
Special Funds	397,500	559,360	1,319,600	377,600	-181,760	-942,000
Total	\$283,401,394	\$304,124,605	\$311,537,503	\$314,501,013	\$10,376,408	\$2,963,510
ARPA Salary Allocation	\$0	\$5,630,447	\$0	\$0	\$-5,630,447	\$0
ARPA Fringe Allocations	\$0	\$2,533,701	\$0	\$0	-\$2,533,701	0
Total + ARPA	\$283,401,394	\$312,288,753	\$311,537,503	\$314,501,013	\$2,212,260	\$2,963,510
Revenues						
Intergovernmental	\$1,341,998	\$1,260,000	\$1,263,000	\$1,263,000	\$3,000	\$0
Charges for Services	5,776,507	4,835,000	5,240,800	5,490,800	655,800	250,000
Total	\$7,118,505	\$6,095,000	\$6,503,800	\$6,753,800	\$658,800	\$250,000

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	Operating Budget + SPAs	Capital Budget	Grant Budget	FTEs
Provide leadership to proactively support the Department’s focus on crime reduction and disorder.	\$10,016,484	-	-	65.17
Respond to and prevent criminal activity at a district level and conduct specialized patrols.	\$177,204,266	\$2,000,000	\$4,564,719	1508.35
Conduct city-wide investigations of criminal activity.	\$57,547,491	-	-	435.4

Description of Services Provided	Operating Budget + SPAs	Capital Budget	Grant Budget	FTEs
Oversee and manage the daily operations of the Department.	\$69,732,772	\$6,300,000	-	552.71
Total	\$314,501,013	\$8,300,000	\$4,564,719	2,561.63

Key Performance Measures	2023 Actual	2024 Projected	2025 Planned
Decrease part one crime by 10% annually	-9%	-10%	-10%
Achieve a 70% homicide clearance rate	59%	60%	60%
Guns seized	3,297	3,300	3,300

Part 1 Crime - Data January 1, 2020 - June 30, 2024										
Offense	2020	2021	2022	2023	Jan - June 2022	Jan - June 2023	Jan - June 2024	Jan - June 22-24 Change	Jan - June 23-24 Change	
Murder	190	195	215	172	105	74	61	-42%	-18%	
Rape	492	505	482	485	232	250	214	-8%	-14%	
Robbery	2,088	2,077	1,808	1,932	859	890	909	6%	2%	
Aggravated Assault	7,236	7,519	7,143	6,907	3,562	3,519	3,301	-7%	-6%	
Human Trafficking	30	12	30	35	14	18	19	36%	6%	
Total Violent Crime	10,036	10,308	9,678	9,531	4,772	4,751	4,504	-6%	-5%	
Burglary	3,463	2,832	2,333	2,418	1,027	1,174	946	-8%	-19%	
Larceny Theft	8,558	10,241	8,745	8,077	4,569	4,040	3,515	-23%	-13%	
Motor Vehicle Theft	4,509	10,483	8,099	6,277	4,335	2,958	2,884	-33%	-3%	
Arson	288	246	255	200	136	110	98	-28%	-11%	
Total Property Crime	16,818	23,802	19,432	16,972	10,067	8,282	7,443	-26%	-10%	
Total Part 1 Crime	26,854	34,110	29,110	26,503	14,839	13,033	11,947	-19%	-8%	

* Crime data were obtained from the DCS fact table and OMAP Homicide database for the time period of January 1 - June 30, 2020-2024. Homicide, rape, aggravated assault, human trafficking count victims; robbery, burglary, larceny theft, motor vehicle theft, and arson count distinct offenses.

SERVICE HIGHLIGHTS

- The 2025 proposed 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, the same as 2024 funding levels.
- Deploy constitutional policing to drive down crime through implementation of the Chief's Violent Crime plan, including a focus on strong partnerships, intelligence-based policing, prevention, disruption and deterrence of crime.
- Deploy the Cardiff Violence Prevention Model to provide a clearer picture of where violence is occurring by combining and mapping both hospital and police data on violence. Through a partnership with the Medical College of Wisconsin, develop a framework to work together with law enforcement agencies, public health agencies, community groups and others interested in violence prevention.

- Continue to implement a micro-level approach to crime prevention through partnerships and district-level crime analysis across the Department's seven police districts. Monitor accountability metrics and gather community feedback to evaluate progress.
- Target firearm-related criminal behavior by deploying a rapid response protocol to areas of detected gun shots using the department's gunshot detection system (GSDS) and calls for service. Use analysis of GSDS data along with casing collection to link cases, solve crimes and prevent future offenses.
- Add two victim witness specialists to work with victims and the families involved in fatal and non-fatal shooting crimes as well as improve coordination and communication between investigators and victims.
- Deploy the Domestic Violence High Risk Team (DVHRT), a multidisciplinary team and U.S. Department of Justice best practice, to address domestic violence at highest risk for homicide. Continue implementation of 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 and expand community engagement and partnership to include education about human trafficking, domestic violence, and missing persons.
- Respond to the dedicated email, ht@milwaukee.gov to improve the referral process for human trafficking cases and ensure shared communication. To date, MPD has received 85 referrals from partners and other law enforcement agencies.
- Prioritize police-community engagement and increase awareness of MPD events throughout the City's neighborhoods. In addition, continue to support Department funded community events such as the districts' National Night Out, Coffee with Cops, and other community building opportunities.
- Implement a traffic and public safety initiative by deploying portable cameras in high incident areas across the city and continue to lead the department's multi-jurisdictional speed task force. This initiative is proposed to be funded with \$600,000 from the 2024 Citizen Led Transformational Fund Special Purpose Account. In addition, continue to implement 2023 ordinance changes allowing for the towing of additional vehicles for reckless driving offenses.
- Invest \$2 million in capital funding to improve the reliability of MPD's fleet by replacing outdated police vehicles with modernized fuel-efficient units (hybrids); and explore the feasibility of incorporating electric vehicles into MPD's fleet.
- Safeguard critical department infrastructure by investing \$2.2 million to replace the obsolete electrical switchgear at the Police Administration Building.
- Grow staff skills and competencies by creating a fund for educational training and related opportunities.
- Allocate funds received through the federal Equitable Sharing Program (Asset Forfeiture) to support citywide public safety and neighborhood initiatives. An average of approximately \$900,000 has been received over the past five years from crime-related assets where convictions occurred and where there was proof the property was involved in criminal activity.
- Provide approximately \$5.5 million in reimbursed police support for enhanced security at sporting events, festivals, runs, and other events that help build community in Milwaukee.

RACIAL EQUITY AND INCLUSION

- Target 2025 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.
- Continue the Department's progress to Implement the 30 x 30 initiative designed to increase the representation of women in police recruit classes to 30% by 2030. While 22 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.
- Deploy data-based analysis and intelligence-based policing to help build sustainable healthy neighborhoods, free of crime, and maintained by positive relationships. The Department remains data driven, particularly as it relates to violent crime. MPD is committed to transparency, including transparency related to community engagement efforts and our ongoing constitutional policing efforts.

CAPITAL PROJECTS

The 2025 Capital Budget includes \$8,300,000 for five capital projects, including:

- Joint Public Safety Radio Upgrade (\$3.3 million) - Address the radio system's interoperability capabilities and bring the system in line with industry standards
- Police Facilities Maintenance Program (\$3.0 million) - Various repair projects at the Department's district stations and other facilities
- Police Vehicles (\$2.0 million) - replace police vehicles

PORT MILWAUKEE

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

BUDGET SUMMARY

	2023 Actual Expenditures	2024 Adopted Budget	2025 Requested Budget	2025 Proposed Budget	Change	
					2024 Adopted	2025 Requested Versus
Personnel						
FTEs - Operations & Maintenance	17.55	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	\$1,398,835	\$1,563,594	\$1,828,179	\$1,867,480	\$303,886	\$39,301
Fringe Benefits	629,476	703,617	822,681	840,366	136,749	17,685
Operating Expenditures	1,319,896	1,323,745	1,379,716	1,366,716	42,971	-13,000
Equipment	0	0	0	0	0	0
Special Funds	3,038,084	3,152,326	4,561,673	4,417,606	1,265,280	-144,067
Total	\$6,386,291	\$6,743,282	\$8,592,249	\$8,492,168	\$1,748,886	\$-100,081
ARPA Salary Allocation	\$0	\$0	\$0	\$0	\$0	\$0
ARPA Fringe Allocations	\$0	\$0	\$0	\$0	0	0
Total + ARPA	\$6,386,291	\$6,743,282	\$8,592,249	\$8,492,168	\$1,748,886	\$-100,081
Revenues						
Charges for Services	6,642,495	6,743,282	6,743,282	8,492,168	1,748,886	1,748,886
Total	\$6,642,495	\$6,743,282	\$6,743,282	\$8,492,168	\$1,748,886	\$1,748,886

SUMMARY OF SERVICES DELIVERED BY THIS DEPARTMENT

Port Milwaukee has a major role in the local and regional economy by providing land, multimodal infrastructure, and services for businesses that need access to international markets by leveraging the 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	Operating Budget	Capital Budget	Grant & Aid Budget	FTEs
Business & Trade Development - Stimulate international business and trade through marketing and local, regional, and global partnerships	\$711,945	-	-	3.00
Port Infrastructure & Maintenance - Provide land, infrastructure, and operational support to businesses, tenants, and partners.	\$4,334,660	\$6,350,000	\$800,000	15.00
General Fund Support - Summerfest Lease Transfer	\$3,055,490	-	-	0.00

Description of Services Provided	Operating Budget	Capital Budget	Grant & Aid Budget	FTEs
Administration & Financial Services - Supports business operations with accounting, financial management & analysis, contract compliance, human resource and reporting functions.	\$390,073	-	-	3.00
Total	\$8,492,168	\$6,350,000	\$800,000	21.00

KEY PERFORMANCE MEASURES

Indicators	2023 Actual	2024 Projected	2025 Planned
Percent of department expenses covered by revenue	111.31%	100%	100%
Percentage change in municipal port tonnage	3.6%	0%	0%
Number of cruise ship visits	30	27	21
Number of cruise passengers	11,502	12,500	9,500

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 the handling and exporting of alternative fuels and agricultural products;
- Marketing available properties;
- Foreign trade zone activation; and
- Expanding maritime export and import activity connected to multimodal shipping.

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 2025 capital budget provides \$1.3 million 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 2025 capital budget provides \$200,000 for this work that includes routine and unplanned maintenance, both of which are to be expected with facilities built in the 1950’s and 1960’s, 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 2025 capital budget provides \$300,000 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 2025 capital budget provides \$100,000 for regular maintenance of Port-owned service roads, terminal surfaces, and parking lots to support intermodal activity on Jones Island.

Port Utilities Upgrades: The 2025 capital budget includes \$250,000 to support upgrades to utilities on and around Jones Island. This work includes hydrant repair and replacement, plumbing and electrical upgrades, as well as other utility related repairs where Port Milwaukee is responsible for maintenance.

South Shore Cruise Dock: The 2025 capital budget provides \$5,000,000 as the final funding piece for construction of the new Cruise Dock. The design has been updated to accommodate Seawaymax-sized ships at the dock. The new design also provides utility services necessary to support vessel operations and future development of the adjacent vacant parcel. Contracts related to site development will be opened for bidding in 2024 and awarded by year end. Dock construction is scheduled to begin in 2025 and be completed for the 2026 cruise season.

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 increase awareness about the maritime industry as a potential career path

In 2024, this effort has resulted in visits from community & educational groups that represent 43% of all visits to date. In 2025, 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

	2023 Actual Expenditures	2024 Adopted Budget	2025 Requested Budget	2025 Proposed Budget	Change	
					2025 Proposed Versus 2024 Adopted	2025 Requested
Personnel						
FTEs - Operations & Maintenance	39.25	12.50	46.00	44.00	31.50	-2.00
FTEs - Other	0.00	30.50	0.00	0.00	-30.50	0.00
Total Positions Authorized	44	44	46	44	0	-2
Expenditures						
Salaries and Wages	\$2,076,681	\$1,162,987	\$2,819,634	\$2,547,924	\$1,384,937	\$-271,710
Fringe Benefits	907,863	523,344	1,268,835	1,146,566	623,222	-122,269
Operating Expenditures	245,490	377,500	377,500	345,000	-32,500	-32,500
Equipment	0	0	0	0	0	0
Special Funds	0	0	0	0	0	0
Total	<u>\$3,230,034</u>	<u>\$2,063,831</u>	<u>\$4,465,969</u>	<u>\$4,039,490</u>	<u>\$1,975,659</u>	<u>\$-426,479</u>
ARPA Salary Allocation	\$0	\$1,000,000	\$0	\$0	\$-1,000,000	\$0
ARPA Fringe Allocations	\$0	\$450,000	\$0	\$0	\$-450,000	\$0
Total + ARPA	<u>\$3,230,034</u>	<u>\$3,513,831</u>	<u>\$4,465,969</u>	<u>\$4,039,490</u>	<u>\$525,659</u>	<u>\$-426,479</u>
Revenues						
Charges for Services	\$2,152,781	\$1,500,000	\$1,551,000	\$1,591,000	\$91,000	\$40,000
Licenses and Permits	3,158,032	2,868,000	2,867,000	3,067,000	199,000	200,000
Miscellaneous Revenue	0	0	0	0	0	0
Total	<u>\$5,310,813</u>	<u>\$4,368,000</u>	<u>\$4,418,000</u>	<u>\$4,658,000</u>	<u>\$290,000</u>	<u>\$240,000</u>

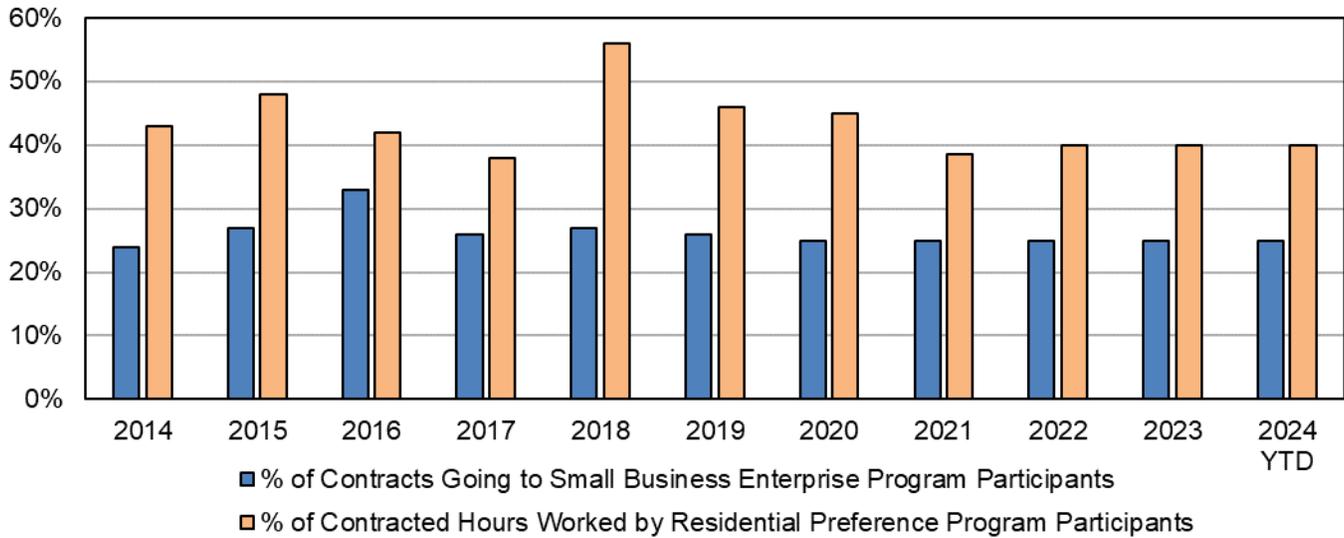
SUMMARY OF SERVICES DELIVERED BY THIS DEPARTMENT

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 community events across the City; coordinates open records requests for the general public, media, and external litigation firms; and provides workforce development opportunities.

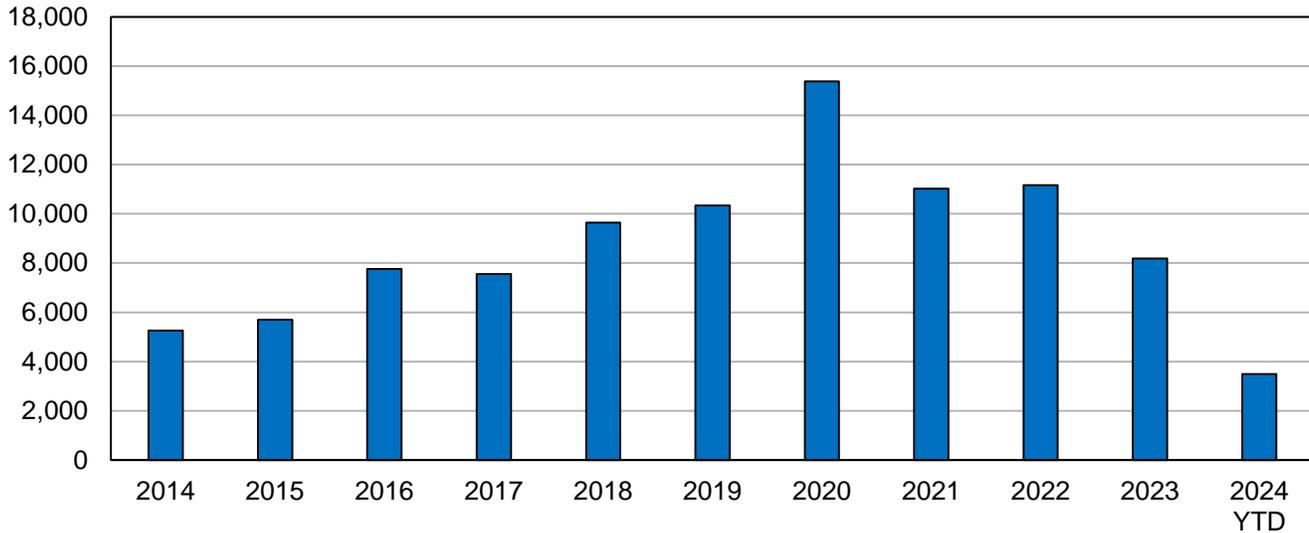
Description of Services Provided	Operating and SPA Budget	Capital Budget	Grant Budget	FTEs
Develop and implement administrative policies and procedures	\$891,670	-	-	10.00
Human resource services and payroll for DPW and enterprise funds	\$1,462,848	-	-	16.00
Administer contracts, including the Small Business Enterprise program and the Residential Preference Program	\$138,652	-	-	2.00
Process and respond to open records requests	\$318,462	-	-	3.00
Process permit requests and coordinate special event logistics	\$860,482	-	-	7.00
Conduct safety trainings, oversight, and workplace compliance	\$367,376	-	-	6.00
Total	\$4,039,490	\$0	\$0	44.00

KEY PERFORMANCE MEASURES

Contract Compliance



Workdays lost to injury



SERVICE HIGHLIGHTS

- Began the new Transportation Roadbuilding Advancement Certified Apprenticeship Program, which placed 3 young adults into positions in DPW Infrastructure – Streets.
- Utilized the Workforce Innovation and Opportunity Act to place 6 young adults into general labor positions, primarily in DPW Operations – Sanitation.
- Worked with Employ Milwaukee and other City Departments to offset salary and training costs associated with Commercial Driver’s Licenses, and classroom and on the job instruction/learning.
- MilWORKEe, a strategy involving a partnership with Wisconsin Community Services, has created pathways for aspiring public sector employees to move upwards from temporary employment into regular Civil Service positions.

RACIAL EQUITY AND INCLUSION

DPW-Administrative Services has continued with their Racial Equity and Inclusion IDEAS Group in 2024. Over the past year, they have successfully implemented two key initiatives. First, they introduced a policy allowing staff to wear casual attire in the office. Second, they improved employee access to drinking water by installing a water bottle filler on one of the drinking fountains on the 5th floor. The IDEAS Group remains dedicated to advancing staff ideas, suggestions, questions, and business improvement processes, continuously striving to enhance the work environment.

The DPW-Administrative Services IDEAS Group also took part in the inaugural IDEAS Group Summit, where members from IDEAS Groups across all DPW departments gathered to network and share insights. This collaborative event aimed to foster mutual learning and bolster the effectiveness of each group.

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

	2023 Actual Expenditures	2024 Adopted Budget	2025 Requested Budget	2025 Proposed Budget	Change 2025 Proposed Versus	
					2024 Adopted	2025 Requested
Personnel						
FTEs - Operations & Maintenance	336.55	252.01	252.01	239.54	-12.47	-12.47
FTEs - Other	209.12	417.55	417.55	417.55	0.00	0.00
Total Positions Authorized	820	820	815	798	-22	-17
Expenditures						
Salaries and Wages	\$18,447,301	\$16,322,464	\$28,437,705	\$27,219,226	\$10,896,762	\$-1,218,479
Fringe Benefits	8,169,783	7,345,109	12,796,967	12,248,652	4,903,543	-548,315
Operating Expenditures	14,352,787	14,572,000	14,224,000	14,229,000	-343,000	5,000
Equipment	876,167	782,000	530,000	530,000	-252,000	0
Special Funds	695,301	300,000	300,000	0	-300,000	-300,000
Total	\$42,541,339	\$39,321,573	\$56,288,672	\$54,226,878	\$14,905,305	\$-2,061,794
ARPA Salary Allocation	\$0	\$8,700,000	\$0	\$0	\$-8,700,000	\$0
ARPA Fringe Allocations	0	3,915,000	0	0	-3,915,000	0
Total + ARPA	\$0	\$12,615,000	\$0	\$0	\$-12,615,000	\$0
Revenues						
Charges for Services	\$14,091,142	\$13,809,000	\$13,719,300	\$14,033,000	\$224,000	\$313,700
Miscellaneous	899,784	344,000	382,000	382,000	38,000	0
Total	\$14,990,926	\$14,153,000	\$14,101,300	\$14,415,000	\$262,000	\$313,700

SUMMARY OF SERVICES DELIVERED BY THIS DEPARTMENT

Description of Services Provided	Operating Budget	Capital Budget	Grant Budget	FTEs
Transportation Infrastructure Engineering, Design, Construction Management, and Maintenance	\$15,761,525	\$40,365,000	\$11,323,732	242.50
Transportation Operations Engineering, Design, Construction Management, and Maintenance	\$21,690,288	\$33,040,000	-	262.09
Bridges Engineering, Design, Construction Management, and Maintenance	\$10,223,868	\$11,120,000	\$17,184,000	91.95

Description of Services Provided	Operating Budget	Capital Budget	Grant Budget	FTEs
Facilities Engineering, Design, Construction Management, and Maintenance	\$6,551,197	\$7,100,000	-	60.55
Total	\$54,226,878	\$91,625,000	\$28,507,732	657.09

Key Performance Measures	2023 Actual	2024 Projected	2025 Planned
Percentage of bridges with sufficiency rating greater than 50	95.6%	95.6%	95.6%
Miles of Protected Bikeways (lanes or trails) added	3.7	8.0	9.8
Lane miles of street with useful life improved through local street, major street, and high impact street programs	84	96	64
Street lights converted from series to multiple circuitries	409	683	550

SERVICE HIGHLIGHTS / CAPITAL PROJECTS

The Infrastructure Services Division (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 5,092 lane miles of highways, arterials, collectors, and local roads. Other government agencies and the city are responsible for repaving approximately 1,144 of these lane 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 3,948 lane miles of streets are repaved under the local street program, which includes collector roads. 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.

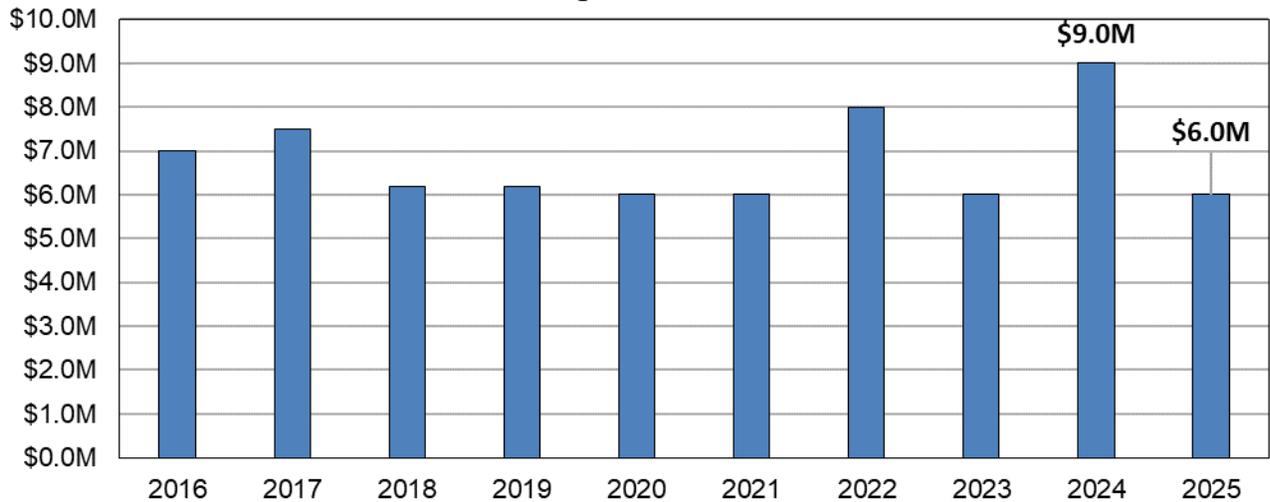
Major Streets: The city’s 1,144 lane miles of major and minor arterials are resurfaced and maintained as part of the major street program. Arterials are part of the Federal Aid Transportation System and are eligible for county, state, and federal funding. The 2025 budget includes \$34.8 million for the major street program, of which \$23.5 million is City funding. The City will receive funding for the construction of one major arterial street 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.

In 2025, \$6.0 million is included in the budget for the resurfacing and reconstruction of local streets. Funding sources include \$5.5 million in levy-supported borrowing and \$500,000 from special assessments of property owners. The funding will improve approximately 5.75 lane miles of local streets. The \$6.0 million allocation 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 expects to operate three such vehicles in 2025, and this budget includes the funds to purchase one additional unit. In total, DPW plans to have four road patching vehicles operational starting in 2026.

Local Streets Program: Annual Allocation



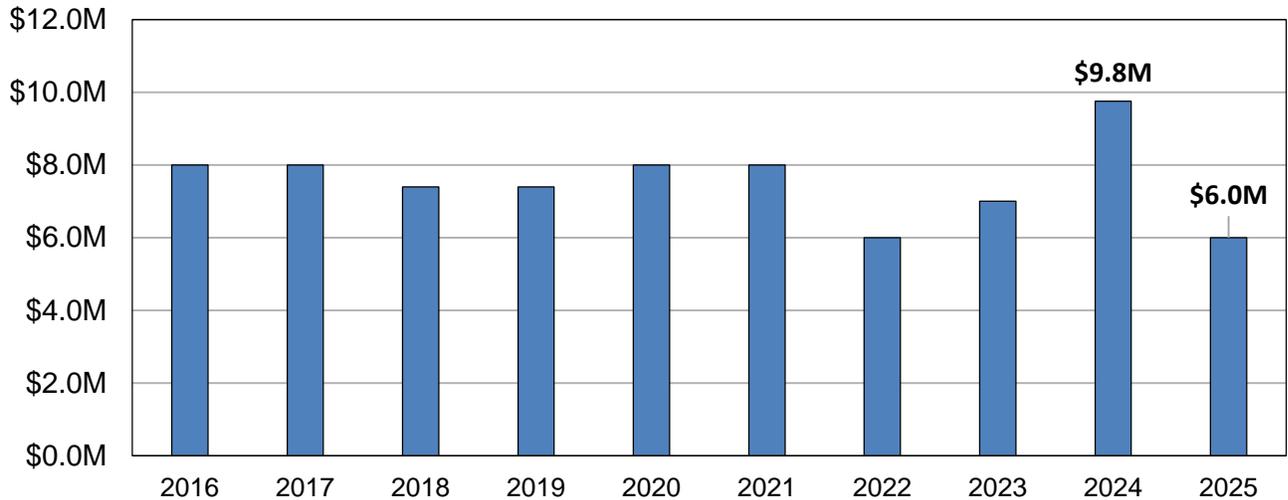
High Impact Streets: The high impact street program uses a curb-to-curb asphalt resurfacing approach that improves three miles of roadway for the same cost as one mile of traditional reconstruction. This program focuses on high traffic streets typically serving commercial districts, but this approach 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 2025 capital budget includes \$6 million of levy-supported borrowing for the high impact street program. It is anticipated that 50 lane miles of city streets will be improved in 2025.

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.

Bike Infrastructure: As part of Mayor Johnson’s goal of making Milwaukee a more bike-friendly city, the 2025 budget will continue to fund bike related infrastructure with levy-supported borrowing of \$750,000 which will be used to enhance the city’s bike lane and bike trail network.

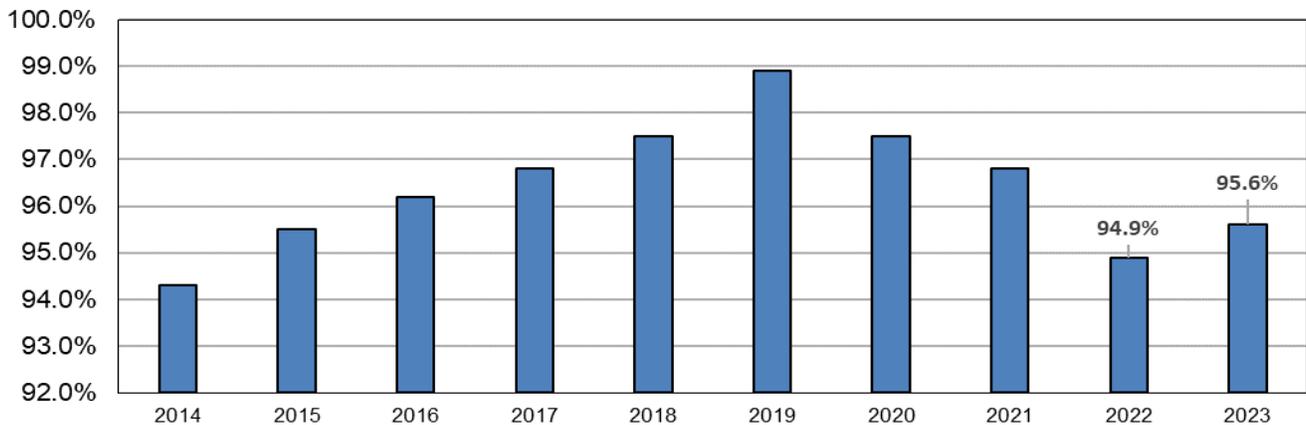
High Impact Streets Program: Annual Allocation



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 2025 budget, the major bridge program is funded at \$24.7 million including \$7.6 million in local funding and \$17.2 million in grant and aid funds.

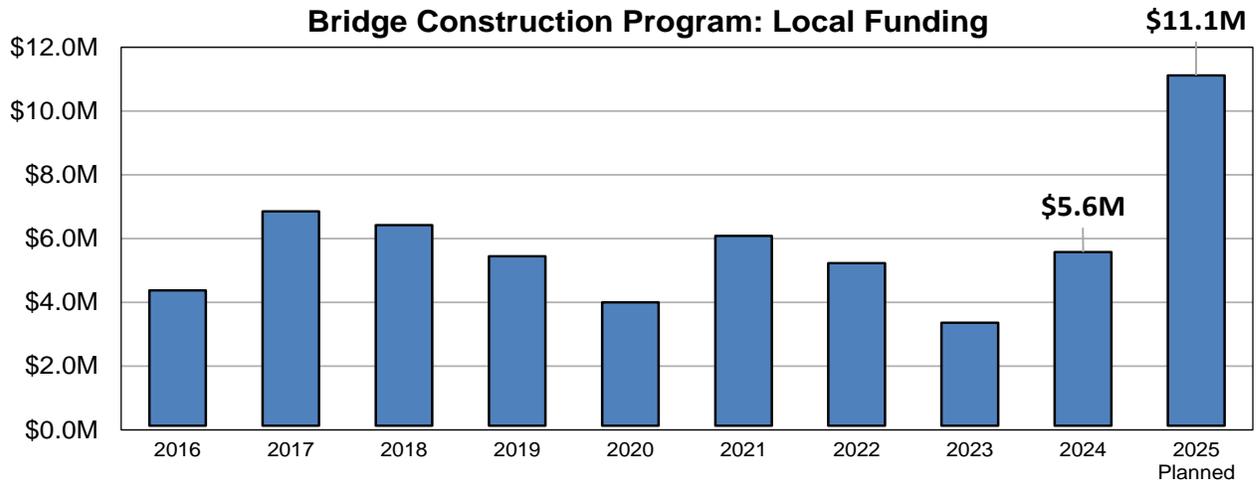
In 2025, funding is provided to continue the rehabilitation of the Holton Street Viaduct, Water Street Bascule Bridge, and the Cherry Street Bascule Bridge. In addition, the 16th Street Bascule Bridge will be rehabilitated and replaced with a fixed span.

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 2023, 95.6% of rated bridges had a sufficiency rating above 50.

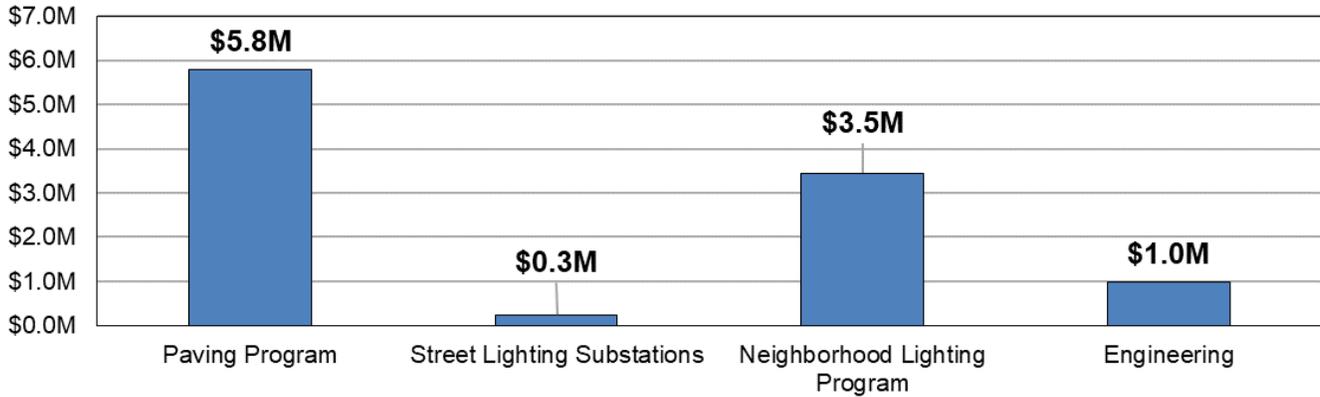
Local Bridges: The local bridge program ensures that bridges are maintained, renovated, and reconstructed when state and federal aid is not available or bridges are not eligible for such aid. Between 2011 and 2024, the City has invested more than \$91.1 million in both the Local and Major Bridge programs. The 2025 budget provides \$3.56 million in capital funding for local bridge projects. Investment in bridge rehabilitation and replacement has significantly increased the percentage of bridges with a condition rating greater than 50. In 2025, funding is provided for repairs to the 20th Street Culvert, 16th Street Viaduct, and the Greenfield Avenue Dock wall. In addition, funding will be utilized for design on the Wisconsin Avenue Viaduct, Highland Avenue Vertical Lift Bridge, upgrades to the remote bridge system, and the city’s bridge inspection program. 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 2023, the city conducted 21,799 bridge raisings to accommodate water traffic.



Alley Reconstruction: The alley reconstruction program replaces aging alleys. The 2025 capital budget includes \$400,000 of new borrowing and \$180,000 of special assessment authority for the alley reconstruction program. This amount will fund approximately four alley reconstruction projects.

Street Lighting: The city owns and operates nearly 77,000 street lights. The 2025 street lighting program includes \$10.5 million in capital funding, a \$2.0 million increase from the 2024 budget. This includes \$500,000 revenue from savings due to reduced electricity usage resulting from use of LED and \$10 million in levy-supported borrowing.

Street Lighting Program by Function



In addition, the 2025 street lighting program includes \$5.8 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 2025 capital budget also includes approximately \$3.5 million for the Neighborhood Lighting Program, which includes upgrades to street and alley lighting, removal of series circuitry, and LED street light conversions. In 2025, DPW estimates that the circuits serving approximately 550 fixtures will be replaced, not including those modernized through paving projects. At least 12,000 units are expected to be converted to LED in 2025 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 the end of 2026. 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 2025, \$3.3 million in capital funds support the traffic control program, a decrease of \$260,000 from the 2024 budget. In 2025, 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 2025 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 \$2.6 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 2025, 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 2025 budget includes \$1.37 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 2025, \$1.87 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 \$500,000 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 \$1.37 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 2025, \$1.2 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 2025 capital budget includes \$1 million 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 2025, \$7.1 million is allocated to DPW facilities projects which is a \$1.4 million decrease from 2024.

Environmental Remediation Program: Funding of \$185,000 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 2025 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 makes improvements designed to improve accessibility of City programs for residents.

Facilities Exterior Program: The 2025 budget includes \$1.5 million for projects to maintain watertight integrity, improve energy efficiency and provide for safe conditions in city facilities. The 2025 facilities exterior program includes \$500,000 for Zeidler Municipal Building canopy repairs and roof replacement, \$500,000 for Sanitation Central II roof repairs, \$200,000 for overhead garage door replacements, and \$300,000 for emergency repairs.

Facilities Systems Program: The 2025 budget includes \$1.8 million for facility systems improvements. The 2025 facilities systems program includes \$115,000 for Safety Academy fire alarm upgrades, \$400,000 for Central Garage HVAC upgrades, \$300,000 for Election Commission Warehouse boiler replacement, \$200,000 for Lincoln Garage fire alarm upgrades, \$200,000 for Safety Academy secondary cooling tower pumps, \$100,000 for building automation system upgrades, and \$500,000 will provide emergency mechanical and electrical repairs at various facilities.

Facilities Security Upgrade: The 2025 budget includes \$250,000 for upgrade and replacement of 50 security cameras in the City Hall complex.

MKE Plays Initiative: The 2025 budget includes \$500,000 for the *MKE Plays* initiative. Previously 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.

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 2025 budget includes \$800,000 to address the most critical repairs at this facility.

Space Planning, Alterations, and Engineering: The 2025 budget includes \$1,050,000 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.

City Hall Complex Cooling System Upgrades: The 2025 budget includes \$500,000 for upgrades to City Hall’s Chiller Plant which is located in the basement of the Zeidler Municipal Building and provides air conditioning to all areas of the City Hall Complex. Upgrades will extend the useful life of the system for another 15 to 20 years. Total project costs are estimated at \$1.5 million and will be funded over a three-year period.

RACIAL EQUITY AND INCLUSION

In 2024, DPW-Infrastructure established an IDEAS (Inclusion, Diversity, Equity, and Access) Group in Sewer Maintenance and Electrical Services. This program was initiated by Water Works – Distribution several years ago, with Street Maintenance starting within DPW-Infrastructure in 2023.

IDEAS Group members consist of staff in good standing who have volunteered to meet regularly. A Champion/Lead 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 Departmental wide policies. The DPW-Infrastructure IDEAS Groups continue to evolve and make a difference, while management is excited to move forward positive changes resulting from their efforts.

As a Departmental-wide collaborative effort, DPW recently hosted an IDEAS Group Summit. This event allowed current IDEA Group members the ability to network and learn best practices related to effective organizational leadership/change, professionalism in the workplace and more, while hearing from key-note speakers, to include Mayor Cavalier Johnson, Commissioner Kruschke, DER’s Diversity Recruiter and EAP Coordinator, as well as other DPW leadership staff.

DPW recently implemented a Champions/Leads IDEAS Group, which allows all Champions/Leads an opportunity to regularly discuss various challenges, successes, dynamics, ideas and more. The intent is to also allow Champions/Leads the ability to further advance their leadership, evidence-based management, and proposal development knowledge and skills.

In addition, representative members within DPW Infrastructure have been participating in a DPW Racial Equity & Inclusion Leadership group. This group has supported improvements/standardization to 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.

DPW-Infrastructure continues to participate in the DPW Racial Equity & Inclusion Leadership group. Among other accomplishments, this group has supported improvements/standardization to DPW's new hire onboarding practices and developed a safety training platform for DPW staff. 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.

DPW-Infrastructure is providing intensive leadership development training to top management team members. Staff are attending six (6) separate full-day trainings to learn more about topics such as Trust & Influence, Communicating for Results, Building Collaboration, Leading Change and much more. Additional training opportunities and investments will be made to DPW-Infrastructure staff in the coming year.

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

	2023 Actual Expenditures	2024 Adopted Budget	2025 Requested Budget	2025 Proposed Budget	Change	
					2024 Adopted	2025 Proposed Versus 2025 Requested
Personnel						
FTEs - Operations & Maintenance	611.48	677.58	720.50	678.24	0.66	-42.26
FTEs - Other	43.02	61.26	59.50	67.76	6.50	8.26
Total Positions Authorized	800	807	780	780	-27	0
Expenditures						
Salaries and Wages	\$36,794,310	\$43,327,885	\$47,734,390	\$45,944,964	\$2,617,079	\$-1,789,426
Fringe Benefits	16,082,931	19,497,549	21,480,475	20,675,233	1,177,684	-805,242
Operating Expenditures	15,483,605	16,014,056	17,247,162	15,507,411	-506,645	-1,739,751
Equipment	2,389,153	2,613,642	2,837,500	2,244,700	-368,942	-592,800
Special Funds	20,572,098	22,975,171	23,954,356	23,494,356	519,185	-460,000
Total	\$91,322,097	\$104,428,303	\$113,253,883	\$107,866,664	\$3,438,361	\$-5,387,219
ARPA Salaries	\$0	\$0	\$0	\$0	\$0	\$0
ARPA Fringe Benefits	0	0	0	0	0	0
Total + ARPA	\$91,322,097	\$104,428,303	\$113,253,883	\$107,866,664	\$3,438,361	\$-5,387,219
Revenues						
Charges for Services	\$92,787,811	\$90,648,000	\$89,968,000	\$95,257,000	\$4,609,000	\$5,289,000
Miscellaneous	567,275	1,360,000	1,370,000	1,370,000	10,000	0
Total	\$93,355,086	\$92,008,000	\$91,338,000	\$96,627,000	\$4,619,000	\$5,289,000

SUMMARY OF SERVICES DELIVERED BY THIS DEPARTMENT

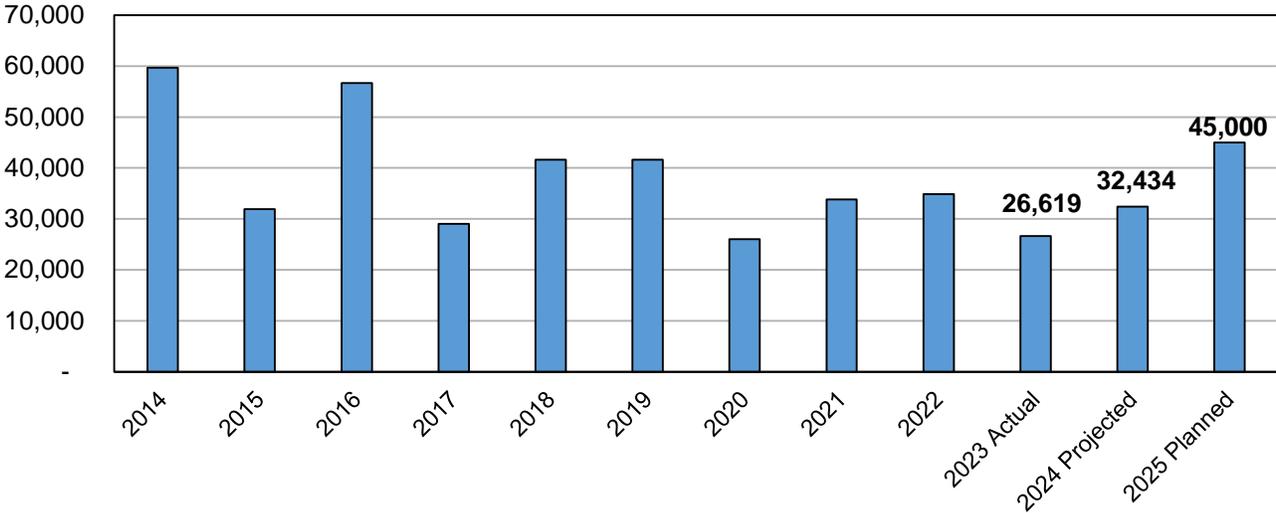
Description of Services Provided	Operating Budget	Capital Budget	Grant Budget	FTEs
Refuse Services	\$57,763,243	-	-	395.35
Recycling Services	\$12,364,185	\$9,387,649	\$1,650,000	77.51
Snow and Ice Services	\$11,749,529	-	-	58.97
Forestry Services	\$17,740,350	\$7,949,924	\$ 251,057	173.66
Fleet Services	\$8,249,358	\$ 4,300,076	-	40.51
Total	\$107,866,664	\$21,637,649	\$1,901,057	746.00

Key Performance Measures	2023 Actual	2024 Projected	2025 Planned
Tons of Rock Salt Used	26,619	32,434	45,000
Tons of Recycling Diverted from Landfill	26,673	25,300	27,000
Tons of Solid Waste Diverted from Landfill	57,403	58,000	60,000
Number of Trees Pruned	16,929	23,400	16,500
Number of Trees Planted	3,271	2,980	3,400
Fleet Availability	85.8%	87.8%	85.0%

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 2025 budget provides \$107.8 million in operating funds, \$1.9 million of grant and aid funding, and \$21.6 million of capital funds for the Operations Division.

Snow & Ice Services: Rock Salt (Tons)



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.

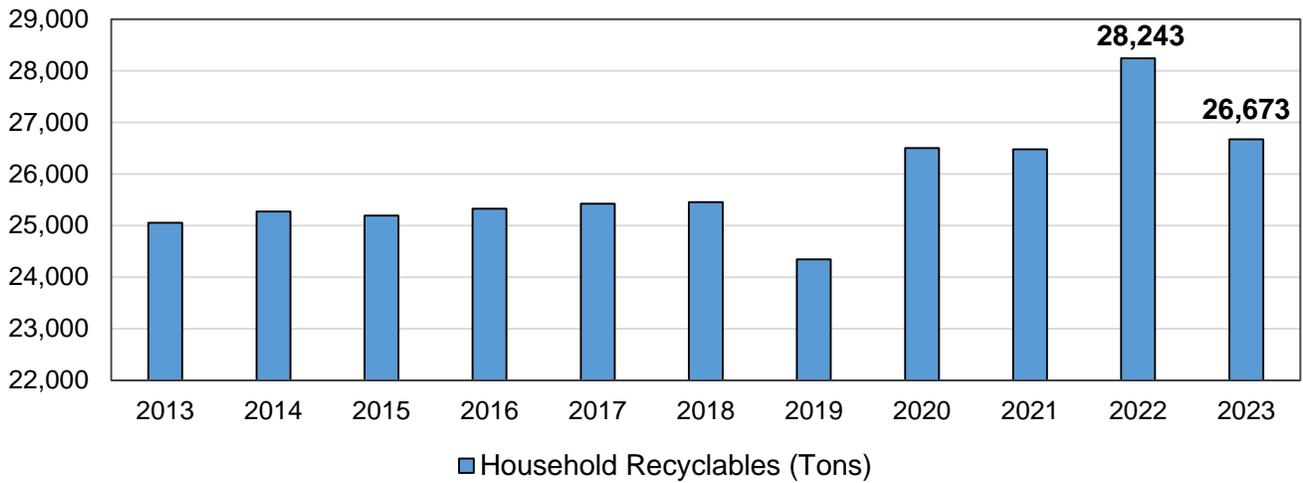
Weather conditions largely determine the extent to which snow and ice control operations are performed. Snowfall, which fluctuates tremendously, is the primary cost driver. The 2025 budget includes approximately \$11.7 million for snow and ice control operations. This level of funding supports on average 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

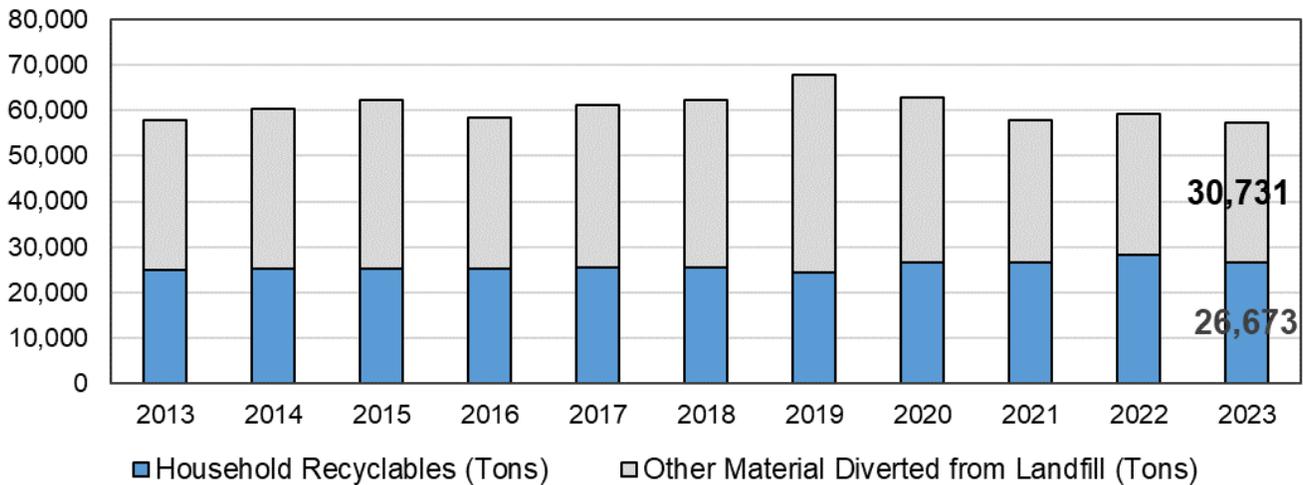
neighborhoods, protect the environment from harmful chemicals, and protect city residents from infectious disease and injury. Sanitation operates an effective and robust recycling program. The program uses recycling, brush collection, and public education to reduce the amount of material sent to landfills. 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.

Approximately 25.2% 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.

Recycling Services: Tons of Recycling Diverted From Landfill



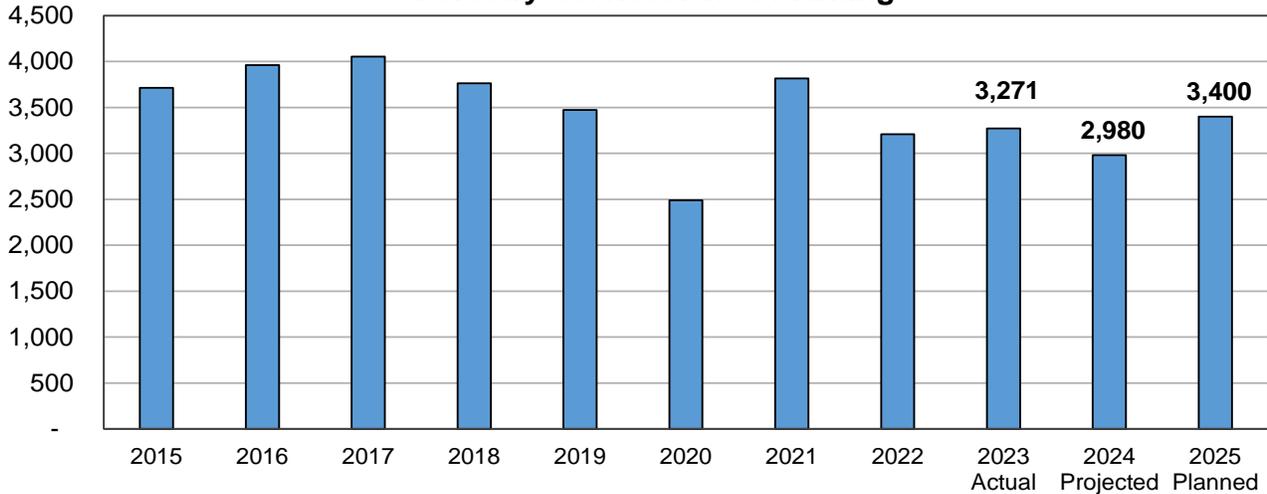
Refuse Services: Tons of Solid Waste Diverted From Landfills



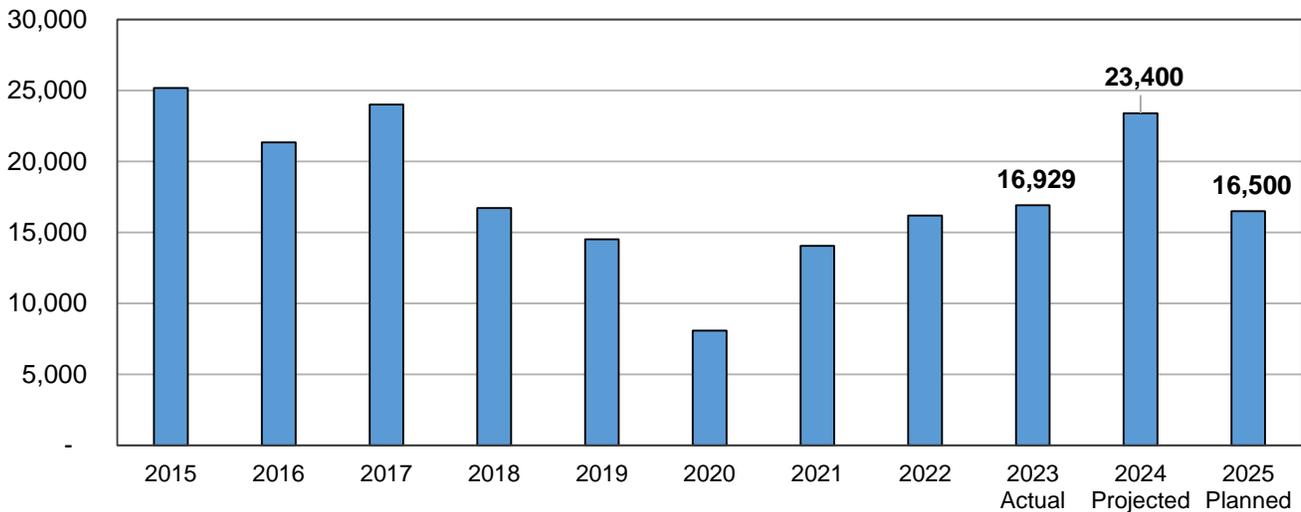
DPW collects waste weekly from approximately 185,000 households. In 2023, approximately 155,582 tons of residential solid waste was collected and landfilled. In addition, 57,404 tons of residential waste were also diverted from landfills. This included 24,338 tons of household recyclables, 2,335 tons of other recyclables, and 30,731 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 4,095 vacant lots and foreclosed properties.

Forestry Services: Tree Planting



Forestry Services: Tree Pruning



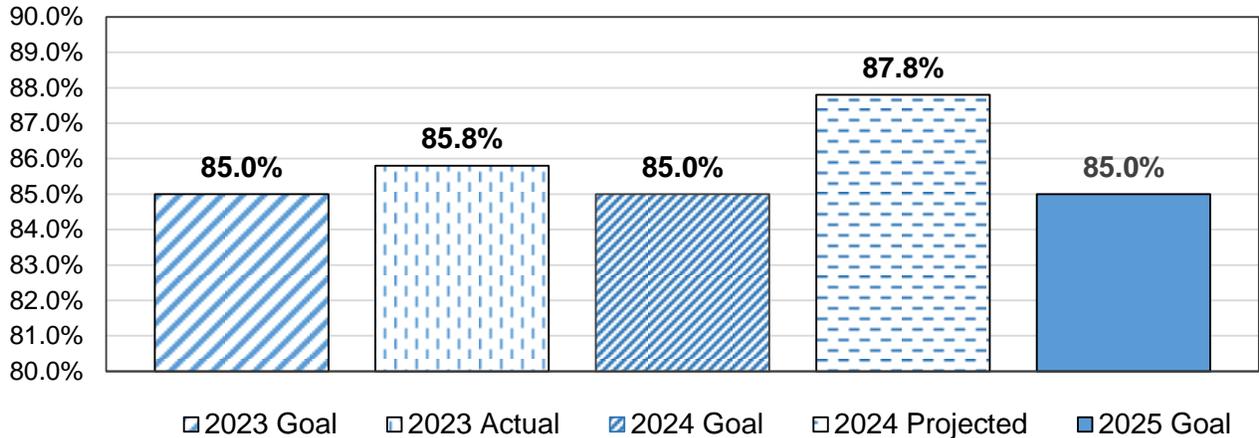
The Emerald Ash Borer (EAB) is a threat to the state’s ash tree population. The city has approximately 25,792 ash street trees under treatment for Emerald Ash Borer. Pesticide treatments in advance of EAB attack have proven highly effective in protecting ash trees. A comprehensive cost-benefit study completed in 2015 estimates a \$3 benefit return for every \$1 invested to protect Milwaukee’s ash street tree canopy from Emerald Ash Borer.

Growing Milwaukee’s Tree Canopy and Community Resilience: The City of Milwaukee was awarded a \$12 million grant by the US Department of Agriculture (USDA) to address disparities within Milwaukee’s urban tree canopy. Utilizing an equity-based approach and partnering with community organizations the city plans to increase the following activities:

- Tree Planting
- Tree Maintenance
- Hazardous Tree Removal
- Public Outreach & Education

Tree maintenance & hazardous tree removal; Tree planting; Public outreach and education; and Workforce development. All work locations will be identified using an equity-based, needs data model.

Fleet Services: In-Service Rates



Fleet Operations: Fleet Operations maintains and operates the departments’ centralized fleet of 3,024 pieces of rolling stock and 1,935 related components, totaling 4,959 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. 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 93 CNG refuse packers in service. The current fleet of CNG packers will generate fuel savings of approximately \$169,000 in 2025, 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 2025 budget includes \$3.6 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 2025, funding for landfill waste is \$12.4 million. Landfill tonnage costs are budgeted for 245,000 tons at a rate of \$50.58 per ton.

Replacement Fleet Equipment: The 2025 budget provides \$1.4 million in replacement equipment funding, including \$1.1 million for additional refuse packers, \$190,000 for fleet vehicle purchases, \$48,000 for specialized brine upgrades, and \$45,000 for the replacement of vehicle repair equipment.

FEES

Solid Waste Fee: The 2025 solid waste fee per quarter will increase by 2% to \$65.34 per residential unit. The annual impact on households with one garbage cart will be \$261.36 which will generate approximately \$48.6 million.

Snow and Ice Control Fee: The 2025 snow and ice control fee will increase by 2% to \$1.15 per front footage. The annual cost for a homeowner with a typical property with 40 feet of street frontage is \$46.00. The fee will generate approximately \$11.3 million.

Cart Fee: Approximately 11% of city residents have two or more garbage carts. In 2025 city residents with two or more garbage carts will be assessed \$19.52 quarterly (2% increase) for each garbage cart after the first cart. This policy only applies to garbage carts and encourages residents to throw away less while recycle more. Residents can request additional recycling carts and service upon request at no extra charge.

CAPITAL PROJECTS

Tree Planting and Production: The 2025 capital budget provides \$1,500,000 for the tree planting and production program. This request will replace 3,400 diseased or dead street trees and 478 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 2025 capital budget provides \$1,250,000 to support City's stump removal program. Funding will facilitate removing approximately 2,870 contracted and 300 in-house stumps in 2025.

Concealed Irrigation and Landscaping: The 2025 capital budget provides \$420,000 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 2025 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 25,792 ash trees each year.

Major Capital Equipment: The 2025 capital budget includes \$8,150,000 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 City of Milwaukee's 2025 budget provides over \$50.1 million of funding for miscellaneous special purpose accounts and total funding of over \$184.2 million for all special purpose accounts. Highlights of the changes to 2025 miscellaneous special purpose accounts (SPAs) include:

City Collection Contract: This account is increased by \$525,000 to \$1.1 million in 2025. This account funds contracts with private collection companies for the collection of outstanding city receivables and overdue Municipal Court judgments. The 2025 funding amount is based on projected expenditures.

City Memberships: This account pays for the City's membership in various organizations that promote municipal interests. The 2025 budget provides funding of \$133,602, an increase of \$8,602 from 2024.

Contribution Fund: This account provides expenditure authority for contributions received during the year per City Ordinance 304-24. Funding for this account in the 2025 budget is increased by \$200,000, reflecting anticipated contributions.

Damages and Claims Fund: This account is used to settle claims and judgments against the city and was increased by \$600,000 to \$2.5 million in 2025 to decrease the city's potential financial risk from court judgments. Actual expenditure in 2023 was over \$3.1 million.

Employee Training and Safety Fund: This account is used to provide training to city employees. In 2025, this account was decreased by \$130,000 to \$90,000, reflecting planned efforts by the Department of Employee Relations to improve training and talent development opportunities for city employees. The unspent 2024 funds will be carried over into 2025.

Firemen's Relief Fund: This account defrays the costs of the Fire Department Relief Association, established under Section 20-18 of the City Charter. The association assists injured or fatally injured firefighters and their families. The account is increased by \$80,000 to \$270,000 in 2025, consistent with anticipated expenditures.

Housing Authority Maintenance Support Fund: For the second year, the City of Milwaukee includes \$250,000 in the budget to address maintenance issues in Housing Authority of the City of Milwaukee (HACM)-owned properties. The Community Development Grant Administration (CDGA) office in the Department of Administration (DOA) will administer the program.

Insurance Fund: This account provides funding for insurance premiums for city policies. In 2025, the account is increased by over \$1.1 million to about \$2.7 million. This funding amount reflects anticipated insurance premium payments in 2025.

Long Term Disability Insurance: This account funds a negotiated benefit that provides income continuation to employees who are unable to work because of a disabling injury or illness. The account is increased by \$105,000 to \$855,000, reflecting anticipated long-term disability rates in 2025.

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. The 2025 Proposed budget moves the Opioid Settlement Fund. Please refer to the Settlement Fund section for more information.

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 2025 budget decreased funding for this account by over \$145,000 to \$245,661 to reflect anticipated costs. Actual costs in 2023 were over \$252,000.

Reserve for 27th Payroll: This account provides funding for salary and wages to city employees for one additional payroll period over 11 years. The next 27th payroll will be in 2027. The account increased by \$300,000 to \$1.8 million, reflecting the increase in employee wages.

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 over \$26.8 million is provided in 2025, an increase of over \$9.5 million from 2024 to reflect anticipated costs.

SPECIAL PURPOSE ACCOUNTS SUMMARY

Special Purpose Accounts Miscellaneous	2023 Actual Expenditures	2024 Adopted Budget	2025 Requested Budget	2025 Proposed Budget	Change 2025 Proposed Versus	
					2024 Adopted	2025 Requested
Alternative Transportation for City Employees	\$63,813	\$62,000	\$62,000	\$62,000	\$0	\$0
Annual Payment to Department of Natural Resources	7,039	7,100	7,100	7,100	0	0
Audit Fund	290,000	302,000	302,000	302,000	0	0
Boards and Commissions Reimbursement Expense	10,243	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	894,230	530,000	580,000	1,055,000	525,000	475,000
City Memberships	119,500	125,000	133,602	133,602	8,602	0
Contribution Fund General	0	2,900,000	3,100,000	3,100,000	200,000	0
Crisis Response-Trauma Informed Care Counseling	90,149	205,000	205,000	205,000	0	0
Damages and Claims Fund	3,151,457	1,900,000	3,500,000	2,500,000	600,000	-1,000,000
eCivis Grants Locator	0	21,250	21,250	0	-21,250	-21,250
Economic Development Committee Fund	31,854	20,000	20,000	0	-20,000	-20,000
E-Government Payment Systems	176,181	200,000	200,000	175,000	-25,000	-25,000
Employee Training and Safety Fund	54,437	220,000	220,000	90,000	-130,000	-130,000
Employee Resource Group Fund	1,139	5,000	5,000	5,000	0	0
Firemen's Relief Fund	213,595	190,000	225,000	270,000	80,000	45,000
Flexible Spending Account	54,962	60,000	60,000	60,000	0	0
Graffiti Abatement Fund	66,737	65,000	65,000	65,000	0	0
Group Life Insurance Premium	3,930,350	4,200,000	4,200,000	4,200,000	0	0
Housing Authority Maintenance Support Fund	0	250,000	0	250,000	0	250,000
Insurance Fund	1,578,697	1,619,389	2,727,967	2,727,967	1,108,578	0
Land Management	814,518	900,000	1,000,000	900,000	0	-100,000
Lead Paint Abatement Loans	0	750,000	0	0	-750,000	0
Long Term Disability Insurance	736,708	750,000	855,000	855,000	105,000	0
Maintenance of Essential Utility Services	50,887	55,000	55,000	55,000	0	0
Milwaukee Arts Board Projects	180,176	250,000	250,000	250,000	0	0
Milwaukee Fourth of July Commission	124,648	125,000	125,000	100,000	-25,000	-25,000
MKE Community Excellence Fund	26,296	70,000	70,000	50,000	-20,000	-20,000
MMSD User Charge	58,473,214	56,957,218	61,606,382	61,606,382	4,649,164	0
Less Recover MMSD User Charge	-58,473,214	-56,957,217	-61,606,382	-61,606,382	-4,649,165	0
Municipal Court Intervention Program	487,000	487,000	487,000	487,000	0	0
Outside Counsel/Expert Witness Fund	232,780	391,000	391,000	245,661	-145,339	-145,339
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	1,953,424	1,500,000	2,000,000	1,500,000	0	-500,000
Reserve for 27th Payroll	0	1,500,000	1,800,000	1,800,000	300,000	0
Retirees Benefit Adjustment Fund	20,748	25,000	25,000	25,000	0	0
Tuition Reimbursement Fund	633,737	700,000	700,000	700,000	0	0
Unemployment Compensation Fund	228,987	400,000	400,000	400,000	0	0
Violence Interruption	541,248	750,000	750,000	750,000	0	0
One Milwaukee Citizen-Led Transformational Fund	0	2,400,000	0	0	-2,400,000	0
Wages Supplement Fund	0	17,295,500	22,000,000	26,768,413	9,472,913	4,768,413
Opioid Settlement Fund	199,633	1,425,000	0	0	-1,425,000	0
Total Miscellaneous SPAs	\$16,990,173	\$42,697,241	\$46,583,920	\$50,135,744	\$7,438,503	\$3,551,824

SPECIAL PURPOSE ACCOUNTS

	2023	2024	2025	2025	Change	
<u>Special Purpose Accounts Continued</u>	<u>Actual</u>	<u>Adopted</u>	<u>Requested</u>	<u>Proposed</u>	<u>2025 Proposed</u>	<u>2025 Requested</u>
	<u>Expenditures</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Versus</u>	<u>2024 Adopted</u>
					<u>2024 Adopted</u>	<u>2025 Requested</u>
Board of Zoning Appeals*	\$331,197	\$322,384	\$634,480	\$622,248	\$299,864	\$-12,232
Workers' Compensation Fund	\$9,871,700	\$11,500,000	\$11,500,000	\$11,000,000	\$-500,000	\$-500,000
<u>Employee Health Care Benefits</u>						
Administration Expenses	\$5,006,315	\$6,200,000	\$6,200,000	\$6,200,000	\$0	\$0
UHC Choice Plus (formerly Claims)	3,625,114	3,500,000	3,600,000	3,600,000	100,000	0
Wellness Program	2,182,697	2,900,000	2,900,000	2,900,000	0	0
Dental Insurance	1,740,631	1,800,000	1,800,000	1,800,000	0	0
UHC Choice "EPO" (formerly HMOs)	95,119,219	109,177,000	109,177,000	107,777,000	-1,400,000	-1,400,000
High Deductible Health Plan	87,582	100,000	150,000	150,000	50,000	0
Total Employee Health Care Benefits	\$107,761,558	\$123,677,000	\$123,827,000	\$122,427,000	\$-1,250,000	\$-1,400,000
Grand Total Special Purpose Accounts	\$134,954,628	\$178,196,625	\$182,545,400	\$184,184,992	\$5,988,367	\$1,639,592

*Board of Zoning Appeals 2024 Adopted Budget doesn't not include \$264,025 of ARPA funding.

SPECIAL PURPOSE ACCOUNT BOARD OF ZONING APPEALS

BUDGET SUMMARY

	2023 Actual Expenditures	2024 Adopted Budget	2025 Requested Budget	2025 Proposed Budget	Change	
					2024 Adopted	2025 Proposed Versus 2025 Requested
Personnel						
FTEs - Operations & Maintenance	8.48	2.72	5.33	5.33	2.61	0.00
FTEs - Other	0.00	2.61	0.00	0.00	-2.61	0.00
Total Positions Authorized	11	12	12	12	0	0
Expenditures						
Salaries and Wages	\$146,118	\$189,575	\$404,814	\$396,378	\$206,803	\$-8,436
Fringe Benefits	63,199	85,309	182,166	178,370	93,061	-3,796
Operating Expenditures	121,880	47,500	47,500	47,500	0	0
Equipment	0	0	0	0	0	0
Total	\$331,197	\$322,384	\$634,480	\$622,248	\$299,864	\$-12,232
ARPA Salary Allocation	\$0	\$182,086	\$0	\$0	\$-182,086	\$0
ARPA Fringe Allocations	0	81,939	0	0	-81,939	0
Total + ARPA	\$331,197	\$586,409	\$634,480	\$622,248	\$35,839	\$-12,232
Revenues						
Licenses and Permits	\$300,080	\$235,000	\$235,000	\$285,000	\$50,000	\$50,000
Total	\$300,080	\$235,000	\$235,000	\$285,000	\$50,000	\$50,000

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 city zoning ordinance rulings.

Key Performance Measures	2023 Actual	2024 Projected	2025 Planned
Decision letters mailed within 10 working days of BOZA hearing	79%	100%	100%
Add BOZA hearings to Legistar	NA	NA	January 2025
Average length of time from a case from open to complete	98 days	60 days	60 days

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 departments to evaluate and process 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 2025, 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.

SPECIAL PURPOSE ACCOUNT EMPLOYEE HEALTH CARE BENEFITS

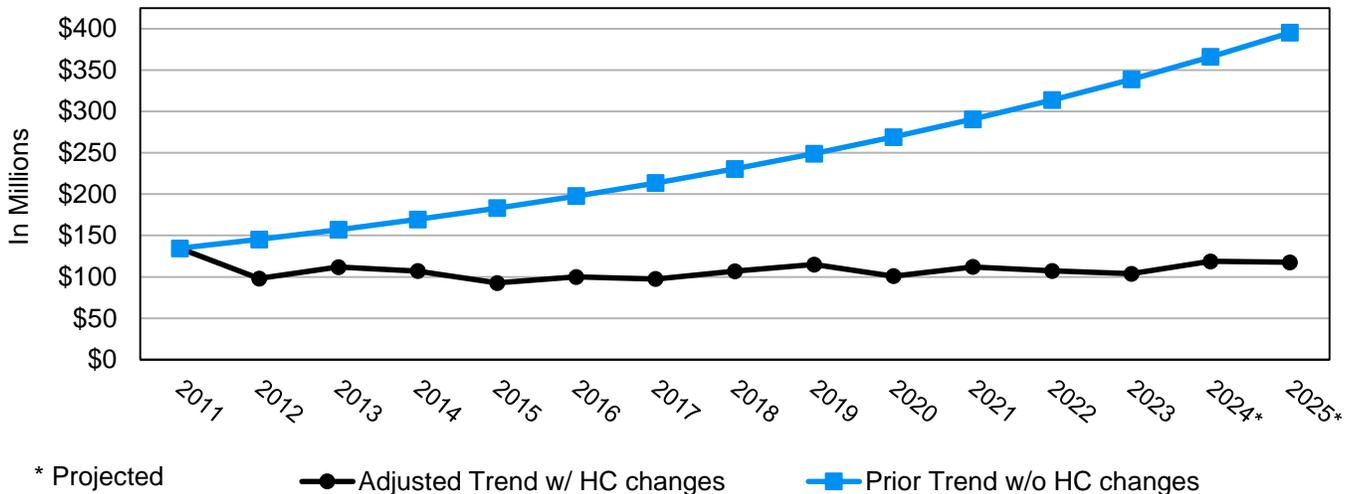
SUMMARY OF EXPENDITURES

	2023 Actual Expenditures	2024 Adopted Budget	2025 Requested Budget	2025 Proposed Budget	Change 2025 Proposed Versus	
					2024 Adopted	2025 Requested
UHC Choice Plus PPO	\$3,625,114	\$3,500,000	\$3,600,000	\$3,600,000	\$100,000	\$0
UHC Choice EPO	95,119,219	109,177,000	109,177,000	107,777,000	-1,400,000	-1,400,000
HDHP	87,582	100,000	150,000	150,000	50,000	0
Dental Insurance	1,740,631	1,800,000	1,800,000	1,800,000	0	0
Wellness Program	2,182,697	2,900,000	2,900,000	2,900,000	0	0
Administrative Expense	5,006,315	6,200,000	6,200,000	6,200,000	0	0
Total	\$107,761,558	\$123,677,000	\$123,827,000	\$122,427,000	\$-1,250,000	\$-1,400,000

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 Health Appraisals, the outcomes-based Healthy Rewards Program, and a wide range of programs, services and resources, such as a wellness center, traveling wellness center sites, year-round access to coaching from 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 ability to control healthcare costs while supporting the health, safety, and wellbeing of our employees and their families.

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.

2025 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 2025, 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

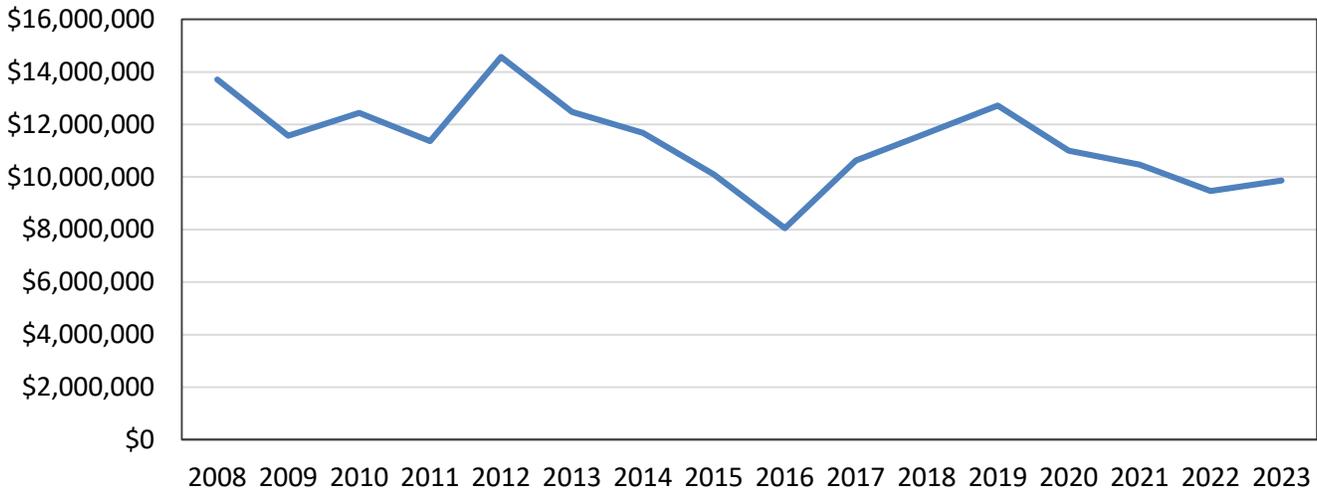
	2023 Actual Expenditures	2024 Adopted Budget	2025 Requested Budget	2025 Proposed Budget	Change 2025 Proposed Versus	
					2024 Adopted	2025 Requested
Worker's Compensation	\$9,871,700	\$11,500,000	\$11,500,000	\$11,000,000	\$-500,000	\$-500,000
TOTAL	\$9,871,700	\$11,500,000	\$11,500,000	\$11,000,000	\$-500,000	\$-500,000

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 2025 Proposed budget for the worker's compensation account totals \$11.0 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.

Workers 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. 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

	2023 Actual Expenditures	2024 Adopted Budget	2025 Requested Budget	2025 Proposed Budget	Change 2025 Proposed Versus 2024 Adopted 2025 Requested	
					2024 Adopted	2025 Requested
Fringe Benefit Offset	\$-158,154,622	\$-179,663,489	\$-226,885,446	\$-223,737,732	\$-44,074,243	\$3,147,714
Total	<u>\$-158,154,622</u>	<u>\$-179,663,489</u>	<u>\$-226,885,446</u>	<u>\$-223,737,732</u>	<u>\$-44,074,243</u>	<u>\$3,147,714</u>

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 2025 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 2025 amounts to approximately \$223.7 million.

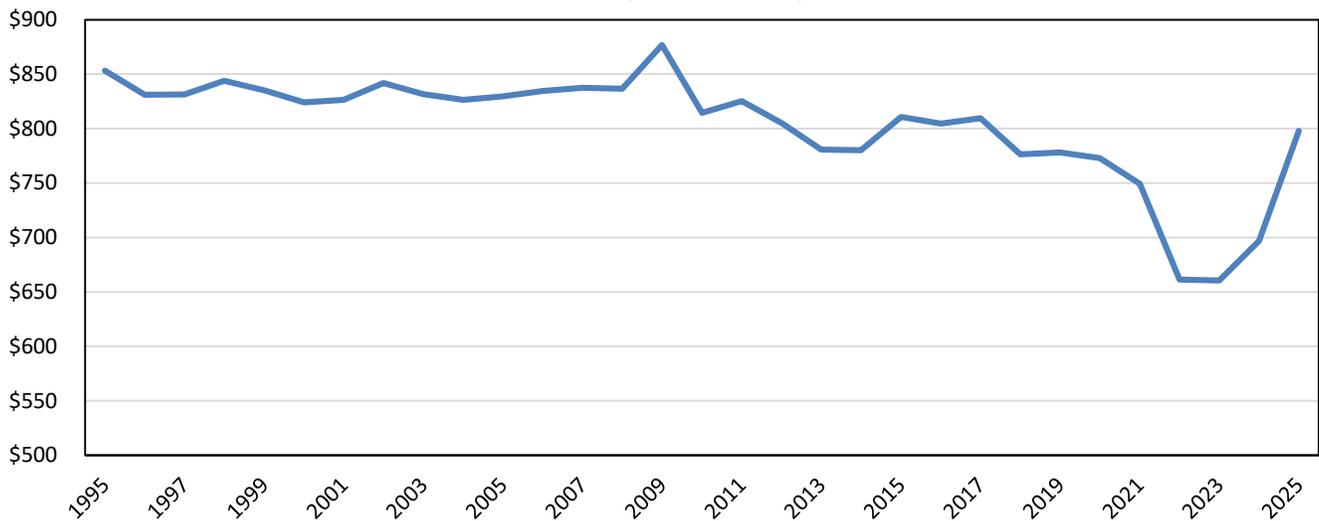
SOURCE OF FUNDS FOR GENERAL CITY PURPOSES

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 2025, the city anticipates generating approximately \$797.9 million in revenue for general city purposes. The chart below provides a breakdown of these revenues by major category.

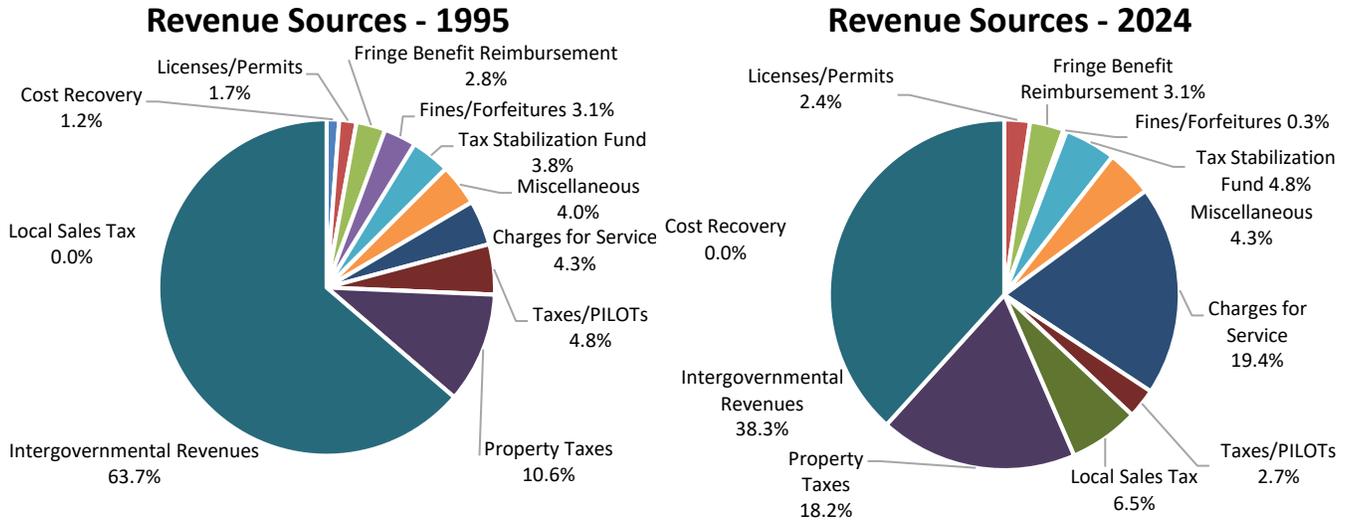
Revenue diversification and enhancement provides the city with the means to retain existing service levels. Property tax increases continue to be limited by state legislation but the 2025 budget continues to see benefits from recent changes to the City’s overall revenue structure. State Shared revenue is expected to increase by \$4.9 million over 2024 and by \$26.6 million over 2023. 2025 marks the second year of the City’s two percent sales tax, which will result in an estimated revenue of \$192.9 million. Approximately \$51.6 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 major source of revenue for the City’s pension system.

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 1995 equaled \$414.1 million, which would be \$853.2 million in 2024 when adjusted for inflation, \$55.2 million higher than the estimated 2025 revenue.

**Inflation-Adjusted Budgeted Revenue for General City Purposes
(in Millions)**



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 2025 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 38.4% in 2025.



Over the same time period, the city’s reliance on property taxes increased from 10.6% to 18.2%. The city has increased its efforts to diversify revenues by increasing charges for service as a percentage of revenue from 4.3% to 19.4%.

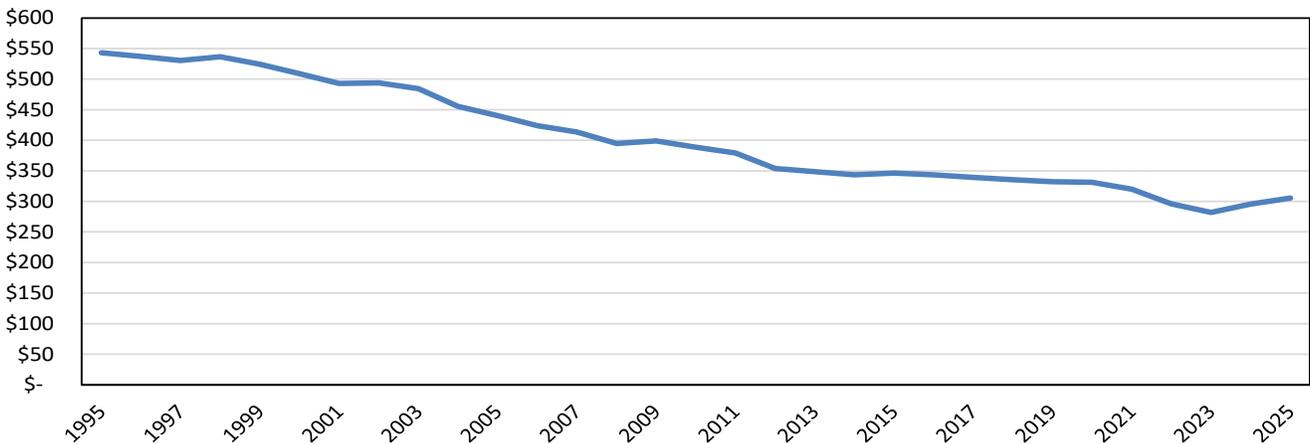
Intergovernmental Revenue: These revenues include funding received from other governmental jurisdictions, state and federal aid formulas, grants, and other program specific government aids. In the 2025 budget, intergovernmental revenues total \$305.5 million, an increase of \$10.2 million from 2024.

The largest amount of state aids received by the city comes in the form of State Shared Revenue. In 2025, the city expects to receive \$246.2 million of State Shared Revenue; an increase of \$4.9 million from 2024.

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 increase in State Shared Revenue in 2025, the city will experience a \$238 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 2025, these aids total \$30.2 million, an increase of \$375,000 from 2024.

Inflation-Adjusted Intergovernmental Revenue



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 2025 is \$9.8 million, the same as in 2024.

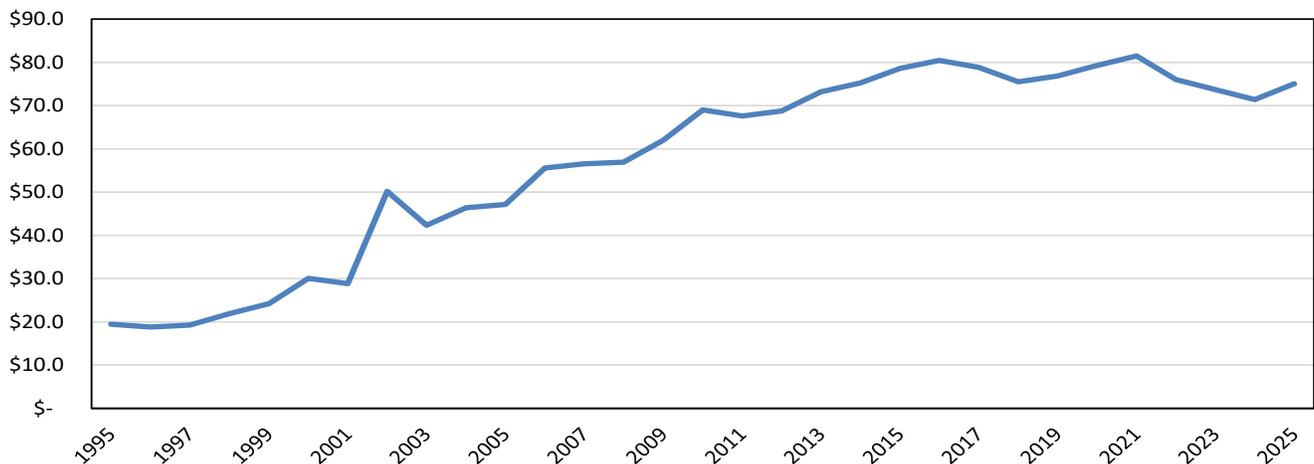
Property Taxes: The property tax levy will provide \$145.4 million in revenue for the general city purposes budget in 2025. In 2025, the total city tax levy will be \$324.1 million; a \$6.4 million increase in the tax levy from 2024.

Taxes and Payments in Lieu of Taxes: The 2025 budget includes an estimated \$73.5 million in revenue attributable to taxes and payments in lieu of taxes (PILOTs), an increase of \$26.4 million from 2024, primarily due to an increase in sales tax revenues for general city services and excess TID revenue. These funds include:

- Local sales tax;
- 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.

Charges for Services: The 2025 budget includes \$154.7 million in revenue from charges for services, an increase of \$7.6 million from 2024. 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 \$19.4 million in 1995 (\$40.0 million in 2024 dollars) to \$154.7 million in 2025, a difference of \$114.7 million after accounting for inflation.

Inflation-Adjusted Charges for Service



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. The non-sewer maintenance fees are increasing approximately 2% in the 2025 budget to account for inflationary impacts. Sewer maintenance fees are increasing approximately 5% due to increased service costs.

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. In 2025, the solid waste fee will increase from \$256.24 per year for residential units to \$261.36, and increase of \$5.12. In 2025 the annual extra garbage cart fee will increase from \$76.55 per cart above one cart per household to \$78.08, an increase of \$1.53 from 2024. There is no charge for additional recycling carts. Combined, these fees will generate an estimated \$50.3 million in 2025.

The snow and ice fee will increase from \$1.13 per foot of property frontage to \$1.15, an increase of \$0.02 from 2024. In 2025, the fee will generate an estimated total of \$11.3 million.

Forestry stormwater management costs will continue to be recovered through the sewer maintenance and stormwater fees through a \$25.4 million transfer from the Sewer Maintenance Fund to the General Fund.

Costs associated with streetlights, including electricity, equipment, labor, and other operating expenses like parts and materials are recovered through the street lighting fee. This fee will increase from \$1.06 in 2024 to \$1.08 per frontage foot on streets served by the City's streetlights. This fee is estimated to generate \$9.9 million in 2025.

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 2025, these revenues are expected to total \$34.7 million, an increase of \$3.7 million from 2024. The primary changes in 2025 are a transfer of \$2.5 million from the Transportation Fund to the General Fund and an increase in anticipated investment income of \$616,000.

Fines and Forfeitures: Revenue of \$2.5 million related to fines and forfeitures is included in the 2025 budget, the same as in 2024. 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 2025, revenue from licenses and permits is estimated at \$18.8 million, an increase of \$955,000 from 2024. These funds include charges administered by various departments for legal permission to engage in a business, occupation, or other regulated activity. An additional \$5.0 million in revenues will be generated if the Common Council adopts legislation updating the City ordinances related to licenses and permits.

Fringe Benefit Reimbursement: The fringe benefit costs associated with reimbursable, grant, enterprise fund, and capital activity are 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 million in 2025. This is a reduction of \$34.2 million from 2024, due to the expiration of ARPA funds.

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, 2024 was \$64.6 million. The 2025 budget includes a maximum withdrawal of \$32.3 million from the Tax Stabilization Fund plus \$5.6 million of withdrawal in anticipation of revenues from proposed ordinance changes related to licenses, permits, and parking citations.

SOURCE OF FUNDS FOR GENERAL CITY PURPOSES

	2023 Actual Expenditures	2024 Adopted Budget	2025 Requested Budget	2025 Proposed Budget	Change 2025 Proposed Versus	
					2024 Adopted	2025 Requested
<u>Taxes and Payments in Lieu of Taxes</u>						
Housing Authority	\$1,083,608	\$1,000,000	\$1,000,000	\$1,000,000	\$0	\$0
Parking	1,464,000	1,503,000	1,503,000	1,529,000	26,000	26,000
Water Works	12,618,301	14,000,000	13,000,000	13,000,000	-1,000,000	0
Trailer Park Taxes	90,207	90,000	90,000	90,000	0	0
Payment in Lieu of Taxes Other	368,320	370,000	370,000	370,000	0	0
PILOT Wisconsin Center District	500,000	0	0	0	0	0
Interest/Penalties on Taxes	1,913,122	1,789,000	1,913,000	1,913,000	124,000	0
TID Excess Revenue	0	0	3,600,000	3,600,000	3,600,000	0
Other Taxes	317,902	300,000	312,000	312,000	12,000	0
Local Sales Tax		28,032,000	32,150,000	51,636,947	23,604,947	19,486,947
Total Taxes	\$18,355,460	\$47,084,000	\$53,938,000	\$73,450,947	\$26,366,947	\$19,512,947
<u>Licenses and Permits</u>						
<u>Licenses</u>						
Dog and Cat	\$128,943	\$89,000	\$94,000	\$94,000	\$5,000	\$0
Food City Clerk	2,269,570	2,219,000	2,300,000	2,300,000	81,000	0
Food Health Dept.	202,995	170,000	200,000	200,000	30,000	0
Health Dept. Non-Food	35,820	20,000	20,000	20,000	0	0
Scales	348,863	377,000	364,000	364,000	-13,000	0
Miscellaneous City Clerk	2,245,935	2,331,000	2,227,000	2,227,000	-104,000	0
Miscellaneous Neighborhood Services	205,662	179,000	167,000	167,000	-12,000	0
Ambulance Service License	3,410	5,000	5,000	5,000	0	0
Miscellaneous Dept. Public Works Administration	11,837	13,000	\$12,000	12,000	-1,000	0
<u>Permits</u>						
Board of Zoning Appeals	\$300,080	\$235,000	\$235,000	\$285,000	\$50,000	\$50,000
Zoning Change Fees	49,905	40,000	45,000	45,000	5,000	0
Building	5,552,897	4,892,000	5,377,000	5,377,000	485,000	0
Electrical	2,225,826	2,000,000	2,000,000	2,000,000	0	0
Elevator	559,446	450,000	500,000	500,000	50,000	0
Occupancy	422,721	410,000	420,000	420,000	10,000	0
Plumbing	1,011,882	868,000	950,000	950,000	82,000	0
Miscellaneous Neighborhood Services	111,815	119,000	111,000	111,000	-8,000	0
Sign and Billboard	225,646	82,000	170,000	170,000	88,000	0
Special Events	233,743	132,000	132,000	132,000	0	\$0
Miscellaneous Dept. of Public Works	263,889	220,000	220,000	220,000	0	0
Special Privilege Misc. Neighborhood Services	315,025	300,000	300,000	300,000	0	0
Sprinkler Inspection	221,803	203,000	210,000	210,000	7,000	0
Use of Streets Excavating	2,648,563	2,503,000	2,503,000	2,703,000	200,000	200,000
Total Licenses and Permits	\$19,596,276	\$17,857,000	\$18,562,000	\$18,812,000	\$955,000	\$250,000

SOURCE OF FUNDS FOR GENERAL CITY PURPOSES

	2023 Actual Expenditures	2024 Adopted Budget	2025 Requested Budget	2025 Proposed Budget	Change 2025 Proposed Versus	
					2024 Adopted	2025 Requested
Intergovernmental Revenue						
Fire Insurance Premium	\$1,708,759	\$1,710,000	\$1,710,000	\$1,900,000	\$190,000	\$190,000
Local Street Aids	29,275,415	29,830,000	29,830,000	30,205,000	375,000	375,000
Payment for Municipal Services	2,522,368	2,400,000	2,300,000	2,300,000	-100,000	0
State Payments Police	1,341,998	1,260,000	1,263,000	1,263,000	3,000	0
State Shared Revenue (General)	219,578,886	241,268,000	241,268,000	246,169,000	4,901,000	4,901,000
State Personal Property Aid	0	0	0	0	0	0
Other State Payments	50,263	7,000	7,000	7,000	0	0
Expenditure Restraint Aid	10,339,829	9,827,000	9,827,000	9,827,000	0	0
Computer Exemption Aid	6,699,124	6,699,000	6,699,000	6,699,000	0	0
Personal Property Exempt Aid	1,409,541	1,410,000	1,410,000	1,410,000	0	0
WI Act 12 Personal Property Aid	0	0	0	4,803,000	4,803,000	4,803,000
Video Service Provider Aid	920,227	920,000	920,000	920,000	0	0
Total Intergovernmental Revenue	\$273,846,410	\$295,331,000	\$295,234,000	\$305,503,000	\$10,172,000	\$10,269,000
Charges for Services - General Government						
City Attorney	\$656,329	\$728,000	\$720,000	\$720,000	\$-8,000	\$0
Dept. of Employee Relations	304,478	313,000	307,000	307,000	-6,000	0
City Treasurer	162,271	119,000	132,000	132,000	13,000	0
Common Council City Clerk	224,465	225,000	228,000	228,000	3,000	0
Cable Franchise Fee	2,775,844	3,152,000	2,776,000	2,776,000	-376,000	0
Comptroller	486,431	500,000	480,000	480,000	-20,000	0
Municipal Court	1,013,973	1,116,000	1,002,000	1,002,000	-114,000	0
Assessor	1,065,699	1,150,000	950,000	950,000	-200,000	0
Dept. of City Development	109,660	108,000	8,000	8,000	-100,000	0
Dept. of Administration	85,969	91,000	87,000	87,000	-4,000	0
Fire Dept.	8,578,421	7,581,000	7,631,000	8,406,000	825,000	775,000
Police Dept.	5,776,507	4,835,000	5,240,800	5,490,800	655,800	\$250,000
Dept. of Neighborhood Services	10,542,851	9,845,000	9,810,500	10,010,500	165,500	200,000
Building Razing	273,101	480,000	300,000	300,000	-180,000	0
Fire Prevention Inspections	2,259,378	2,200,000	2,200,000	2,200,000	0	0
Essential Services	0	40,000	0	0	-40,000	0
Placard Fee	4,680	5,000	5,000	5,000	0	0
IT/Training Surcharge Dept. of Neighborhood Services	363,213	300,000	320,000	320,000	20,000	0
Dept. of Public Works Operations Buildings and Fleet	2,472,870	3,075,000	2,320,000	2,470,000	-605,000	150,000
Dept. of Public Works Infrastructure Division	4,537,327	4,080,000	3,990,300	4,111,000	31,000	120,700
Dept. of Public Works Operations Division Forestry	671,815	560,000	590,000	590,000	30,000	0
Harbor Commission	6,642,495	6,743,282	6,743,282	8,492,168	1,748,886	1,748,886
Dept. of Public Works Administrative Services	2,152,781	1,500,000	1,551,000	1,591,000	91,000	\$40,000
Dept. of Public Works Operations Div. Sanitation	5,686,646	4,965,000	5,186,000	5,186,000	221,000	0
Solid Waste Fee	46,876,224	47,661,000	47,661,000	48,613,000	952,000	952,000
Extra Garbage Cart Fee	1,752,000	1,857,000	1,691,000	1,656,000	-201,000	-35,000
Snow and Ice Control Fee	10,882,306	10,961,000	10,961,000	11,270,000	309,000	309,000
Forestry Stormwater Management	24,420,944	21,529,000	21,529,000	25,442,000	3,913,000	3,913,000
Apartment Garbage Pickup	25,006	40,000	30,000	30,000	-10,000	0
Health Dept.	858,460	644,000	817,000	817,000	173,000	0
Public Library	130,013	181,000	144,000	144,000	-37,000	0
County Federated System	814,475	819,000	927,000	927,000	108,000	0
Street Lighting Fee	9,553,815	9,729,000	9,729,000	9,922,000	193,000	193,000
Total Charges for Services	\$152,160,447	\$147,132,282	\$146,066,882	\$154,683,468	\$7,551,186	\$8,616,586

SOURCE OF FUNDS FOR GENERAL CITY PURPOSES

	2023 Actual Expenditures	2024 Adopted Budget	2025 Requested Budget	2025 Proposed Budget	Change 2025 Proposed Versus	
					2024 Adopted	2025 Requested
<u>Fines and Forfeitures</u>						
Municipal Court	\$2,426,000	\$3,001,000	\$2,500,100	\$2,500,100	\$-500,900	\$0
Other	667	0	0	0	0	0
Total Fines and Forfeitures	\$2,426,667	\$3,001,000	\$2,500,100	\$2,500,100	\$-500,900	\$0
<u>Miscellaneous Revenue</u>						
Transfer from other funds	\$10,000,389	\$0	\$0	\$2,500,000	\$2,500,000	\$2,500,000
Interest on Overdue Invoices	374,950	80,000	80,000	80,000	0	0
Interest on Investment	12,298,711	6,667,000	7,006,000	7,283,000	616,000	277,000
Contributions	3,140,171	2,900,000	3,100,000	3,100,000	200,000	0
DOA Property Sales	244,671	282,000	330,000	330,000	48,000	0
DPW-ISD Facilities-Rent	899,117	344,000	382,000	382,000	38,000	0
Comptroller-Rent	83,455	80,000	80,000	80,000	0	0
DCD Rent	12,609	30,000	30,000	30,000	0	0
DOA Rent/Leases	110,476	124,000	70,000	70,000	-54,000	0
Sale Recyclable Materials	567,275	1,360,000	1,370,000	1,370,000	10,000	0
Other Miscellaneous	1,763,056	1,047,000	1,166,600	1,166,600	119,600	0
Insurance Recovery	801,024	15,000	10,000	10,000	-5,000	\$0
Potawatomi	5,919,880	5,800,000	5,800,000	6,200,000	400,000	\$400,000
Harbor Commission Transfer	1,718,490	1,739,000	3,099,000	3,055,000	1,316,000	-44,000
Opioid Settlement funds	1,366,720	1,425,000	0	0	-1,425,000	0
JJUL Labs, Inc Settlement	1,053,785	0	0	0	0	0
Vehicle Registration Fee	8,922,366	9,100,000	9,000,000	9,000,000	-100,000	0
Total Miscellaneous Revenue	\$49,277,145	\$30,993,000	\$31,523,600	\$34,656,600	\$3,663,600	\$3,133,000
<u>Fringe Benefits</u>						
Fringe Benefit Offset	\$52,822,111	\$59,200,000	\$25,000,000	\$25,000,000	\$-34,200,000	\$0
Total Fringe Benefits	\$52,822,111	\$59,200,000	\$25,000,000	\$25,000,000	\$-34,200,000	\$0
<u>Total General Fund Revenue</u>						
	\$568,484,516	\$600,598,282	\$572,824,582	\$614,606,115	\$14,007,833	\$41,781,533
Amount to be Raised Pursuant to 18-02-6	88,461,529	96,730,870	238,650,218	183,331,410	86,600,540	-55,318,808
Less:						0
Tax Stabilization Fund Withdrawal (Sustainable)	0	0	0	32,300,000	32,300,000	32,300,000
Tax Stabilization Fund Withdrawal (Revenue Anticipation)	0	0	0	5,620,000	5,620,000	5,620,000
Property Tax Levy	88,461,529	96,730,870	238,650,218	145,411,410	48,680,540	-93,238,808
Total Sources of Funds for General City Purposes	\$656,946,045	\$697,329,152	\$811,474,800	\$797,937,525	\$100,608,373	-\$13,537,275

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

	2023 Actual Expenditures	2024 Adopted Budget	2025 Requested Budget	2025 Proposed Budget	Change 2025 Proposed Versus	
					2024 Adopted	2025 Requested
Firemen's Pension Fund						
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
Policemen's Pension Fund						
PABF Payroll	\$15,293	\$12,000	\$6,000	\$0	\$-12,000	\$-6,000
Lump Sum Supplement Contribution	10,000	2,000	1,000	0	-2,000	-1,000
Subtotal	\$25,293	\$14,000	\$7,000	\$0	\$-14,000	\$-7,000
Employees' Retirement Fund						
Employer's Pension Contribution	\$124,794,305	\$205,410,000	\$190,000,000	\$177,996,815	\$-27,413,185	\$-12,003,185
Employer's Pension Contribution - WRS	0	1,300,000	1,690,000	5,195,594	3,895,594	3,505,594
Non-City Employers Normal Cost Increase	0	0	0	6,840,826	6,840,826	6,840,826
Employer's Pension Contribution - Employers' Reserve Fund	0	0	0	0	0	0
Administration	18,371,696	24,271,800	24,526,723	24,526,723	254,923	0
Subtotal	\$143,166,001	\$230,981,800	\$216,216,723	\$214,559,958	\$-16,421,842	\$-1,656,765
Social Security Tax	\$20,590,264	\$22,050,941	\$23,000,000	\$23,000,000	\$949,059	\$0
Deferred Compensation Plan	\$306,305	\$522,427	\$543,377	\$543,377	\$20,950	\$0
Total	\$164,105,863	\$253,587,168	\$239,785,100	\$238,121,335	\$-15,465,833	\$-1,663,765
Revenues						
Fringe Benefits Pensions	\$1,858,556	\$2,251,055	\$2,420,790	\$2,420,790	\$169,735	\$0
Charges for Service ERS	18,371,696	24,271,800	24,526,723	24,526,723	254,923	0
Charges for Service Deferred Compensation	306,305	522,427	543,377	543,377	20,950	0
Property Tax Levy	118,230,671	70,408,886	60,266,210	69,189,392	-1,219,494	8,923,182
Local Sales Tax	0	155,968,000	151,850,000	141,263,053	-14,704,947	-10,586,947
Employer's Reserve Fund	0	0	0	0	0	0
Misc. Employees' Retirement System	147,100	165,000	178,000	178,000	13,000	0
Total	\$138,914,328	\$253,587,168	\$239,785,100	\$238,121,335	\$-15,465,833	\$-1,663,765

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 hired prior to January 1, 2024 (as a result of WI 2023 Act 12, the ERS is closed to new hires as of January 1, 2024). 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 30,111 members in the system as of January 1, 2024, including 10,108 active members and 13,867 retirees.

The ERS currently also serves as the “WRS Agent” for the City and is charged with enrolling new hires in WRS and transmitting payroll information to the State based upon reports generated by the Comptroller’s Office.

The Policemen’s Annuity and Benefit Fund (PABF) administers pensions for city police officers employed prior to 1947. As of May, 2024, there were no remaining members, so this fund is closed and will have no further appropriations.

Funds in the Firemen’s Pension Fund are provided for retired fire fighters who were employed prior to 1947. This fund had two members as of September 2024.

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 stable contribution policy was repealed due to the provisions of WI Act 12, and the employers, including the City, are now subject to annual employer contribution calculations. The stable contribution policy that had been adopted in 2013 was based on a blended rate that represented the total employer contribution rate which resulted from adding the proportionately weighted rates of the four employer groups. This blended rate was applied to covered compensation to determine the City’s contribution.

Employer’s Pension Contribution: The 2025 Proposed budget includes a pension contribution of \$178.0 million to the City of Milwaukee Employees’ Retirement System and an additional \$5.2 million to the Wisconsin Retirement System for a total contribution of \$183.2 million, a decrease of \$23.5 million from 2024. The decrease is due to the one-time catchup payment of approximately \$25 million in 2024 due to underfunding the pension payment in 2023 because the required contribution amount was not known until mid-year 2023, well after budget adoption. Since then, the city has amended the MCC-36 timeline to calculate the annual contribution so the amount is known prior to annual budget adoption.

Finally, WI Act 12 also requires the City to provide funding to other agencies whose normal cost also increased due to the change in assumed investment return rate, which decreased from 7.5% to 6.8% for 2025 as mandated by WI Act 12. The estimated cost for this in 2025 is \$6.8 million.

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 2025 budget includes \$141.3 million on sales tax revenue to fund these pension payments. As of January 1, 2024, ERS’ unfunded liabilities were \$1,820,900,000, reflecting an 76.7% funded status on an actuarial basis.

Employer’s Reserve Fund: The City has a pension reserve fund that can be used to ease the impact of increasing pension contributions. As of August 31, 2024, the reserve fund had a balance of \$88.4 million. The 2025 budget does not anticipate a withdrawal from the reserve fund.

Social Security Payments: In the 2025 Proposed budget, \$23 million is provided for social security payments.

Administration: In the 2025 Proposed budget, ERS administrative costs are \$24.5 million.

Lump Sum Contribution for Firemen’s Annuity and Benefit Fund (FABF): A total of \$18,000 is provided in the 2025 Proposed budget for a pension supplement to remaining members of this fund.

Policemen's Employer's Pension Contribution (PABF): The 2025 budget does not include a contribution for the former Policemen's Annuity and Benefit Fund since there are no remaining members.

Lump Sum Contribution for Policemen's Annuity and Benefit Fund (PABF): There is no appropriation provided in the 2025 budget to provide a pension supplement since there are no remaining members.

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

	2023 Actual Expenditures	2024 Adopted Budget	2025 Requested Budget	2025 Proposed Budget	Change 2025 Proposed Versus	
					2024 Adopted	2025 Requested
Personnel						
FTEs - Operations & Maintenance	49.74	51.00	51.00	51.00	0.00	0.00
FTEs - Other	0.00	0.00	8.00	0.00	0.00	-8.00
Total Positions Authorized	59	59	59	59	0	0
Expenditures						
Salaries and Wages	\$4,419,587	\$5,002,345	\$5,379,533	\$5,379,533	\$377,188	\$0
Fringe Benefits	1,858,556	2,251,055	2,420,790	2,420,790	169,735	0
Operating Expenditures	11,845,792	16,305,400	16,013,400	16,013,400	-292,000	0
Equipment	247,761	713,000	713,000	713,000	0	0
Special Funds	0	0	0	0	0	0
Total	\$18,371,696	\$24,271,800	\$24,526,723	\$24,526,723	\$254,923	\$0
Revenues						
Charges for Services	\$18,371,696	\$24,271,800	\$24,526,723	\$24,526,723	\$254,923	\$0
Miscellaneous	147,100	165,000	178,000	178,000	13,000	0
Total	\$18,518,796	\$24,436,800	\$24,704,723	\$24,704,723	\$267,923	\$0

DEPARTMENT MISSION AND RELATIONSHIP TO COMMUNITY GOALS

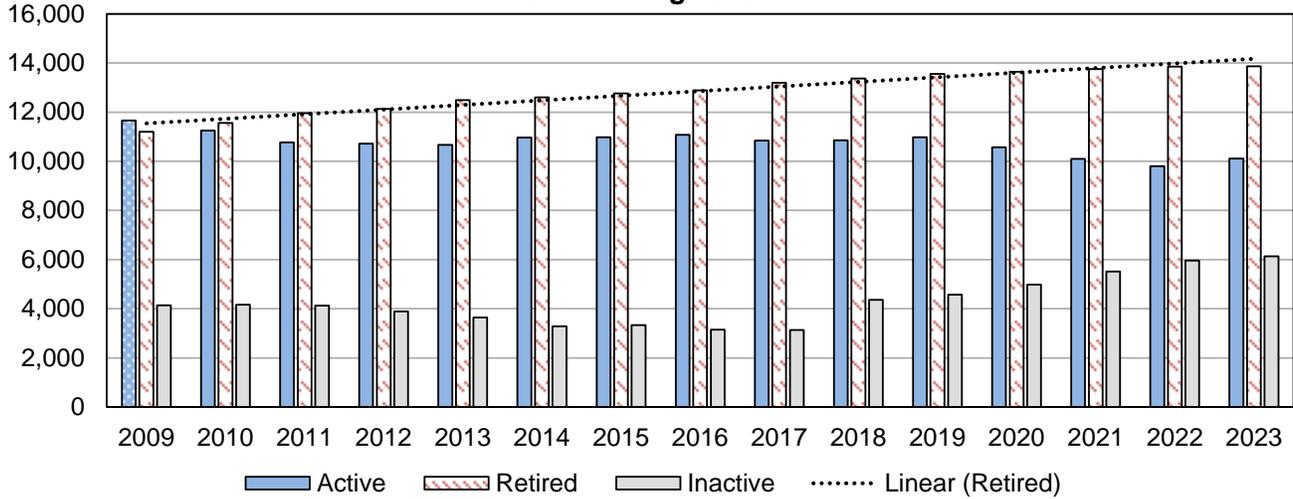
Community Goals and Department Objectives:

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 who began working for the City of Milwaukee and related agencies before January 1, 2024. 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 2024, there were 30,111 members and beneficiaries in the Employees' Retirement System, of which approximately 66.4% 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
2009 through 2023**



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	2023 Actual	2024 Projected	2025 Planned
Annualized excess return above the blended benchmark index, gross of fees (over the past five years).	1.1%	0.5%	0.5%
Exceed 95% favorable rating on customer satisfaction survey.	99%	98%	98%

After the passage of 2023 WI Act 12, in addition to serving its membership, the ERS was also named by the Common Council as the “Agent” for the City regarding WRS enrollment matters. The ERS staff handles the enrollment of new hires into the WRS pursuant to the WRS’s rules, and manages the reconciliation and transfer of contributions (employee and employer) to the WRS in conjunction with the City Comptroller’s Office.

STRATEGY IMPLEMENTATION

The actuarial accrued liabilities on behalf of the ERS members are approximately \$7.8 billion as of January 1, 2024.

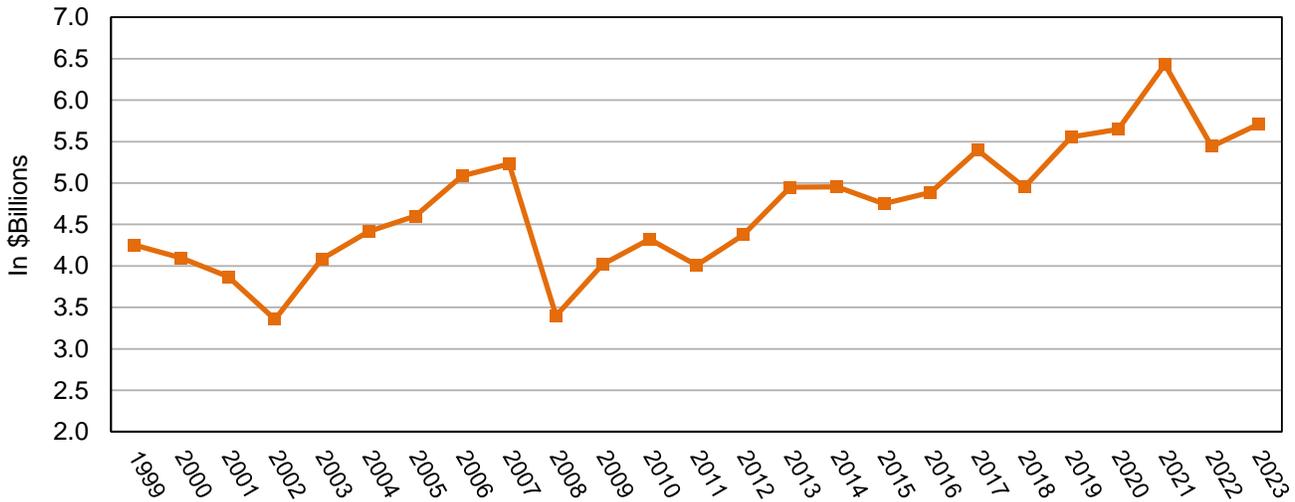
As a result of 2023 WI Act 12 (Act), the ERS was closed to new hires effective January 1, 2024. Along with the closure of the plan, the State also mandated an investment return assumption that is no higher than that of the WRS (6.8% for 2024) and a 30-year amortization period for the unfunded actuarial accrued liability (UAAL). A 1-year contribution lag was also included in the valuation process to allow more time for employers to budget for contributions due, so a second valuation as of January 1, 2023 was conducted to determine the plan liabilities

and employer contributions for plan year 2024. For 2024, the changes mandated by the Act resulted in the UAAL increasing from approximately \$1.2 billion to \$1.8 billion, and the employer contributions increasing from approximately \$171.9 million to \$217.2 million for plan year 2024. For 2025, the UAAL remained almost the same at about \$1.8 billion primarily due to a favorable investment return of about 10.0% (net of fees), however, the actuarial determined employer contributions increased slightly to \$220.6 million across all employers that participate in the ERS (the City's portion is about \$178.0 million).

The rise in interest rates experienced in recent years allowed the Annuity and Pension Board to approve an asset allocation in June 2023 that is expected to reduce return volatility without sacrificing expected returns over the next 10 and 30 years, respectively. 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 9.1% and an annualized 10-year return of 7.2%, 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 2023, the Fund generated a 10.0% return, net of fees, which exceeded the ERS' actuarial expected rate of return but underperformed its benchmark by -2.4%. The Fund's annualized 5-year and 10-year return are still outperforming the Fund's benchmark, net of fees, and rank in the top-half amongst its Public Fund peers according to the ERS' investment consultant. In general, the markets that the Fund invests in are generating positive performance year-to-date through July 31, 2024. The Fund's year-to-date return as of July 31, 2024, is 5.8%, net of fees, underperforming its benchmark by 2.1%. The Fund's market value as of July 31, 2024 is \$5.99 billion.

During the 16-year period from 2008-2023, investment gains of approximately \$4.9 billion have contributed substantially to funding the approximately \$5.7 billion in benefit payments made during the period, aided by approximately \$1.6 billion of employer and member contributions. The most recent actuarial report projects benefit payments to be approximately \$5.6 billion over the next 10 years. The higher employer contributions due as a result of Act 12 are projected to help the Fund increase its funded status while also making these benefit payments.

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. These presentations and seminars are offered in hybrid mode (in-person and virtually) making it easier for people to attend. 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 2023 and more will be completed in 2024, 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 leveraged a third-party audit firm to conduct a deep security review, and as a result the ERS plans to further strengthen its security in 2025 by implementing newer more robust solutions and adding more redundancy for enhanced continuation of operations in the event of a disaster or failure of services from a single provider.

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 2025 budget increases by approximately \$255,000, primarily due to higher salary costs.

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

	2023 Actual Expenditures	2024 Adopted Budget	2025 Requested Budget	2025 Proposed Budget	Change	
					2024 Adopted	2025 Requested
Change 2025 Proposed Versus						
Personnel						
FTEs - Operations & Maintenance	2.15	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	\$205,162	\$259,881	\$274,329	\$274,329	\$14,448	\$0
Fringe Benefits	86,825	116,946	123,448	123,448	6,502	0
Operating Expenditures	14,318	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	\$306,305	\$522,427	\$543,377	\$543,377	\$20,950	\$0
Revenues						
Charges for Services	\$306,305	\$522,427	\$543,377	\$543,377	\$20,950	\$0
Total	\$306,305	\$522,427	\$543,377	\$543,377	\$20,950	\$0

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 2024, employees could contribute up to \$23,000 (and an additional \$7,500 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.

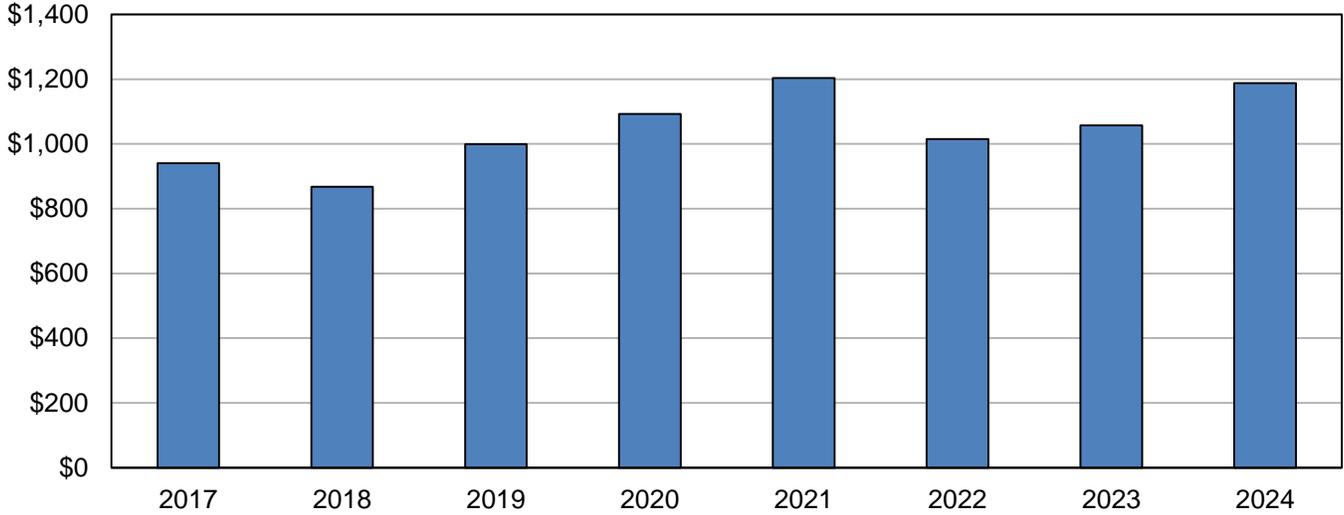
The Department, through the oversight of the Deferred Compensation Board, vigilantly monitors investment management and administrative fees, clearly discloses fees to participants on an annual basis, educates participants on financial planning topics, utilizes industry best practices, academic research, 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	\$543,377	3

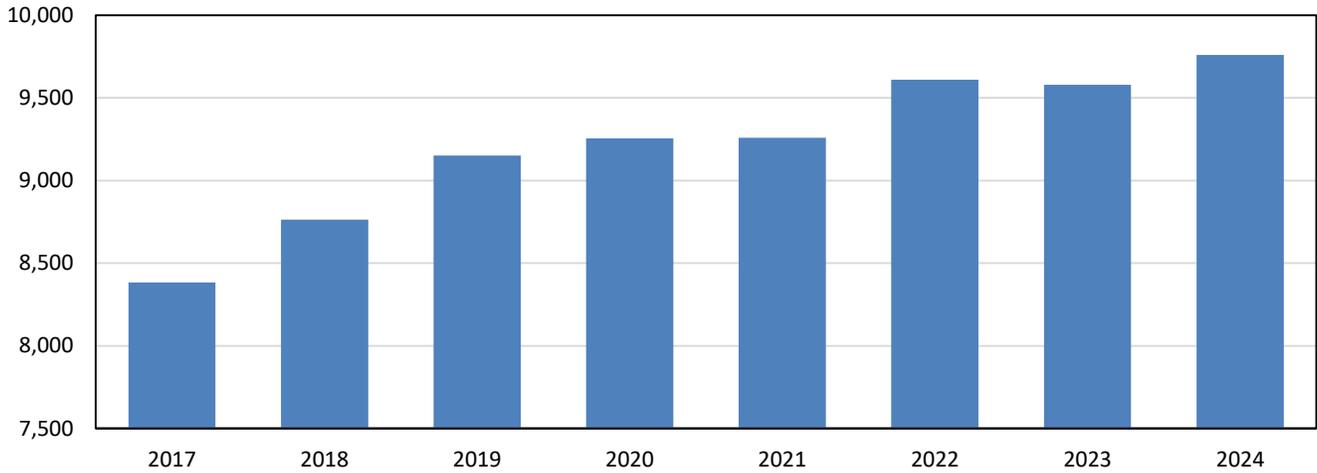
Description of Services Provided	Budget*	FTEs
Total	\$543,377	3

KEY PERFORMANCE MEASURES

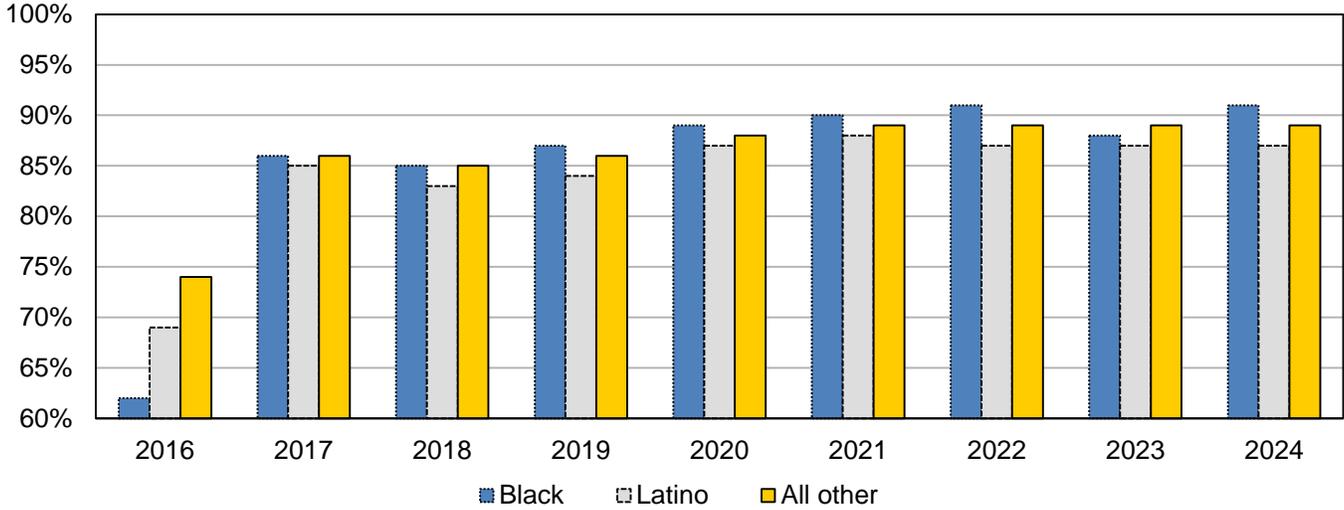
Assets (in millions)



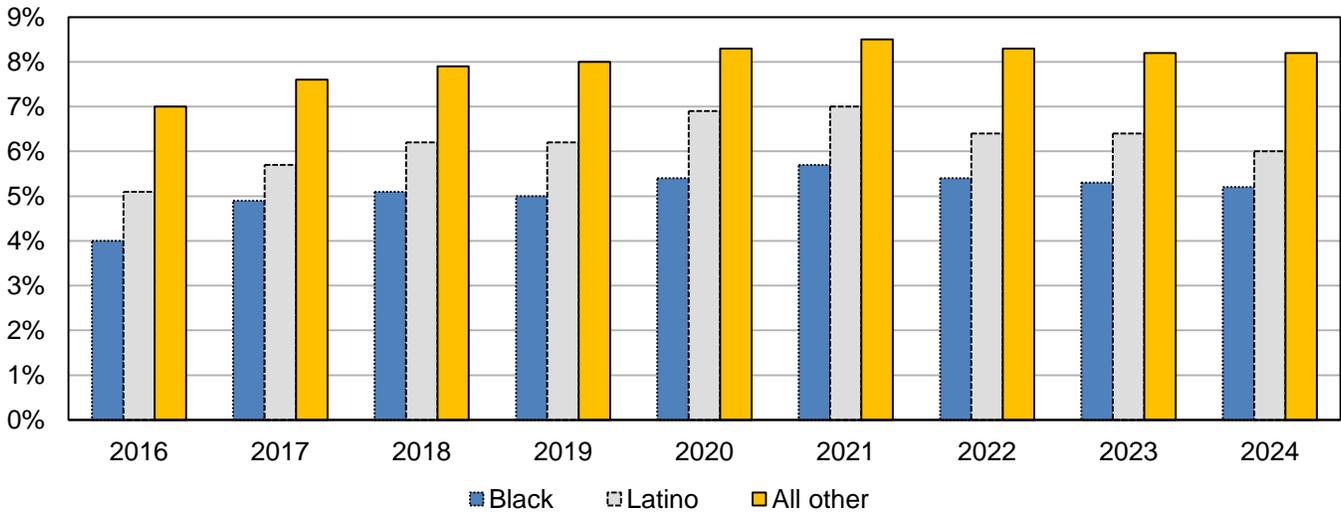
Participants



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 following awards for a participant testimonial video highlighting a father and son’s experience about how this benefit has made a difference in their lives: 2024 Dotcomm Gold Award, 2024 Viddy Award, and the 2024 Hermes Creative Awards.
- Received the 2024 NAGDCA Leadership Award in the category of Holistic Financial Wellness.

RACIAL EQUITY AND INCLUSION

Over the last seven-plus years the Plan has been successful in closing several disparity gaps in retirement participation and savings gaps 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 2024, the following drastic improvements have occurred: amongst Black/African American employees the Plan participation rate has increased from 62% to 91% (for an overall increase of 47%) and the average savings rate has increased from 4% to 5.2% (for an overall increase of 30%); 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 6.0% (for an overall increase of 18%); amongst female employees the Plan participation rate has increased from 66% to 91% (for an overall increase of 38%) and the average savings rate has increased from 5% to 6.1% (for an overall increase of 22%).

C. CAPITAL IMPROVEMENTS

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

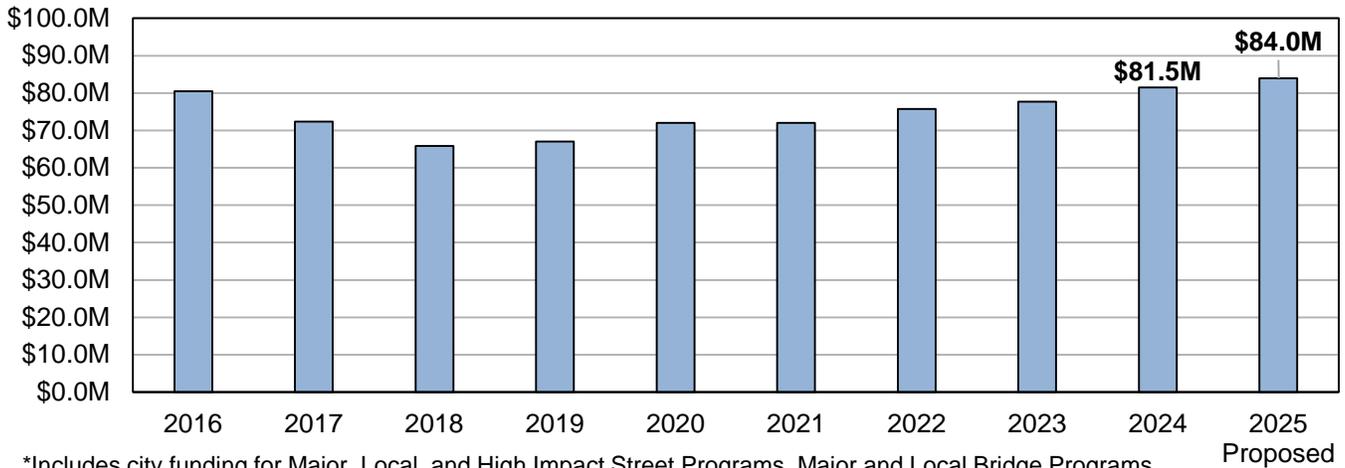
DEPARTMENT MISSION AND RELATIONSHIP TO COMMUNITY GOALS

The 2025 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 2025 general city capital improvements budget totals \$211,614,649 million, an increase of \$14.7 million from the 2024 budget. Tax levy supported general obligation (GO) debt in the 2025 budget, totals \$116 million. This is a \$20 million increase from the amount of tax levy supported borrowing included in the 2024 budget. Continuing high levels of investment in core infrastructure projects is a priority of the 2025 capital budget. Core infrastructure programs including streets, bridges, street lighting, and sewers total \$84 million in the 2025 capital budget, an increase of \$2.5 million or 3% from 2024. The following chart shows investments made in core infrastructure funding from 2018 to 2025. Since 2018 core infrastructure funding has increased by \$18.1 million, or nearly 27.5%.

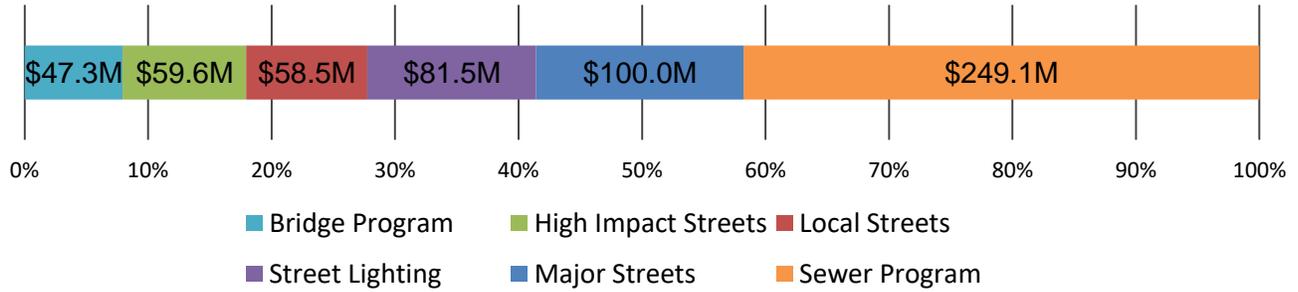
Capital Improvements: Core Infrastructure Programs



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

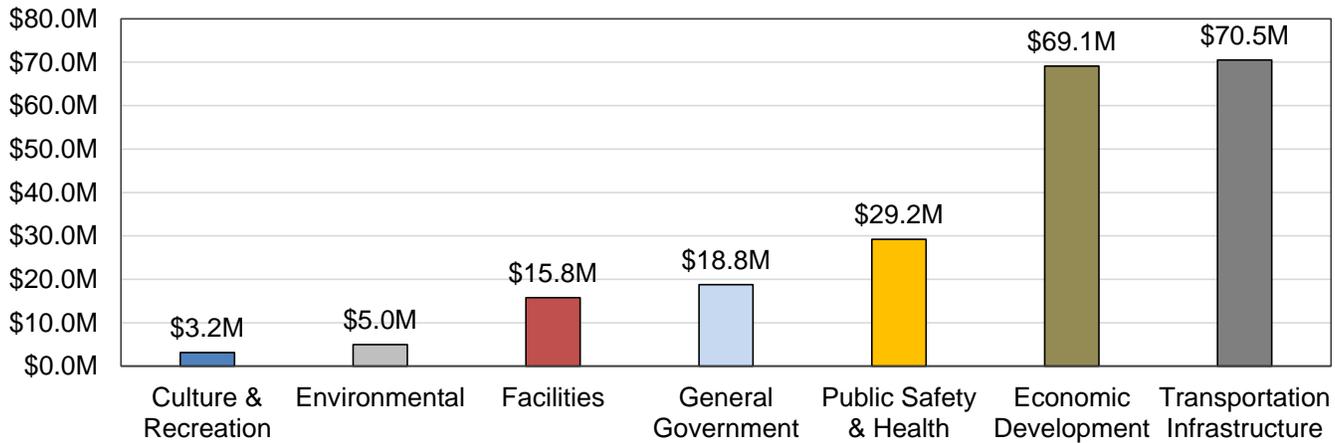
Investments in core infrastructure programs from 2018 to 2025 total \$596 million. The following chart provides a summary of spending by core infrastructure program.

Core Infrastructure Program Funding: 2018 - 2025



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

Capital Improvements by Function

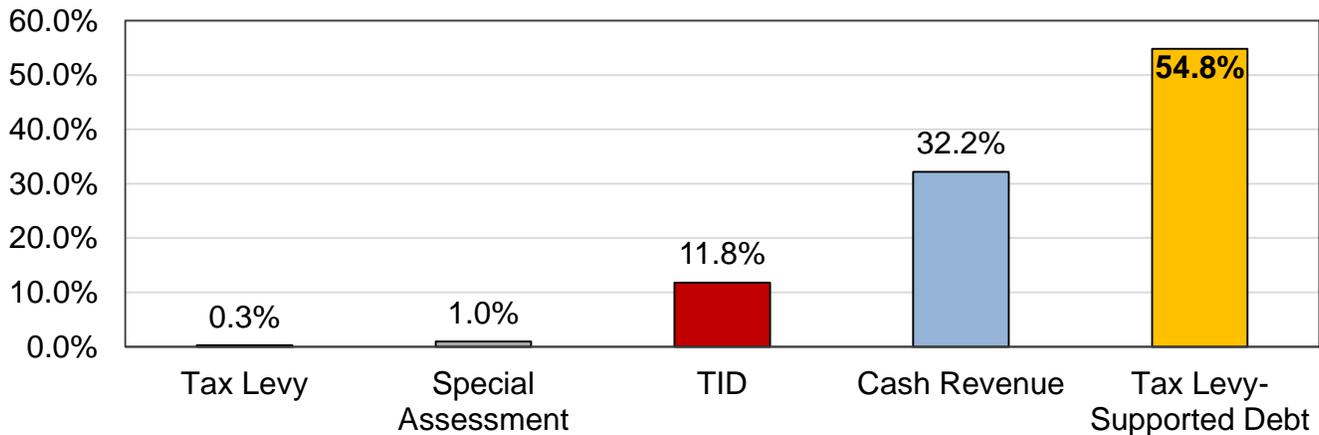


- Culture and Recreation:** This category is the smallest and supports the MKE Plays program, which leverages private investment to create innovative play spaces in neighborhoods, Library improvements, and the Municipal Art Fund. The cultural and recreation category represents 1% or \$3.2 million of the 2025 general city purposes capital budget.
- Environmental:** The environmental category supports forestry and environmental remediation programs. These projects are 2% or \$5 million of the city capital budget.
- Facilities:** Funding supports the general repair and upkeep of city facilities. In 2025, \$6.4 million will be utilized for interior, exterior, and mechanical repairs. Additionally, \$9.4 million is budgeted for the rehabilitation or replacement of Materials Recycling Facility.
- General Government:** This category constitutes the fourth largest functional area with \$18.8 million or 9% of total funding provided for this purpose. This category consists of non-police IT projects and major capital equipment.
- Public Safety & Health:** Public safety and health related projects comprise 14% or \$29.2 million of the 2025 general city capital budget. Funding in this category supports private side lead lateral replacement, and capital programs for Fire, Police, Emergency Communications, Municipal Court, Neighborhood Services, and the Health Department.

- Economic Development:** Economic development is the second largest capital functional area at \$69.1 million or 33% of the general city capital budget. In 2025, the capital budget for economic development is \$13 million higher than in 2024. Funding for tax incremental districts (TIDs) totals \$50 million, a \$12 million increase from the 2024 budget. This amount includes \$25 million for developer funded TID's.
- Transportation Infrastructure:** These projects constitute the largest functional category, which is 33% of the general city capital budget or \$70.5 million. Including grant and aids, total transportation infrastructure spending is \$99 million, a decrease of \$34.5 million from 2024.

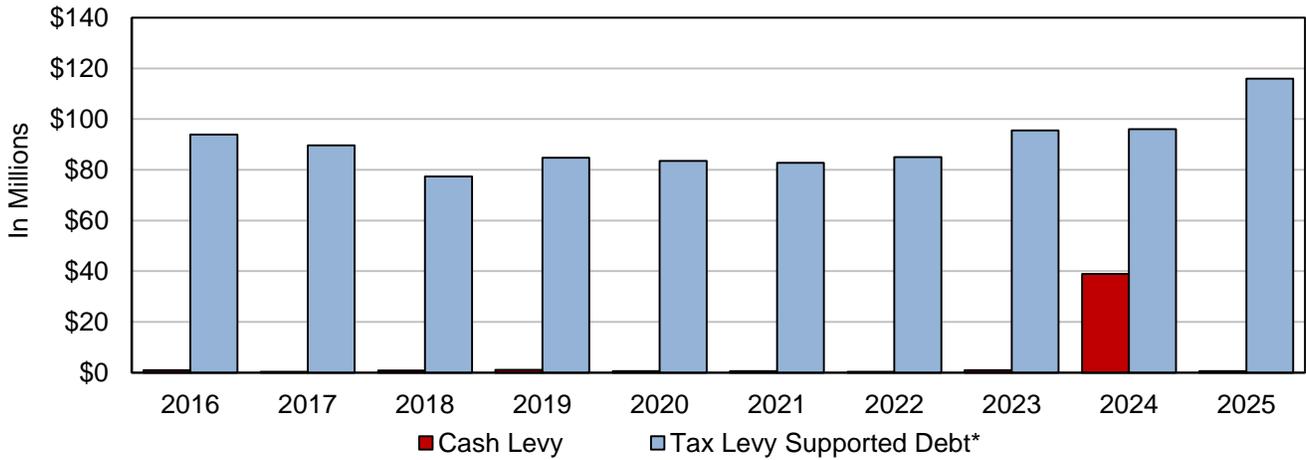
Funding Sources: The 2025 capital budget is financed through several funding sources including the property tax levy, tax levy supported GO debt, tax incremental districts, special assessments, cash revenues, and grants and aids. The following chart shows funding sources for the 2025 city funded capital budget (excluding grant and aids).

2025 Capital Improvements: Funding Sources



In 2025, the largest funding source is tax levy supported debt financing, composing 54.8% of total funding sources. Levy supported GO borrowing in the capital budget is \$116 million, an increase of \$20 million from the amount of levy supported borrowing in 2024. 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



* Does not include school purpose borrowing.

Another major source of funding for capital projects is TID borrowing, with \$25 million or 11.8% 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 2025 budget includes borrowing authority for TIDs of \$25 million, which matches the amount included in the 2024 budget.

In addition to TID financing, other self-supporting funding sources include \$68.1 million of cash revenues, which represents 32.2% of the total capital budget funding sources. Cash revenues in the 2025 budget include \$25 million of revenues for costs related to developer-financed TID’s, \$8 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 2025 budget also includes \$2 million of special assessments, which represents 1% 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 \$28.5 million in 2025.

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 2025 budget.

2025 HIGHLIGHTS AND CHANGES

Enterprise Resource System & General IT Upgrades: The largest single IT project in the 2025 budget is a major upgrade to the cities Enterprise Resource System which is funded at \$8,600,000 with the long-term cost expected to be approximately \$28 million.

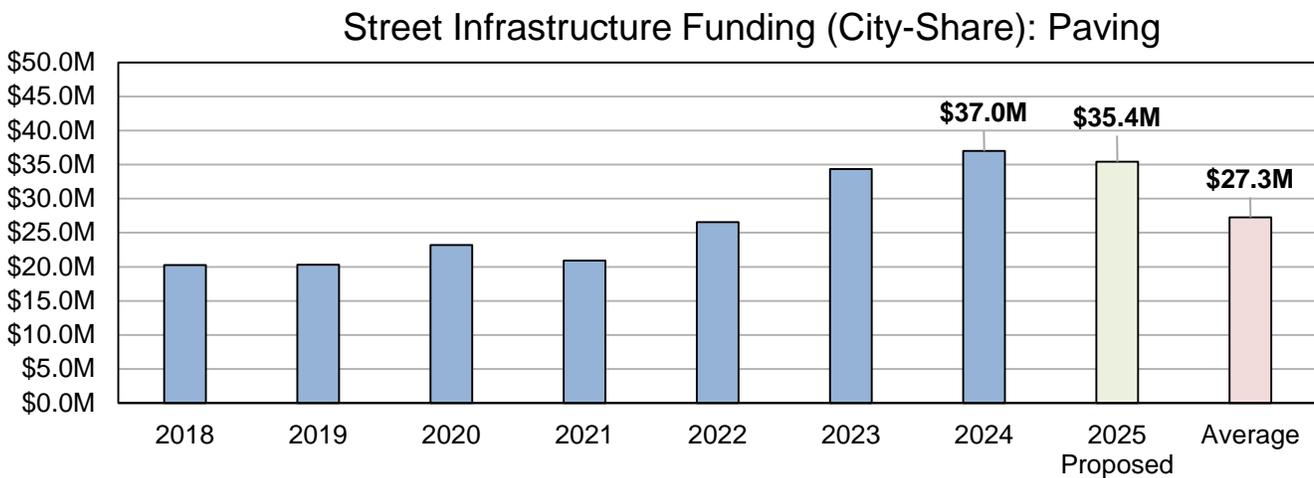
The 2025 budget also includes funding for Public Facilities Communications (\$625,000), Laptop Replacements (\$600,000), IT Upgrades (\$300,000), Cyber Security (\$200,000), and miscellaneous upgrades (\$200,000). These types of projects are less visible to the public but are crucial to city operations and service delivery.

City Facilities: City facility projects include various general facility maintenance programs totaling \$15.8 million in 2025. Funding includes Space Planning (\$1.1 million), Facility Systems Program (\$1.8 million), ADA Compliance, (\$500,000), Facilities Exterior Programs (\$1.5 million), Facility Security Program (\$250,000), Environmental Remediation Program (\$185,000), City Hall Central Cooling System Upgrades (\$500,000), Electrical Services Facility repairs (\$800,000), and Materials Recycling Facility (\$9.4 million).

In 2023 an inspection report identified significant deficiencies 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 2025 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.

Street Infrastructure: The 2025 capital budget prioritizes investments in projects that will enhance and repair the City’s street infrastructure. The city’s share of street infrastructure spending in the 2025 budget totals \$35.4 million, a 4% decrease from the 2024 budget. The city continues to leverage State and Federal grant funding for both major street reconstruction (\$11,323,732), and Bridge Construction projects (\$17,184,000) which cover approximately 50% of project costs. In addition, Local Streets (\$6,000,000) and High Impact Paving (\$6,000,000) continue to see high levels of investments.

The following chart provides a summary of historical street related funding.



Public Safety Communications: In 2025, opportunities for increased efficiency and the need to upgrade existing systems continue. The single largest communications project in 2025 is the continued funding of Joint Public 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. Including 2025 funding of \$3.3 million the Joint Public Radio System is 83% funded and is projected to be 100% funded by 2027.

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 2025, capital equipment totals \$12.2 million, a decrease of \$2.4 million from 2024. The 2025 budget includes \$8.2 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 \$2 million in 2025 to purchase approximately two engines or four paramedic ambulances. Funding for the Police Department totaling \$2 million will facilitate the purchase of approximately thirty police cruisers.

Summary of Departmental Appropriations
Overview of 2025 Proposed Capital Budget General City Purposes

	2024 Adopted Budget	2025 Proposed Budget	Change 2025 Proposed Versus 2024 Adopted
<u>City Funded</u>			
Special Projects	\$10,515,000	\$10,465,000	\$-50,000
Administration, Department of	8,945,000	10,725,000	1,780,000
Assessor	0	0	0
City Attorney	0	0	0
City Clerk	95,000	0	-95,000
City Development, Department of	43,100,000	52,850,000	9,750,000
Emergency Communications, Dept. of	113,000	0	-113,000
Employee Relations, Department of	0	0	0
Election Commission	0	80,000	80,000
Fire Department	6,260,000	3,247,000	-3,013,000
Fire and Police Commission	0	0	0
Health Department	0	300,000	300,000
Library	3,470,000	2,635,000	-835,000
Municipal Court	760,000	100,000	-660,000
Neighborhood Services, Department of	4,064,000	3,300,000	-764,000
Police Department	20,835,000	8,300,000	-12,535,000
Port of Milwaukee	3,589,714	6,350,000	2,760,286
Public Works, Department of	95,137,544	113,262,649	18,125,105
Subtotal City Funded	\$196,884,258	\$211,614,649	\$14,730,391
<u>Grants and Aids Funding</u>			
Partnership in Affordable Housing	\$0	\$0	\$0
Public Safety Radio Upgrade	3,000,000	0	-3,000,000
Port of Milwaukee	800,000	800,000	0
Public Works, Department of	67,023,481	28,507,732	-38,515,749
Subtotal Grants and Aids Funding	\$70,823,481	\$29,307,732	\$-41,515,749
<u>Enterprise Funds</u>			
Transportation	\$3,411,989	\$2,338,820	\$-1,073,169
Sewer Maintenance	26,400,000	26,900,000	500,000
Water	50,495,000	50,310,000	-185,000
Subtotal Enterprise Funds	\$80,306,989	\$79,548,820	\$-758,169
Total Capital Plan	\$348,014,728	\$320,471,201	\$-27,543,527

C. CAPITAL IMPROVEMENTS

2025 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	0	0	0	350,000	350,000	0	350,000
Capital Improvements Committee								
Budget	90,000	0	0	0	0	90,000	0	90,000
Total	\$115,000	\$0	\$0	\$0	\$10,350,000	\$10,465,000	\$0	\$10,465,000
<u>Department of Administration</u>								
IT Upgrades								
Budget	\$0	\$300,000	\$0	\$0	\$0	\$300,000	\$0	\$300,000
Public Facility Communications								
Budget	0	625,000	0	0	0	625,000	0	625,000
Cyber Security								
Budget	0	200,000	0	0	0	200,000	0	200,000
Better Buildings Challenge								
Budget	0	200,000	0	0	0	200,000	0	200,000
ERP System Replacement								
Budget	0	8,600,000	0	0	0	8,600,000	0	8,600,000
Real Estate Software								
Budget	0	200,000	0	0	0	200,000	0	200,000
Laptop and Mobile Device Replacement								
Budget	0	600,000	0	0	0	600,000	0	600,000
Total	\$0	\$10,725,000	\$0	\$0	\$0	\$10,725,000	\$0	\$10,725,000
<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	25,000,000	50,000,000	0	50,000,000
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
In Rem Property Maintenance Program								
Budget	0	0	0	0	400,000	400,000	0	400,000
Partnerships in Affordable Housing								
Budget	0	0	0	0	250,000	250,000	0	250,000
Strong Homes Loan Program								
Budget	0	0	0	0	1,000,000	1,000,000	0	1,000,000
Total	\$200,000	\$1,000,000	\$25,000,000	\$0	\$26,650,000	\$52,850,000	\$0	\$52,850,000
<u>Election Commission</u>								
Voting Machine Replacement								
Budget	\$0	\$80,000	\$0	\$0	\$0	\$80,000	\$0	\$80,000
Total	\$0	\$80,000	\$0	\$0	\$0	\$80,000	\$0	\$80,000
<u>Fire Department</u>								
Fire Facilities Maintenance Program								
Budget	\$0	\$1,247,000	\$0	\$0	\$0	\$1,247,000	\$0	\$1,247,000
Major Capital Equipment								
Budget	0	2,000,000	0	0	0	2,000,000	0	2,000,000
Total	\$0	\$3,247,000	\$0	\$0	\$0	\$3,247,000	\$0	\$3,247,000
<u>Health Department</u>								
Health Facilities Maintenance Program								
Budget	\$0	\$300,000	\$0	\$0	\$0	\$300,000	\$0	\$300,000
Total	\$0	\$300,000	\$0	\$0	\$0	\$300,000	\$0	\$300,000

C. CAPITAL IMPROVEMENTS

2025 CAPITAL IMPROVEMENTS FINANCED BY CATEGORY

	Tax Levy	General Obligation	TID	Special Assessments	Cash Revenues	City Budget Total	Grant and Aid Financing	Project Total
<u>Library</u>								
Central Library Improvements Fund								
Budget	\$0	\$2,100,000	\$0	\$0	\$0	\$2,100,000	\$0	\$2,100,000
Neighborhood Library Improvements Fund								
Budget	\$0	\$535,000	\$0	\$0	\$0	\$535,000	\$0	\$535,000
Total	\$0	\$2,635,000	\$0	\$0	\$0	\$2,635,000	\$0	\$2,635,000
<u>Municipal Court</u>								
IT Infrastructure and Courtroom Upgrades								
Budget	\$0	\$100,000	\$0	\$0	\$0	\$100,000	\$0	\$100,000
Total	\$0	\$100,000	\$0	\$0	\$0	\$100,000	\$0	\$100,000
<u>Department of Neighborhood Services</u>								
Concentrated Blight Elimination								
Budget	\$0	\$3,300,000	\$0	\$0	\$0	\$3,300,000	\$0	\$3,300,000
Code Compliance Program								
Budget	0	0	0	0	0	0	0	0
Total	\$0	\$3,300,000	\$0	\$0	\$0	\$3,300,000	\$0	\$3,300,000
<u>Police Department</u>								
Police Facilities Maintenance Fund								
Budget	\$0	\$3,000,000	\$0	\$0	\$0	\$3,000,000	\$0	\$3,000,000
Police Vehicles								
Budget	0	2,000,000	0	0	0	2,000,000	0	2,000,000
Joint Public Safety Radio Upgrade								
Budget	0	3,300,000	0	0	0	3,300,000	0	3,300,000
Total	\$0	\$8,300,000	\$0	\$0	\$0	\$8,300,000	\$0	\$8,300,000
<u>Port Milwaukee</u>								
Pier Berth and Channel Improvements								
Budget	\$0	\$500,000	\$0	\$0	\$0	\$500,000	\$800,000	\$1,300,000
Terminal & Facility Maintenance								
Budget	0	200,000	0	0	0	200,000	0	200,000
Cruise Ship Terminal								
Budget	0	5,000,000	0	0	0	5,000,000	0	5,000,000
Rail Track & Service Upgrades								
Budget	0	300,000	0	0	0	300,000	0	300,000
Roadway Paving								
Budget	0	100,000	0	0	0	100,000	0	100,000
Port Utilities Upgrades								
Budget	0	250,000	0	0	0	250,000	0	250,000
Total	\$0	\$6,350,000	\$0	\$0	\$0	\$6,350,000	\$800,000	\$7,150,000
<u>Department of Public Works</u>								
<u>Operations Division</u>								
Sanitation Projects								
Materials Recycling Facility Repairs								
Budget	\$0	\$0	\$0	\$0	\$9,387,649	\$9,387,649	\$0	\$9,387,649
Sanitation Projects Total	\$0	\$0	\$0	\$0	\$9,387,649	\$9,387,649	\$0	\$9,387,649
Forestry Projects								
Concealed Irrigation & General Landscaping (S)								
Budget	0	0	0	0	420,000	420,000	0	420,000
Planting & Production Program (S)								
Budget	0	0	0	0	1,500,000	1,500,000	0	1,500,000
Stump Removal (S)								
Budget	0	0	0	0	1,250,000	1,250,000	0	1,250,000
Emerald Ash Borer Readiness & Response (S)								
Budget	0	0	0	0	930,000	930,000	0	930,000
Forestry Projects Total	\$0	\$0	\$0	\$0	\$4,100,000	\$4,100,000	\$0	\$4,100,000

C. CAPITAL IMPROVEMENTS

2025 CAPITAL IMPROVEMENTS FINANCED BY CATEGORY

	Tax Levy	General Obligation	TID	Special Assessments	Cash Revenues	City Budget Total	Grant and Aid Financing	Project Total
Fleet Projects								
Major Capital Equipment								
Budget	\$0	\$4,300,076	\$0	\$0	\$3,849,924	\$8,150,000	\$0	\$8,150,000
Fleet Projects Total	\$0	\$4,300,076	\$0	\$0	\$3,849,924	\$8,150,000	\$0	\$8,150,000
Operations Division Total	\$0	\$4,300,076	\$0	\$0	\$17,337,573	\$21,637,649	\$0	\$21,637,649
Department of Public Works								
Infrastructure Services Division								
Bridge Program								
Bridge - State and Federal Funded								
Budget	\$0	\$7,560,000	\$0	\$0	\$0	\$7,560,000	\$17,184,000	\$24,744,000
Bridge - Reconstruction Local								
Budget	0	3,560,000	0	0	0	3,560,000	0	3,560,000
Bridge Program Total	\$0	\$11,120,000	\$0	\$0	\$0	\$11,120,000	\$17,184,000	\$28,304,000
Paving Program								
Streets - State and Federal Funded								
Budget	\$0	\$23,425,000	\$0	\$10,000	\$0	\$23,435,000	\$11,323,732	\$34,758,732
Streets - Reconstruction Local								
Budget	0	5,500,000	0	500,000	0	6,000,000	0	6,000,000
Streets - High Impact Program								
Budget	0	6,000,000	0	0	0	6,000,000	0	6,000,000
Streets - New Street Construction Program								
Budget	0	200,000		150,000	0	350,000	0	350,000
Alley Reconstruction Program								
Budget	0	400,000	0	180,000	0	580,000	0	580,000
Paving Program Total	\$0	\$35,525,000	\$0	\$840,000	\$0	\$36,365,000	\$11,323,732	\$47,688,732
Other Infrastructure Projects								
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	10,000,000	0	0	500,000	10,500,000	0	10,500,000
Street Improvements - Traffic Control Facilities								
Budget	0	3,340,000	0	0	0	3,340,000	0	3,340,000
Street Light & Traffic Light Knockdowns								
Budget	0	3,000,000	0	0	0	3,000,000	0	3,000,000
Multimodal Transportation (C)								
Budget	0	1,375,000	0	0	0	1,375,000	0	1,375,000
Street Improvements - Underground								
Budget	0	1,200,000	0	0	0	1,200,000	0	1,200,000
Underground Electrical Manholes								
Budget	0	1,000,000	0	0	0	1,000,000	0	1,000,000
Lead Service Line Replacement Program								
Budget	0	0	0	800,000	13,200,000	14,000,000	0	14,000,000
Bike Infrastructure								
Budget	0	750,000	0	0	0	750,000	0	750,000
Other Infrastructure Projects Total	\$0	\$22,165,000	\$0	\$1,175,000	\$13,700,000	\$37,040,000	\$0	\$37,040,000
Buildings Projects								
Space Planning Facilities								
Budget	\$250,000	\$800,000	\$0	\$0	\$0	\$1,050,000	\$0	\$1,050,000
Facilities System Program								
Budget	0	1,815,000	0	0	0	1,815,000	0	1,815,000
Environmental Remediation Program								
Budget	0	138,750	0	0	46,250	185,000	0	185,000
ADA Compliance Program								
Budget	0	500,000	0	0	0	500,000	0	500,000
Facilities Exterior Upgrades Program								
Budget	0	1,500,000	0	0	0	1,500,000	0	1,500,000

C. CAPITAL IMPROVEMENTS

2025 CAPITAL IMPROVEMENTS FINANCED BY CATEGORY

	Tax Levy	General Obligation	TID	Special Assessments	Cash Revenues	City Budget Total	Grant and Aid Financing	Project Total
Facilities Security Program								
Budget	0	250,000	0	0	0	250,000	0	250,000
Municipal Services Building Repairs								
Budget	0	800,000	0	0	0	800,000	0	800,000
City Hall Complex Chiller Plant Replacement								
Budget	0	500,000	0	0	0	500,000	0	500,000
MKE Plays Initiative								
Budget	0	500,000	0	0	0	500,000	0	500,000
Buildings Projects Total	\$250,000	\$6,803,750	\$0	\$0	\$46,250	\$7,100,000	\$0	\$7,100,000
Infrastructure Services Division Total	\$250,000	\$75,613,750	\$0	\$2,015,000	\$13,746,250	\$91,625,000	\$28,507,732	\$120,132,732
Capital Projects Grand Total	\$565,000	\$115,950,826	\$25,000,000	\$2,015,000	\$68,083,823	\$211,614,649	\$29,307,732	\$240,922,381

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 A+ 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)	64%	Weak
Market Value Per Capita	\$73,937	
Management		
S&P Financial Management Assessment	Standard	Adequate
Budgetary Performance		
General Fund Net Result	3.5%	Adequate
Total Government Funds Net Result	5.3%	
Budgetary Flexibility		
Available Reserves as a Percentage of Expenditures	6.6%	Very Weak
Liquidity		
Available Cash as a Percentage of Expenditures	65%	Very Strong
Available Cash Coverage of Debt Service	4.4x	
Debt and Contingent Liability Profile		
Debt Service as a Percentage of Expenditures	14.7%	Very Weak
Net Direct Debt as a Percentage of Revenue	102.0%	
Institutional Framework		
		Strong

OVERVIEW

Debt expenditures for 2025 total \$276.3 million, an increase of \$7.4 million from 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 Table 2

General City Excluding Schools and Revenue Anticipation Notes (RAN): Debt service associated with city borrowing for capital improvement projects, not including RAN borrowing, is \$70.9 million in 2025, an increase of \$13.2 million from 2024. The property tax levy for debt service is \$103.9 million, a decrease of \$2.8 million from 2024.

Milwaukee Public Schools (MPS): The debt service cost for school borrowing will be \$15.0 million in 2025, an increase of \$11.8 million from 2024. 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 2025 budget, debt service for TIDs is \$19.3 million with revenues from tax increments supporting that debt service cost. This is a \$3.1 million decrease from 2024.

Delinquent Taxes: The 2025 budget includes \$17.3 million to finance delinquent tax borrowing, which is \$1.3 million more than 2024.

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 2025 debt budget, the parking fund provides \$3.1 million to finance debt service costs associated with parking capital projects.

Water Works: The 2025 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 2025 totals \$763,313, a decrease from 2024 of \$37 thousand.

Miller Park Stadium Project: The 2025 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.

CITY DEBT EXPENDITURES AND SOURCES OF FUNDS			
	2024 Adopted Budget	2025 Proposed Budget	Change 2025 Proposed Versus 2024 Adopted
Total City Debt Expenditures	\$268,833,763	\$276,265,997	\$7,432,234
Debt Funding Sources			
Self Supporting Debt			
Brewer MEDC Loan	\$1,063,339	\$1,063,339	\$0
Delinquent Tax Financing	16,006,626	17,320,533	1,313,907
MPS Reimbursed	3,212,745	14,996,450	11,783,705
Transportation	2,441,766	3,467,413	1,025,647
Sewer Maintenance Fund	805,792	768,313	-37,479
Tax Incremental Districts	22,466,123	19,335,148	-3,130,975
Water Works	0	0	0
Subtotal	\$45,996,391	\$56,951,196	\$10,954,805
General Obligation Debt Financing			
Other Sources of Funds	\$116,159,553	\$115,430,096	-\$729,457
Tax Levy	106,677,819	103,884,705	-2,793,114
Subtotal	\$222,837,372	\$219,314,801	-\$3,522,571
Total Debt Funding Sources	\$268,833,763	\$276,265,997	\$7,432,234

DEBT TAX LEVY STABILITY

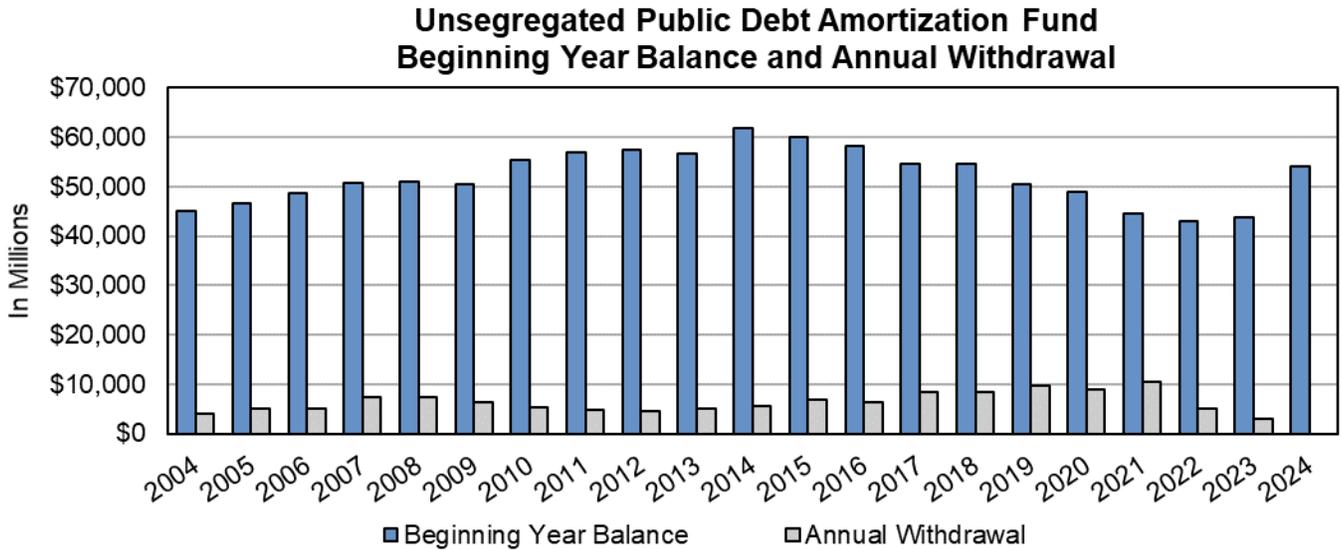
The city has structural budget problems created by limited revenue sources and substantial wage, health care benefit, and pension cost commitments. A debt stability plan requires a solid capital improvements plan. Limits on the level

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.

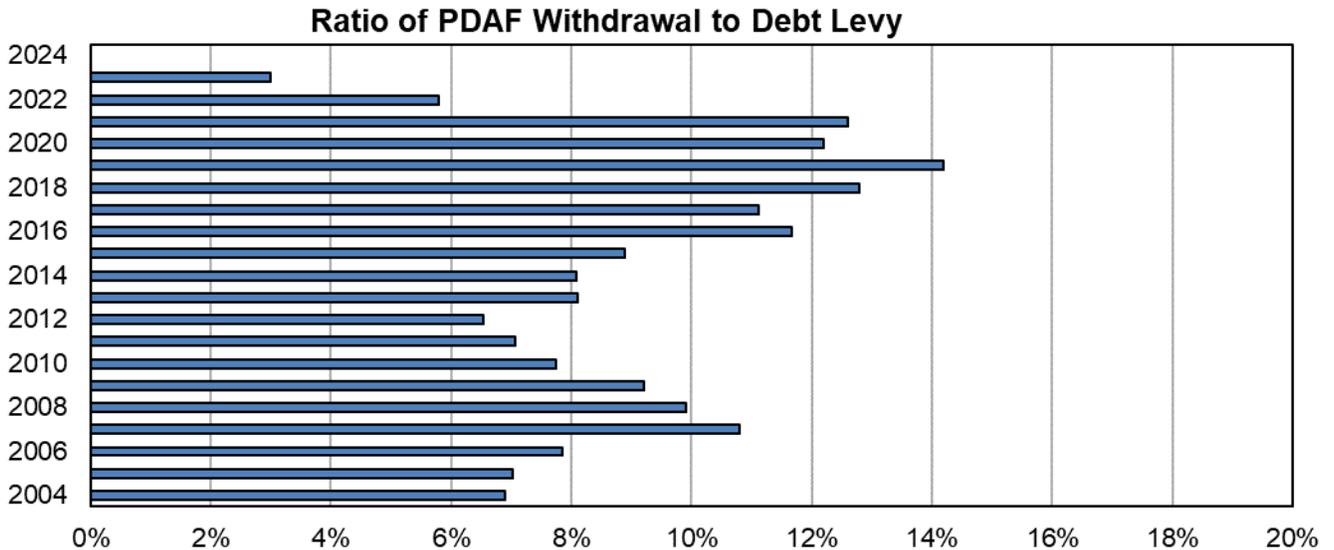
PUBLIC DEBT AMORTIZATION FUND

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 see a \$6 million withdrawal in 2025, which is an increase of \$6 million from the 2024 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 \$54.2 million in 2024.



The 2025 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

	2023 Actual Expenditure	2024 Adopted Budget	2025 Requested Budget	2025 Proposed Budget	Change 2025 Proposed Versus	
					2024 Adopted	2025 Requested
Common Council Contingent Fund	[\$3,585,126]	\$5,000,000	\$5,000,000	\$5,000,000	\$0	\$0
Total	[\$3,585,126]	\$5,000,000	\$5,000,000	\$5,000,000	\$0	\$0

SOURCE OF FUNDS

	2023 Actual Expenditure	2024 Adopted Budget	2025 Requested Budget	2025 Proposed Budget	Change 2025 Proposed Versus	
					2024 Adopted	2025 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

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 84.0% of the contingent fund has been expended. Over the last five years, an average of 84.0% of the contingent fund has been expended.

SPECIAL REVENUE FUNDS

	2023 Actual Expenditures	2024 Adopted Budget	2025 Requested Budget	2025 Proposed Budget	Change	
					2024 Adopted	2025 Proposed Versus 2025 Requested
G. Transportation Fund	\$42,354,886	\$39,271,784	\$38,828,081	\$44,677,956	\$5,406,172	\$5,849,875
H. Grant and Aid Project Fund	212,237,367	166,900,995	75,132,522	100,132,522	-66,768,473	25,000,000
I. Economic Development Fund	0	0	11,000,000	11,000,000	11,000,000	0
J. Water Works	127,489,030	174,598,341	198,831,436	196,037,219	21,438,878	-2,794,217
K. Sewer Maintenance Fund	99,641,274	107,904,057	111,854,264	113,145,501	5,241,444	1,291,237
M. Delinquent County Taxes Fund	9,551,048	10,619,045	9,601,000	10,586,000	-33,045	985,000
N. Settlement Fund	0	0	0	5,250,000	5,250,000	5,250,000
Total	\$491,273,605	\$499,294,222	\$445,247,303	\$480,829,198	\$-18,465,024	\$35,581,895

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

	2023 Actual Expenditures	2024 Adopted Budget	2025 Requested Budget	2025 Proposed Budget	Change 2025 Proposed Versus	
					2024 Adopted	2025 Requested
Personnel						
FTEs - Operations & Maintenance	100.62	135.00	123.00	124.00	-11.00	1.00
FTEs - Other	0.00	0.00	0.00	0.00	0.00	0.00
Total Positions Authorized	123	135	135	136	1	1
Expenditures						
Salaries and Wages	\$5,623,024	\$6,915,026	\$7,479,820	\$7,561,873	\$646,847	\$82,053
Fringe Benefits	\$1,319,572	2,766,011	2,991,928	3,024,750	258,739	32,822
Operating Expenditures	\$20,723,220	20,166,911	20,476,000	20,126,000	-40,911	-350,000
Equipment	\$513,000	750,000	170,000	170,000	-580,000	0
Special Funds	\$3,128,204	5,261,847	5,371,513	5,456,513	194,666	85,000
Transfer to General Fund	\$10,000,000	0	0	6,000,000	6,000,000	6,000,000
Total Operating	\$41,307,020	\$35,859,795	\$36,489,261	\$42,339,136	\$6,479,341	\$5,849,875
Capital Projects	\$1,047,866	\$3,411,989	\$2,338,820	\$2,338,820	-\$1,073,169	\$0
Total Budget	\$42,354,886	\$39,271,784	\$38,828,081	\$44,677,956	\$5,406,172	\$5,849,875

STATEMENT OF REVENUES

	2023 Actual Expenditures	2024 Adopted Budget	2025 Requested Budget	2025 Proposed Budget	Change 2025 Proposed Versus	
					2024 Adopted	2025 Requested
Operating Revenues						
Structures & Lots	\$6,308,656	\$5,996,300	\$6,152,500	\$6,147,500	\$151,200	-\$5,000
Meters	4,690,049	6,057,000	5,995,000	6,455,000	398,000	460,000
Permits	3,696,584	4,010,000	4,040,000	3,849,580	-160,420	-190,420
Towing	5,501,902	4,000,000	4,600,000	5,000,000	1,000,000	400,000
Parking Citation Revenue	12,482,260	15,000,000	16,000,000	17,000,000	2,000,000	1,000,000
Miscellaneous	164,812	100,000	100,000	100,000	0	0
Vehicle Disposal	1,419,574	2,500,000	2,500,000	1,600,000	-900,000	-900,000
DMV Processing	0	50,000	16,000	16,000	-34,000	0
Sale of Real Property	0	0	0	0	0	0
Streetcar Revenue	3,264,918	4,508,687	1,711,056	1,711,056	-2,797,631	0
Dockless Scooters	0	253,500	375,000	460,000	206,500	85,000
Withdrawal From Reserves	0	0	0	0	0	0
Total Operating Revenues	\$37,528,755	\$42,475,487	\$41,489,556	\$42,339,136	-\$136,351	\$849,580
Capital Financing						
Permanent Improvement Reserve	\$0	\$0	\$0	\$0	\$0	\$0
Proceeds from Borrowing	1,047,866	3,411,989	2,338,820	2,338,820	-1,073,169	0
Retained Earnings	0	-6,615,692	-5,000,295	0	6,615,692	5,000,295
Total Capital Financing	\$1,047,866	-\$3,203,703	-\$2,661,475	\$2,338,820	\$5,542,523	\$5,000,295
Total Source of Funds	\$38,576,621	\$39,271,784	\$38,828,081	\$44,677,956	\$5,406,172	\$5,849,875

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, citation processing
- Information desk operations,
- On and off-street metered parking, and
- Managing the Milwaukee Streetcar

Description of Services Provided	Operating Budget	Capital Budget	Grant Budget	FTEs
Parking Meter System and Department Administration	\$2,236,745	-	-	6.0
Parking Structures and Lots	\$1,756,165	\$2,311,257	-	6.0
Parking Enforcement and Information Desk	\$20,790,430	-	-	84.0
Tow Lot	\$5,832,687	\$27,563	-	24.0
Milwaukee Streetcar - THE HOP MKE	\$5,723,109	-	\$827,756	4.0
Total	\$36,339,136	\$2,338,820	\$827,756	124.0

The proposed \$6 million transfer to the General Fund is not accounted for in the table above.

Key Performance Measures	2023 Actual	2024 Projected	2025 Planned
Number of parking citations issued	463,098	455,939	500,000
Number of vehicles towed to the city’s tow lot	24,229	23,986	24,300
Number of night parking permits issued	127,620	120,245	130,000
Number of Street Car riders	494,444	512,718	515,000

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 transactions using *MKE Park* in 2023.

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 \$2.3 million. In 2025, 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

	2023 Actual Expenditures	2024 Adopted Budget	2025 Requested Budget	2025 Proposed Budget	Change 2025 Proposed Versus	
					2024 Adopted	2025 Requested
Grantor Share (Non-City)	\$212,237,367	\$166,900,995	\$75,132,522	\$100,132,522	\$-66,768,473	\$25,000,000
TOTAL	<u>\$212,237,367</u>	<u>\$166,900,995</u>	<u>\$75,132,522</u>	<u>\$100,132,522</u>	<u>\$-66,768,473</u>	<u>\$25,000,000</u>

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 2025 grant and aid budget is \$100.1 million, a \$66.8 million decrease from 2024. The 2024 budget included a one-time \$75 million Department of Justice grant for hosting the Republican National Convention, reflected in the unanticipated grant estimate in the Comparison of Projected Grant Activity table below.

In the Department of Administration, the Community Development Grants Administration (CDGA), Environmental Collaboration Office (ECO), and the Office of Community Wellness and Safety (OCWS) cumulatively anticipate receiving \$28.28 million in grants in 2025, a 20% increase from 2024.

CDGA anticipates receiving approximately \$23.3 million in grant funds. This is approximately the same as in the 2024 budget. Anticipated funding for the Community Development Block Grant was the same in 2025 as in 2024, at \$15 million. The Emergency Solutions award increased by \$100,000 from 2024 to 2025, the HOME award increased by \$200,000, and the Housing Opportunities for Persons with AIDS award increased by \$400,000.

ECO anticipates receiving over \$1 million across five grants in 2025 from the U.S. Department of Energy, the U.S. Department of Agriculture, the Environmental Protection Agency, and as a subrecipient through Slipstream and the SWRPC to make municipal buildings more environmental projects across the city.

The Office of Community Wellness and Safety anticipates receiving \$2.78 million in grants in 2025 for a Violence Reduction-Public Health and Safety Team via Medical College of Wisconsin, Violence Prevention (ARPA, via the state), and Resiliency in Communities After Stress and Trauma (from SAMHSA).

Anticipated Department of City Development grant funding did not change from 2024.

Fire Department grant funding decreases by 45% from 2024 to \$330,000. The department anticipates receiving \$100,000 for the Milwaukee Integrated

Health/Community Paramedics, MORI program and \$230,000 for emergency management. The decrease is attributable to the Assistance to Firefighters Grant the Department received in 2024. The Fire Department will additionally leverage opioid settlement funds to operate their MORI program, which is not reflected here.

Health Department grant funding decreases by \$1.3 million, or nearly 7%, to \$17.0 million, spread across 31 separate grants. This largely reflects a decrease in state funding for sexual transmitted infection treatments and interventions. The Health Department’s largest grants are for enhancing COVID-19 detection (\$2.55 million) Public Health Infrastructure (\$2 million), addressing health disparities from COVID-19 (\$1.8 million), the Women, Infants, and Children (WIC) Program (\$1.7 million), and lead hazard control and reduction (\$1.4 million). Previously allocated ARPA dollars are not reflected in these calculations.

The Department of Neighborhood Services will receive \$228,750 from the Federal Emergency Management Agency for building resilient infrastructure and communities in 2025.

In 2025, Library grant funding increases by \$37,900 from 2024. The Library receives two grants, the Interlibrary Loan Services grant and the Talking Book and Braille Library grant. Both awards increased from 2024 to 2025.

Police Department grant funding in 2025 of \$620,835 reflects a 71% decrease from 2024. The Department does not anticipate receiving several of their 2024 awards, including grants for transportation safety, gunshot location tracking, justice assistance, and internet crimes against children in 2025. The High Intensity Drug Trafficking Area and Southeast Wisconsin Threat Analysis Center awards also decreased from 2024 levels.

In 2024, Department of Public Works grant funding is \$2.3 million, a 60% decrease from 2024. The 2024 budget reflected a one time grant in Infrastructure for street lighting.

Unanticipated grant funding is \$50 million in 2025, a 57% decrease from 2024. This includes space for up to \$25 million in grants likely to be received by the ECO office in 2025.

CDBG Subawards: CDBG funds are also often re-distributed as sub-awards to other city departments. CDBG subawards to city departments are summarized in the 2025 Proposed CDBG City Subawards table below.

Comparison of Projected Grant Activity			
(Grantor Share)			
<u>Department</u>	<u>2024</u>	<u>2025</u>	<u>Difference</u>
Administration	\$23,529,060	\$28,277,308	\$4,748,248
City Clerk	309,989	0	-309,989
City Development	25,000	25,000	0
Fire	600,000	330,000	-270,000
Health	18,307,310	17,036,029	-1,271,281
Neighborhood Services	0	228,750	228,750
Library	1,261,700	1,299,600	37,900
Police	2,153,186	620,835	-1,532,351
Public Works	5,714,750	2,315,000	-3,399,750
Unanticipated	115,000,000	50,000,000	-65,000,000
Totals	\$166,900,995	\$100,132,522	\$-66,768,473

<u>Department</u>	<u>Activity</u>	<u>2025 Proposed Allocation</u>
Administration	CDBG Administration	\$1,120,000
	Continuum of Care Planning	30,000
	Equal Rights Commission	90,000
	Section 3 Compliance	150,000
	Mentor Milwaukee	75,000
Comptroller	Administration	500,000
City Development	Administration	190,000
	Environmental Planning & Review	28,000
	Youth Internship Program	276,000
	Owner-Occupied Home Rehab Loan Program	398,000
	Commercial Revitalization	127,000
Neighborhood Services	Landlord/Tenant Compliance Program	100,000
	Code Enforcement Inspectors Targeted Enforcement	1,275,000
	Code Enforcement Housing/Lead Abatement	1,065,650
Health	Lead Abatement	1,990,000
Totals		\$7,414,650

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 *2025 Plan and Budget Summary*.

I. ECONOMIC DEVELOPMENT FUND

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

BUDGET SUMMARY

	2023 Actual Expenditures	2024 Adopted Budget	2025 Requested Budget	2025 Proposed Budget	Change 2025 Proposed Versus 2024 Adopted
Business Improvement Districts	\$0	\$0	\$0	\$0	\$0
Excess TID Revenue	<u>0</u>	<u>0</u>	<u>11,000,000</u>	<u>11,000,000</u>	<u>11,000,000</u>
Total	\$0	\$0	\$11,000,000	\$11,000,000	\$11,000,000

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.

The City will to close Tax Increment District 37 in 2025, generating \$11 million in revenue for the city, some of which will be distributed to other 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 2025:

2025 Business & Neighborhood Improvement Districts

BID #2 Historic Third Ward	BID #39 Center Street Market Place
BID #4 Greater Mitchell Street	BID #40 Gateway to Milwaukee
BID #5 Westown	BID #41 Downer Avenue
BID #8 Historic King Drive	BID #42 Schlitz Park
BID #10 Avenues West	BID #43 South 27 th Street
BID #11 Brady Street Business Area	BID #48 Granville
BID #13 Oakland Avenue	BID #49 Reed Street Yards
BID #15 Riverwalk	BID #50 Cristol Corridor
BID #16 West North Avenue	BID #51 Harbor District
BID #19 Villard Avenue	BID #53 Deer District
BID #20 East North Avenue	BID #54 (Fond du Lac Ave)
BID #21 Downtown Management District	NID #1 The Brewery
BID #25 Riverworks	NID #3 Washington Park
BID #26 The Valley	NID #4 Sherman Park
BID #27 West Burleigh Street	NID #5 Heritage Heights
BID #28 North Avenue Gateway	NID #6 Historic Garden Homes
BID #31 Havenwoods	NID #7 Harambee
BID #32 North Avenue Marketplace	NID #9 Havenwoods
BID #35 Becher/Kinnickinnic River	NID #10 Riverview
BID #37 30 th Street Industrial Corridor	NID #11 River Ridge
BID #38 Cesar Chavez Drive	NID #12 Lindsay Heights

J. WATER WORKS

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

BUDGET SUMMARY

	2023 Actual Expenditures	2024 Adopted Budget	2025 Requested Budget	2025 Proposed Budget	Change 2025 Proposed Versus	
					2024 Adopted	2025 Requested
Personnel						
FTEs-Operations and Maintenance	402.38	402.88	411.88	417.04	14.16	5.16
FTEs-Other	21.54	21.54	21.54	13.20	-8.34	-8.34
Total Positions Authorized	435	436	445	444	8	-1
Expenditure Authorizations						
Salaries and Wages	\$20,459,100	\$27,000,878	\$30,640,603	\$30,060,883	\$3,060,005	\$-579,720
Fringe Benefits	7,221,691	16,990,326	15,337,023	15,122,526	-1,867,800	-214,497
Operating Expenditures	57,868,627	66,723,079	88,564,254	86,564,254	19,841,175	-2,000,000
Equipment	3,226,687	5,364,954	5,843,425	5,843,425	478,471	0
Special Funds	2,005,729	8,024,104	8,136,131	8,136,131	112,027	0
Total	\$90,781,834	\$124,103,341	\$148,521,436	\$145,727,219	\$21,623,878	-\$2,794,217

CAPITAL BUDGET SUMMARY

	2023 Actual Expenditures	2024 Adopted Budget	2025 Requested Budget	2025 Proposed Budget	Change 2025 Proposed Versus	
					2024 Adopted	2025 Requested
Capital Budget						
Mains Program	\$30,498,792	\$28,650,000	\$30,000,000	\$30,000,000	\$1,350,000	\$0
Plants and Other	6,208,404	21,845,000	20,310,000	20,310,000	-1,535,000	0
Total Capital Budget	\$36,707,196	\$50,495,000	\$50,310,000	\$50,310,000	-\$185,000	\$0
Capital Financing						
Retained Earnings/Cash	\$0	\$0	\$0	\$0	\$0	\$0
Bond Issue	36,667,447	50,485,000	50,300,000	50,300,000	-185,000	0
Assessments	0	5,000	5,000	5,000	0	0
Developer Financed	39,749	5,000	5,000	5,000	0	0
Total Capital Financing	\$36,707,196	\$50,495,000	\$50,310,000	\$50,310,000	-\$185,000	\$0

STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN RETAINED EARNINGS

	2023 Actual Expenditures	2024 Adopted Budget	2025 Requested Budget	2025 Proposed Budget	Change 2025 Proposed Versus	
					2024 Adopted	2025 Requested
Revenues						
Operating	\$112,284,793	\$105,436,674	\$103,481,400	\$103,481,400	\$-1,955,274	0
Non-Operating	1,590,236	7,167,000	7,167,000	7,167,000	0	0
Developer Capital and Assessments	39,749	10,000	10,000	10,000	0	0
Bond Issue	36,667,447	50,485,000	50,300,000	50,300,000	-185,000	0
LSL Replacement- City Share	3,967,510	9,550,000	7,200,000	13,200,000	3,650,000	6,000,000
LSL Replacement- Utility Share	0	0	0	16,250,000	16,250,000	16,250,000
LSL Replacement- Special Assess	817,456	350,000	6,800,000	800,000	450,000	-6,000,000
Withdrawal From Retained Earnings	0	1,599,667	23,873,036	4,828,819	3,229,152	-19,044,217
Total Revenues	\$155,367,191	\$174,598,341	\$198,831,436	\$196,037,219	\$21,438,878	\$-2,794,217
Expenditure Authorizations						
Operating	\$90,781,834	\$124,103,341	\$148,521,436	\$145,727,219	\$21,623,878	\$-2,794,217
Capital Funding	36,707,196	50,495,000	50,310,000	50,310,000	-185,000	0
Deposit To Retained Earnings	0	0	0	0	0	0
Total Authorizations & Deposits	\$127,489,030	\$174,598,341	\$198,831,436	\$196,037,219	\$21,438,878	\$-2,794,217

SUMMARY OF SERVICES DELIVERED

Description of Services Provided	Operating and SPA Budget	Capital Budget	Grant Budget	FTEs
Provide in-person and call center customer service and billing for all Municipal Services charges	\$7,698,158	-	-	24.00
Maintain small, medium, and large water meters for accurate billing of water usage by residential, commercial, industrial, and public authority customers	\$19,935,627	-	-	61.50
Maintain the water distribution system (leak investigation, main break repair, repair and maintenance of hydrants, valves, and air vents)	\$55,824,624	\$30,000,000	-	135.99
Operate water treatment plants and pumping and storage facilities	\$38,616,579	\$20,310,000	-	97.25
Provide water quality monitoring for regulatory compliance and internal standards	\$3,231,635	-	-	26.00
Provide internal engineering services for plant facility and distribution system capital improvement projects, and support for maintenance/repair projects.	\$4,703,905	-	-	51.50

Description of Services Provided	Operating and SPA Budget	Capital Budget	Grant Budget	FTEs
Provide administrative and operational support to all MWW sections. Includes Administration (Leadership, HR, Security, Communications), Accounting, Payroll, and IT Units	\$15,716,691	-	-	34.00
Total	\$145,727,219	\$50,310,000	\$ 0	430.24

Key Performance Measures	2023 Actual	2024 Projected	2025 Planned
Percentage of days in full compliance with Safe Drinking Water Act standards	100%	100%	100%
Rate of Return	4.08%	4.50%	4.50%
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	307	390	400
Miles of water main replaced	14.3	11	14
Number of lead service lines replaced	1,132	2,400	3,500
Number of hydrants maintained and flushed	10,180	10,000	10,000
Number of water meters installed/exchanged	6,260	6,000	6,000

SERVICE HIGHLIGHTS

Community Goals and Department Objectives:

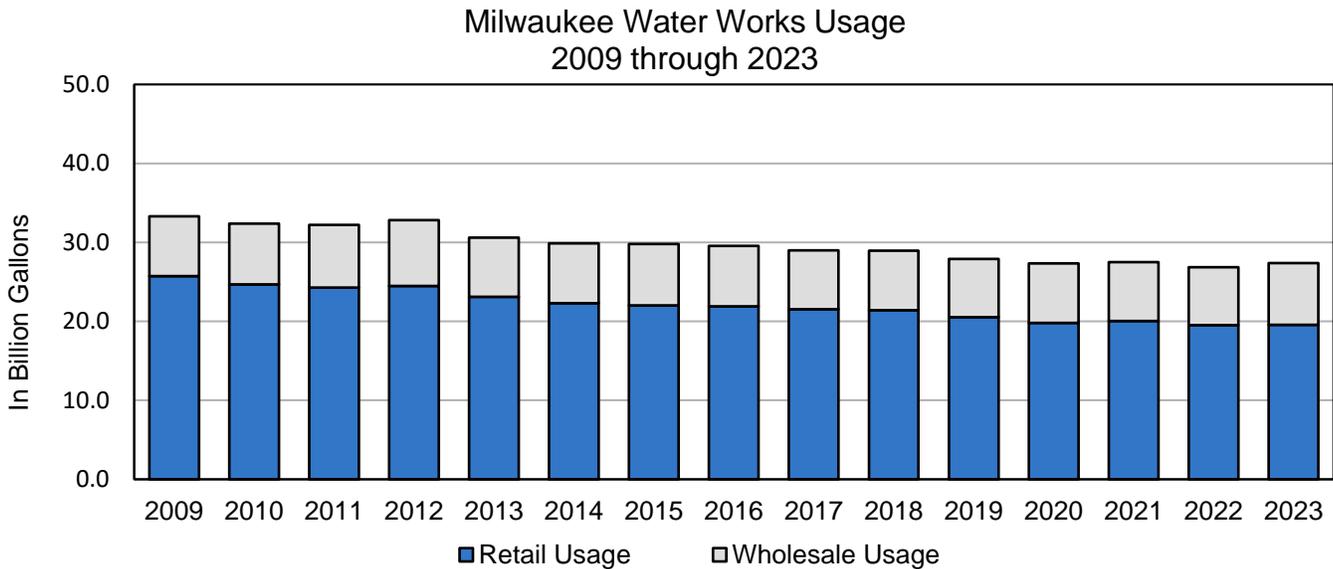
- Increase investment and economic vitality throughout the city
- Ensure the quality and safety of drinking water
- Ensure sufficient supply of water for fire protection
- Increase lead service line replacements to meet proposed regulatory requirements
- Maintain a regular and effective replacement cycle for water mains
- Maintain competitive rates and generate an appropriate rate of return for the utility

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. MMW delivers water through 1,960 miles of mains to approximately 945,000 customers in the City of Milwaukee and 16 suburban communities.

Through June 2024, water consumption increased 6.9% or 884 million gallons compared to the same period in 2023. This increase is attributed to the addition of Waukesha as a wholesale customer in October 2023. Revenue through June 2024 increased by 15% compared to the same period in 2023. This is attributed to the addition of Waukesha and a rate adjustment that went into effect on April 1, 2023. From 2009 to 2023, total annual water consumption fell by nearly 5.9 billion gallons or 17.7%, reflecting national trends. Increased water efficiency, slower population growth, and a changing industrial customer base have reduced water sales for utilities nationwide. The chart below shows retail and wholesale water sales since 2009.



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. Continuing decreases in the volume of water sold since the mid-1970’s have reduced revenue growth and put pressure on MWW to control spending and increase rates.

In 2025, Milwaukee Water Works anticipates recovering approximately \$103.5 million of revenue through fees for water service, in addition to \$7.2 million of non-operating revenue. In 2025, the average single-family residential customer will pay approximately \$240 for a full year of water service.

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 began selling water to Waukesha in October 2023. 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 2023, 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.

SERVICE HIGHLIGHTS

The 2025 Water Works capital budget provides \$30 million for water main improvements, including 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 2025 budget includes \$20.3 million for improvements to Milwaukee Water Works treatment plants, pumping and storage facilities. Proposed projects include: filter bed improvements (year 1 of 6), chemical feed and storage upgrades and ozone system component replacements at Linnwood treatment plant; electrical system upgrades, ozone system component replacements and pump replacement at the Howard treatment plant; electrical system upgrades at the Texas pumping station; pump and valve rehabilitation at the Riverside pumping station; and valve rehabilitation at the Northpoint pumping station.

The 2025 budget includes funding to replace 3,500 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, is scheduled for replacement as part of a planned project, such as a water main replacement or road reconstruction project, or included in the Equity Prioritization program, which 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. 2,300 lead service lines are planned to be replaced in the Equity Prioritization program.

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 in the base program (leaks/failures, childcares, planned) is estimated to be \$5,000 in 2025. The average cost to replace the utility-owned portion of a lead service line in the Equity Prioritization program is estimated to be \$5,500. The average cost of replacing the privately-owned portion of a lead service line is estimated to be \$4,000. As of January, 2024, the cost of replacing the privately-owned portion of a lead service line serving a childcare or 1 - 4 unit residential property included in the City's replacement program is fully paid for by the City.

Replacement of the privately-owned section of lead service lines in 2025 is funded by \$13.2 million of levy supported City capital funds and \$800,00 of special assessments to property owners. MWW applied for \$34.4 million of funding through the Safe Drinking Water Loan Program (SDWLP) for SFY 2025 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 2024. 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. MWW engaged Promise Pay to pilot a program offering flexible past due payment plans, which began in August 2024.

K. SEWER MAINTENANCE FUND

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

BUDGET SUMMARY

	2023 Actual Expenditures	2024 Adopted Budget	2025 Requested Budget	2025 Proposed Budget	Change 2025 Proposed Versus	
					2024 Adopted	2025 Requested
<u>Personnel</u>						
FTEs - Operations & Maintenance	80.01	114.95	115.40	115.40	0.45	0.00
FTEs - Other	16.13	27.05	26.10	26.10	-0.95	0.00
Total Positions Authorized	165	166	165	165	-1	0
<u>Expenditures</u>						
Salaries and Wages	\$4,748,197	\$6,701,942	\$7,429,614	\$7,089,510	\$387,568	\$-340,104
Fringe Benefits	2,047,141	4,356,236	5,572,210	3,190,280	-1,165,956	-2,381,930
Operating Expenditures	6,203,482	6,167,000	6,036,000	6,036,000	-131,000	0
Equipment	1,458,464	1,161,000	1,704,000	1,704,000	543,000	0
Special Funds	38,091,316	63,117,879	64,212,440	68,225,711	5,107,832	4,013,271
O&M Total	\$52,548,600	\$81,504,057	\$84,954,264	\$86,245,501	\$4,741,444	\$1,291,237
Capital Projects	23,577,879	26,400,000	26,900,000	26,900,000	500,000	0
Deposit to Retained Earnings	23,514,795	0	0	0	0	0
Total	\$99,641,274	\$107,904,057	\$111,854,264	\$113,145,501	\$5,241,444	\$1,291,237
<u>Revenues</u>						
Sewer Maintenance Fee	\$32,530,378	\$32,818,500	\$32,085,608	\$32,961,495	\$142,995	\$875,887
Stormwater Management Fee	39,963,956	40,934,150	40,883,853	43,020,987	2,086,837	2,137,134
Charges for Services	1,767,820	1,700,000	1,681,600	1,681,600	-18,400	0
Interest Revenue	1,609,772	325,000	527,400	527,400	202,400	0
Miscellaneous Revenue	308	0	0	0	0	0
Developer Financed	203,095	0	0	0	0	0
Proceeds from Borrowing	21,261,602	22,700,000	23,200,000	23,200,000	500,000	0
Grant and Aid	2,304,343	3,700,000	3,700,000	3,700,000	0	0
Withdrawal from Retained Earnings	0	5,726,407	9,775,803	8,054,019	2,327,612	-1,721,784
Total	\$99,641,274	\$107,904,057	\$111,854,264	\$113,145,501	\$5,241,444	\$1,291,237

SUMMARY OF SERVICES DELIVERED BY THIS DEPARTMENT

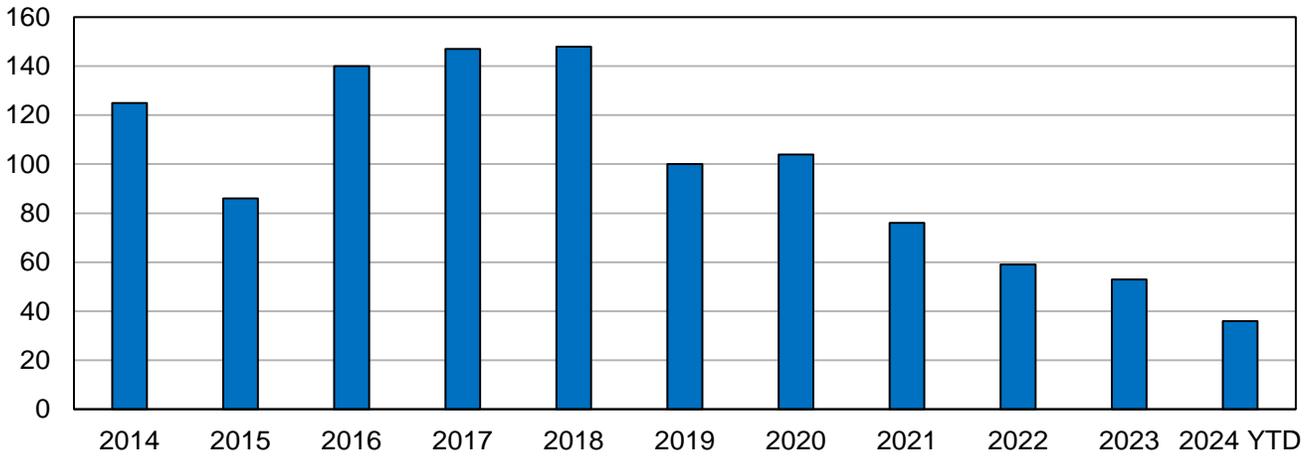
The City maintains a system of 2,514 miles of public sewers which collect sewage and runoff from streets, homes, and businesses, and conveys that wastewater to the Milwaukee Metropolitan Sewerage District (MMSD) system for treatment, or stormwater runoff to local waterways, rivers, and ultimately Lake 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. The Sewer Maintenance Fee will increase by \$0.10 and the Stormwater Fee will increase by \$1.25. These fees will cost an average residential household a combined \$228.56 in 2025, up from \$216.53 in 2024, an increase of \$12.03 per year.

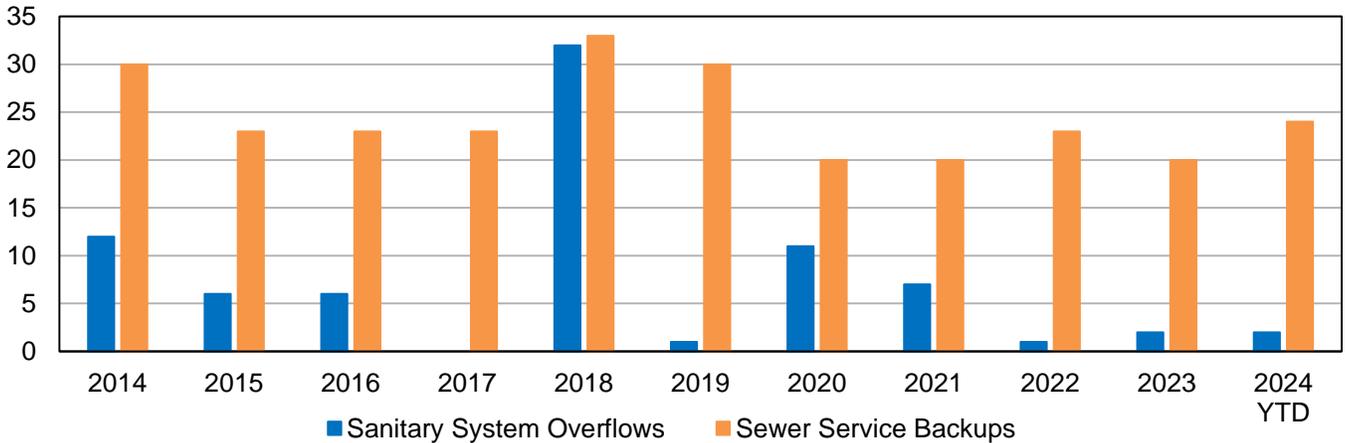
Description of Services Provided	Operating and SPA Budget	Capital Budget	Grant Budget	FTEs
Sewer Design and Construction	\$31,852,063	\$19,000,000	\$1,700,000	19.00
Sewer Cleaning	\$8,958,152	-	-	60.50
Sewer Repair and Maintenance	\$6,550,226	-	-	37.00
Stormwater Management	\$38,885,060	\$4,200,000	\$2,000,000	25.00
TOTAL	\$86,245,501	\$23,200,000	\$3,700,000	141.50

KEY PERFORMANCE MEASURES

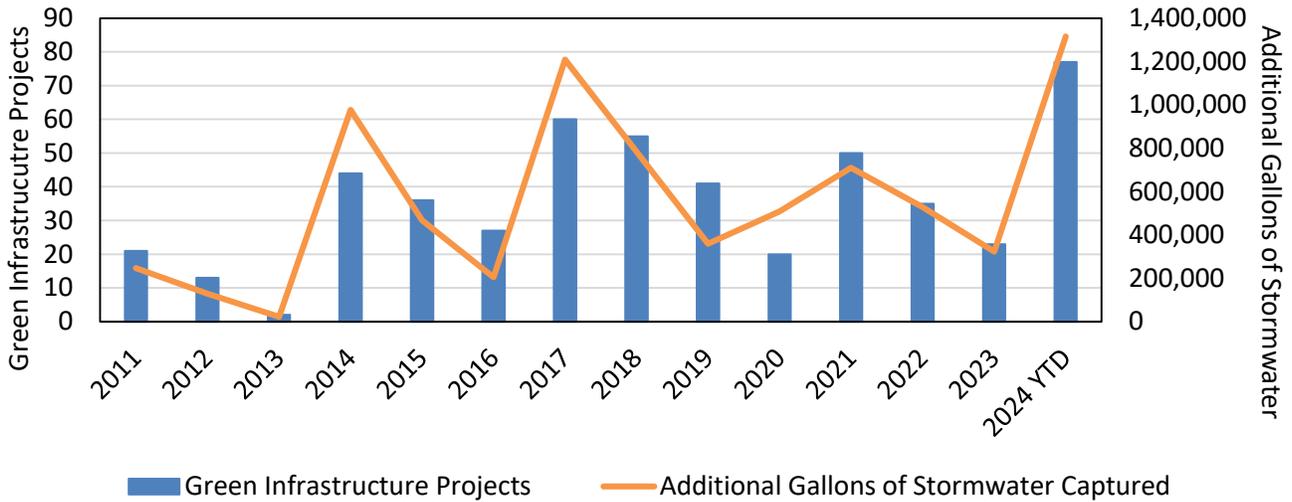
Miles of Sewer Examined



Sewerage Backups and Overflows



Green Infrastructure Construction



SERVICE HIGHLIGHTS

- Working with City partners to rehabilitate City parking lots, including adding Green Infrastructure.
- Designed and bid 23 bioswales around Meaux, Lindsay, and Washington Parks.
- Converted ten concrete alley reconstruction projects to green alley projects throughout the City.
- Participated in MPS green school yard projects at Forest Home, Greenfield Bilingual, Lincoln Avenue, Milwaukee Sign Language & Morse Middle, and Story Elementary.
- 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 2023, 53 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. The Sewer Relay and Lining Program will be allocated \$18 million in 2025, the same as 2024.

Pump Facilities: The Sewer Maintenance Fund conducts monthly inspections and testing on sanitary bypass pumps and lift stations, repairing and replacing as needed. In 2023, four pumps needed to be replaced and eight pump stations needed to be repaired. Additionally, the supervisory control and data acquisition (SCADA) system was overhauled in 2023. Pump Facilities will be allocated \$500,000 in 2025, the same as in 2024.

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. The fund repairs and maintains City-owned sewer mains and manholes to reduce clearwater in the sanitary system. Infiltration and Inflow Reduction will be allocated \$1.5 million in 2025, in addition to an anticipated \$1.7 million in grant funding from MMSD, the same as 2024.

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 2025, the City will increase its investment in Green Infrastructure by 33%, as well as apply for additional grant support to continue building and maintaining a strong Green Infrastructure network throughout the City. Green Infrastructure will be allocated \$2.0 million in 2025, an increase of \$500,000 from 2024, in addition to \$2.0 million in anticipated grant funding.

Channel Restoration: Each year, channels need to be maintained and repaired to ensure structural integrity and mitigate erosion. Channel Restoration projects will be allocated \$200,000 in 2025, the same as in 2024.

Flood Mitigation: The Sewer Maintenance Fund is currently constructing a retention basin near 31st and Capitol Drive to reduce localized flooding and sewage backups. Additional flood mitigation work is being planned in North 35th Street north of West Capitol Drive over three years from 2024 to 2026. The current cost estimate is \$11 million, with \$1 million included in both the 2024 and the 2025 budgets to help fund this project.

RACIAL EQUITY AND INCLUSION

The Sewer Maintenance Fund has a diverse staff, with 64% of staff being Black or Hispanic; 81% of staff live in the City.

This year, DPW-Infrastructure established an IDEAS (Inclusion, Diversity, Equity, and Access) Group in Sewer Maintenance and Electrical Services. This program was initiated by Water Works – Distribution several years ago, with Street Maintenance starting within DPW-Infrastructure last year.

IDEAS Group members consist of staff in good standing who have volunteered to meet regularly. A Champion/Lead 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 Departmental wide policies. The DPW-Infrastructure IDEAS Groups continue to evolve and make a difference, while management is excited to move forward positive changes resulting from their efforts.

As a Departmental-wide collaborative effort, DPW recently hosted an IDEAS Group Summit. This event allowed current IDEA Group members the ability to network and learn best practices related to effective organizational leadership/change, professionalism in the workplace and more, while hearing from key-note speakers, including Mayor Cavalier Johnson, Commissioner Kruschke, DER’s Diversity Recruiter and EAP Coordinator, as well as other DPW leadership staff.

DPW recently implemented a Champions/Leads IDEAS Group, which allows all Champions/Leads an opportunity to regularly discuss various challenges, successes, dynamics, ideas and more. The intent is to also allow Champions/Leads the ability to further advance their leadership, evidence-based management, and proposal development knowledge and skills.

In addition, representative members within DPW Infrastructure have been participating in a DPW Racial Equity & Inclusion Leadership group. This group has supported improvements/standardization to 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.

DPW-Infrastructure continues to participate in the DPW Racial Equity & Inclusion Leadership group. Among other accomplishments, this group has supported improvements/standardization to DPW's new hire onboarding practices and developed a safety training platform for DPW staff. 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.

DPW-Infrastructure providing intensive leadership development training to top management team members. Staff are attending six (6) separate full-day trainings to learn more about topics such as Trust & Influence, Communicating for Results, Building Collaboration, Leading Change and much more. Additional training opportunities and investments will be made to DPW-Infrastructure staff in the coming year.

M. COUNTY DELINQUENT TAX FUND

MISSION: Provide appropriation authority to purchase County of Milwaukee delinquent property taxes.

SUMMARY OF EXPENDITURES

	2023 Actual Expenditure	2024 Adopted Budget	2025 Requested Budget	2025 Proposed Budget	Change 2025 Proposed Versus 2025 Requested	
Purchase of Delinquent County Taxes	\$9,551,048	\$10,619,045	\$9,601,000	\$10,586,000	\$-33,045	\$985,000
Total	\$9,551,048	\$10,619,045	\$9,601,000	\$10,586,000	\$-33,045	\$985,000

SOURCE OF FUNDS

	2023 Actual Expenditure	2024 Adopted Budget	2025 Requested Budget	2025 Proposed Budget	Change 2025 Proposed Versus 2024 Adopted	
County Delinquent Taxes Collected	\$9,551,048	\$10,619,045	\$9,601,000	\$10,586,000	\$-33,045	\$985,000
Total	\$9,551,048	\$10,619,045	\$9,601,000	\$10,586,000	\$-33,045	\$985,000

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.

N. Settlement Funds

MISSION: The Settlement Fund segregates funding received from legal settlements that must be spent on specific purposes.

SUMMARY OF EXPENDITURES

	2023 Actual Expenditure	2024 Adopted Budget	2025 Requested Budget	2025 Proposed Budget	Change 2025 Proposed Versus 2025 Requested	
Opioid Settlement Funds	\$0	\$0	\$0	\$5,000,000	\$5,000,000	\$5,000,000
Vaping Settlement Funds	0	0	0	250,000	250,000	250,000
Total	\$0	\$0	\$0	\$5,250,000	\$5,250,000	\$5,250,000

SOURCE OF FUNDS

	2023 Actual Expenditure	2024 Adopted Budget	2025 Requested Budget	2025 Proposed Budget	Change 2025 Proposed Versus 2024 Adopted	
Opioid Settlement Funds	\$0	\$0	\$0	\$5,000,000	\$5,000,000	\$5,000,000
Vaping Settlement Funds	0	0	0	250,000	250,000	250,000
Total	\$0	\$0	\$0	\$5,250,000	\$5,250,000	\$5,250,000

The 2025 Proposed Budget further segregates legal settlements received from Opioid and Vaping lawsuits in the Settlement Fund. The funds received are restricted for specific purposes and require Common Council Resolution before funds can be expended. There are two sources of funds in the Settlement Fund, funds from opioid settlements and from vaping settlements.

Opioid Settlement Funds: Common Council file 211799 directed funds received from the settlement of opioid litigation to be given to the Milwaukee Overdose Response Initiative (MORI). As of July, 2024, approximately \$8.4 million has been received. In the 2025 Proposed Budget, funds will be allocated to the Milwaukee Fire Department to continue and expand the MORI program. Additional allocations to the Milwaukee Health Department are also expected in 2025. Separate Common Council action is required before funds can be expended.

Vaping Settlement Funds: Common Council file 240280 directed funds received from the settlement of vaping litigation to be segregated in a fund to address, remedy, and abate the youth e-cigarette and vaping public health crisis in Milwaukee. Up to \$2.5 million of funds are expected to eventually be received. The Office of African American Affairs within the Department of Administration is expected to administer these funds. Separate Common Council action is required before funds can be expended.

II. BORROWING AUTHORIZATIONS General Obligation Bonds or Short Term Notes

II. BORROWING AUTHORIZATIONS General Obligation Bonds or Short Term Notes

	<u>New 2025 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.	\$4,300,000
B. Public Improvements	
1. Public buildings for housing machinery and equipment.	\$21,808,826
2. Harbor improvements.	6,350,000
3. Parking facility improvements.	2,338,820
4. All Fire borrowing.	4,897,000
5. All Police borrowing.	6,650,000
6. Bridge and viaduct.	11,120,000
7. Sewage disposal, sewer improvement, and construction.	0
8. Street improvements and construction.	57,690,000
9. Parks and public grounds.	500,000
10. Library improvements authorized under section 229.11 and 229.17.	2,635,000
11. Rubbish.	0
12. Water Infrastructure.	0
Subtotal General Obligation Bonds or Short Term Notes (Sections A and B).	\$115,950,826
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.	\$0
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.	\$50,310,000
Subtotal Revenue Bonds or General Obligation Bonds.	\$50,310,000
J. Sewer Maintenance Fund Borrowing	
Sewer Maintenance Fund revenue bonds or general obligation bonds.	\$26,900,000
Subtotal Revenue Bonds or General Obligation Bonds.	\$26,900,000
Total General Obligation Bonds or Short Term Notes	\$857,160,826

(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 September 11, 2024: \$39,101,235,889

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	\$391,012	\$5,000	\$0.00
\$0.05	\$1,955,062	\$10,000	\$0.00
\$0.10	\$3,910,124	\$50,000	\$0.00
\$0.25	\$9,775,309	\$100,000	\$0.00
\$0.50	\$19,550,618	\$500,000	\$0.01
\$1.00	\$39,101,236	\$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