

2026 PLAN AND BUDGET SUMMARY

CITY OF MILWAUKEE

STATE OF WISCONSIN

Cavalier Johnson
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Budget and Management Division

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GUIDE TO BUDGET DOCUMENTS

PLAN AND BUDGET SUMMARY

A document containing a fiscal summary of the 2026 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.

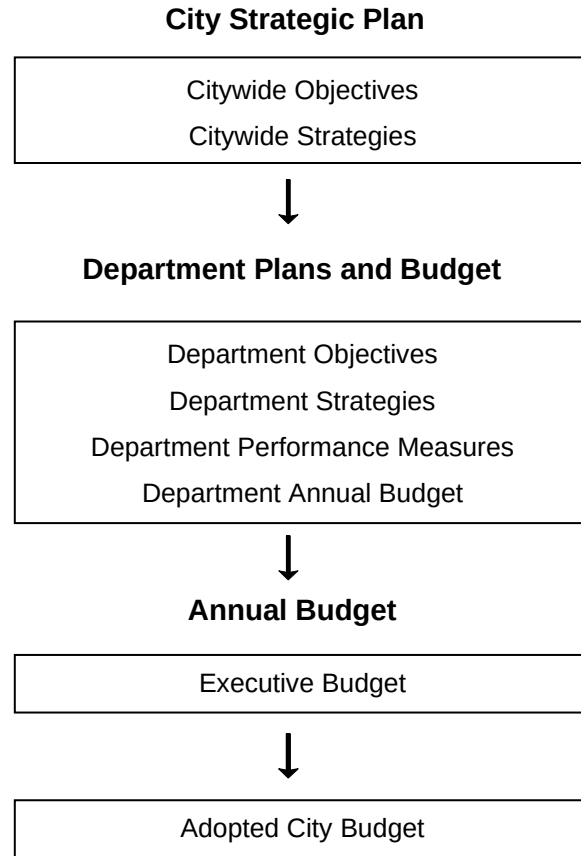
To obtain copies of the: *Proposed Plan and Executive Budget Summary*, *Plan and Budget Summary*, and *Detailed Budget* contact the:

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
March	Departments Receive Budget Request Materials
Early May*	Department Plans and Budget Requests Due
Mid-Summer	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

<u>District</u>	<u>Aldersperson</u>
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First.....	Andrea M. Pratt
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Second.....	Mark Chambers, Jr.
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Third	Alex Brower
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Fourth	Robert Bauman
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Fifth.....	Lamont Westmoreland
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Sixth.....	Milele A. Coggs
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Seventh	DiAndre Jackson
---------------	-----------------

Eighth.....	JoCasta Zamarripa
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Ninth.....	Larresa Taylor
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Tenth.....	Sharlen P. Moore
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Eleventh.....	Peter Burgelis
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Twelfth.....	José G. Pérez
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Thirteenth.....	Scott Spiker
-----------------	--------------

Fourteenth.....	Marina Dimitrijevic
-----------------	---------------------

Fifteenth	Russell W. Stamper, II
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MUNICIPAL JUDGES

Branch 1 Valarie A. Hill

Branch 2 Molly E. Gena

Branch 3 Phil Chavez

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MAYOR CAVALIER JOHNSON
CITY OF MILWAUKEE

**2026 Milwaukee City Budget
Presentation to the Common Council
September 23, 2025**

As Prepared for Delivery

Honorable members of the Milwaukee Common Council, citywide elected officials, and honored guests, I present my 2026 Milwaukee city budget.

No task we undertake in our leadership roles is more fundamental, nor is any task more significant, than the allocation of resources to conduct the business of city government. Through this process we establish priorities and chart a sustainable course for the coming year and for the years ahead.

We have endured a particularly volatile and perilous period in recent years. It is no secret that as recently as three years ago Milwaukee confronted the possibility of fiscal calamity. Money from the American Rescue Plan Act was a temporary solution. Then a sales tax along with a recalibration of state shared revenue offered a reprieve.

The city's financial picture does have greater clarity now, but it is not a rosy image.

The cost to continue this year's programs and service levels for next year exceeded our projected revenue by more than \$100-million. Yes, we started with a gap of more than \$100-million for our 2026 budget. That's one of the largest gaps this city has ever seen.

To close the gap, we carefully balanced three approaches. There were careful withdraws from reserve accounts, departmental belt tightening, and revenue increases. Fully funding a budget of over \$2-billion will require user fees to increase about 4%, the property tax levy to go up 3%, and the vehicle registration fee to increase by ten dollars bringing ours in line with a number of communities around Wisconsin.

I do not anticipate layoffs associated with the 2026 budget because any staffing reductions should be accomplished by not filling vacancies.

We have a statutory obligation to balance our budget, and we have a moral obligation to balance that budget in a way that is both responsible and sustainable. I have pushed every department to continue looking for ways to do their work better.

As we fulfill our obligations, we attend to our policy priorities. This budget includes a multi-part commitment to public safety, an investment in housing affordability, in infrastructure, and in libraries.

I have consistently prioritized public safety in my budgets, and my 2026 executive budget is no exception. Again this year, I have included funding for training the maximum number of police recruits at our academy. I want more officers on the Milwaukee Police Department, and we have a statutory obligation to increase those numbers.

The Milwaukee Fire Department is on target to meet the obligation to grow its numbers. My budget calls for adding three full-time-equivalent positions, increasing fire investigation capabilities and reducing the likelihood of arson in the city.

The Office of Community Wellness and Safety under a new director will continue its work. I am pleased he is bringing a fresh approach that prioritizes positive outcomes.

Recent deadly crashes have alarmed me – and many others in Milwaukee. From the tragedies and the sadness, we are even more resolved to increase safety on our streets.

The fact is, traffic deaths have declined here, and I firmly believe our streets are safer because of investments we have made in traffic calming roadway improvements. Last year there was a seven percent decline in traffic fatalities, and this year there are strong indications we will see even greater safety.

In 2026, we will start a major road project on National Avenue that reduces the likelihood of crashes and deaths. And, we'll finish a similar project on Lisbon Avenue. You will see protected bike lanes, more trees, and a calmer roadway. Projects on Roosevelt, Hopkins, Oklahoma, and the Walnut-Lisbon corridor will all start next year, curbing reckless driving and making roadways safer for pedestrians and bicyclists.

We are awaiting more information regarding federal resources available to city government for flood damage and flood response stemming from the August 9th disaster. The Federal Emergency Management Agency is actively working with property owners and the Small Business Administration is here working with impacted businesses.

Again, I want to express my appreciation to city workers who responded and pivoted to the emergency. Our employees have done remarkable work that we all can be proud of. I know I am.

Part of the widespread flooding damage hit our libraries. A number of branches were shuttered for several days. I remain committed to our libraries because they provide valuable service, opening opportunity, knowledge and creativity for our residents. Like every department, we asked Milwaukee Public Libraries to economize. Even so, hours and staffing remain relatively steady.

Like other localities around the country, Milwaukee's economy has shown strength in recent years. Wages are rising, businesses growing, and employment has been solid. That's been good news for

the hardworking people who live in Milwaukee. People looking for work find opportunities in our city. Unemployment numbers have been relatively low.

We know from history, though, economic good times are often interrupted. In fact, warning signs have already appeared. So, as part of this budget I am directing resources to build employment opportunities. We are adding a position within the Department of City Development, and that person will be tasked with working with employers, existing local businesses along with businesses considering a new location.

I want Milwaukee to be the first choice for growing businesses so that our residents have increasing job opportunities.

Housing is another issue that is important to every person in our city. We are all aware of the growing costs of rent and homeownership. We are also cognizant of the ongoing need for quality residential choices.

This budget includes investments in Raze and Revive, the Milwaukee Home Downpayment Assistance Program, in the STRONG Homes Loan Program, the Compliance Loan Program, and the HOMES MKE effort. We will continue to promote homeownership, and we will continue to compel landlords to follow the laws on safety and livability.

I want our housing efforts to boost neighborhood stability, to increase safety, and to build value for our residents. There are efforts underway in several different city departments to strengthen housing in Milwaukee, efforts I support. In the coming months I will focus additional attention on the work that's underway because I intend to make 2026 to be the "Year of Housing" in our city.

There is no question our resources are limited. We simply do not have the money available to accomplish all the things we would like to. However, that does not stop us from doing the work of city government better.

While Council members and I have periodic differences of opinion, it is clear we share much more in common. We all want our residents to have stability, opportunity, and safety. We want our children to have hope and success. And, in this annual budget process we share the desire to strengthen city finances, improve government efficiency, and adapt city operations to meet the moment.

Yes, we have fiscal challenges. At the same time, we are increasing our investments in roadways, planning a new branch library and a permanent home for the busy Midtown early voting site. We're funding the maximum number for police recruits, and adding to the Fire Department's numbers. Importantly, we're focused on the future with resources to attract jobs and improve housing options.

The budget I present reflects the values we share. I thank the budget office team for its diligence and thoroughness, and I look forward to working with each of you to shepherd this fiscal plan forward.



MARINA DIMITRIJEVIC
ALDERWOMAN, 14TH DISTRICT

COMMITTEE ASSIGNMENTS

CHAIR

- Finance and Personnel Committee

VICE-CHAIR

- Steering and Rules Committee

MEMBER

- Community and Economic Development Committee

FINANCE AND PERSONNEL COMMITTEE REPORT ON THE 2026 ADOPTED CITY BUDGET

The 2026 City of Milwaukee Budget reflects our shared commitment to building a stronger, safer, and more resilient city. As Chair of the Finance Committee, I am proud to present a budget that looks ahead—one that invests in people, neighborhoods, and the public services that shape daily life, even as we navigate an increasingly uncertain environment.

This budget is guided by a simple belief: Milwaukee's future depends on sustained and thoughtful investment. We invest in our city workforce through competitive wages and benefits, recognizing that dedicated public servants are the foundation of effective government. When we support those who serve the public, we strengthen the services residents rely on every day.

Public safety remains central to our vision for Milwaukee. The 2026 budget supports police, fire, and emergency response services, while also advancing prevention and community-based strategies that promote safer neighborhoods. A truly safe city is one where residents feel secure not only in moments of crisis, but in their everyday lives—on their streets, in their homes, and in shared public spaces.

This budget also continues to invest in the quality of life that makes Milwaukee a great place to live. Expanded library hours will increase access to learning, workforce resources, and community connection. Ongoing investments in infrastructure and core services help ensure that every neighborhood benefits from safe, welcoming public assets that foster opportunity and pride.

Affordability, particularly housing affordability, remains one of the defining issues of our time. This budget supports efforts to stabilize neighborhoods, expand housing options, and encourage thoughtful, sustainable development. Our goal is a Milwaukee where more residents can afford to live near jobs, schools, and services—and where growth benefits all communities.

At the same time, the City faces a new and evolving challenge: unprecedented changes in the federal government. Uncertainty regarding federal policies, regulations, and established grant funding, have required the City to recalibrate and adjust. The 2026 budget reflects this reality - balancing ambition with caution and ensuring that core services remain stable even as external conditions shift.

IV

To better navigate this changing landscape, the Common Council has requested that the Comptroller develop a five-year fiscal forecast. This forward-looking tool will strengthen long-term planning, improve transparency, and help policymakers make informed decisions that responsibly manage City resources while preparing for future challenges.

The 2026 budget is more than a financial plan. It is a statement of values and a reflection of the city we are working to build: safer, more affordable, and more resilient. Our city has a long, rich history built on the backs of our immigrant community. We will continue to be a welcoming city for all people at all times. Milwaukee's story is still being written, and with this budget, we take another step toward a future filled with opportunity and promise for generations to come.

Sincerely,

A handwritten signature in dark ink, appearing to read 'Marina', followed by a long, sweeping horizontal line that extends to the right.

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.

2026 Budget Introduction

The 2026 Adopted Budget marks another step forward in Milwaukee's financial recovery and stability. With a full year of local sales tax collections and increased State Shared Revenues (SSR) informing our projections, this budget reflects a stronger and more predictable revenue base.

At the same time, rising pension costs, labor expenses, and the end of federal American Rescue Plan (ARPA) funds present ongoing challenges. Through a balanced mix of revenue adjustments, prudent reserve use, and departmental reductions, this budget strives to maintain essential services and invest strategically in the city's future.

This is the third consecutive City budget partially balanced with local sales tax revenues, and the first prepared after a full year of actual collections. In 2024, the 2% local sales tax yielded \$200.6 million, exceeding the City Comptroller's budgeted projection of \$184 million by \$16.6 million, or 9%. This conservative estimate helped stabilize the City's financial footing and set a more reliable baseline for future projections. The 2025 budget forecasted \$192.9 million, and the 2026 budget now projects \$206.2 million in local sales tax revenue.

Without that new revenue source created by the State's Act 12 legislation in 2023, the City would have been forced to make devastating cuts across the board, and most especially into our largest levy-supported departments, Police and Fire.

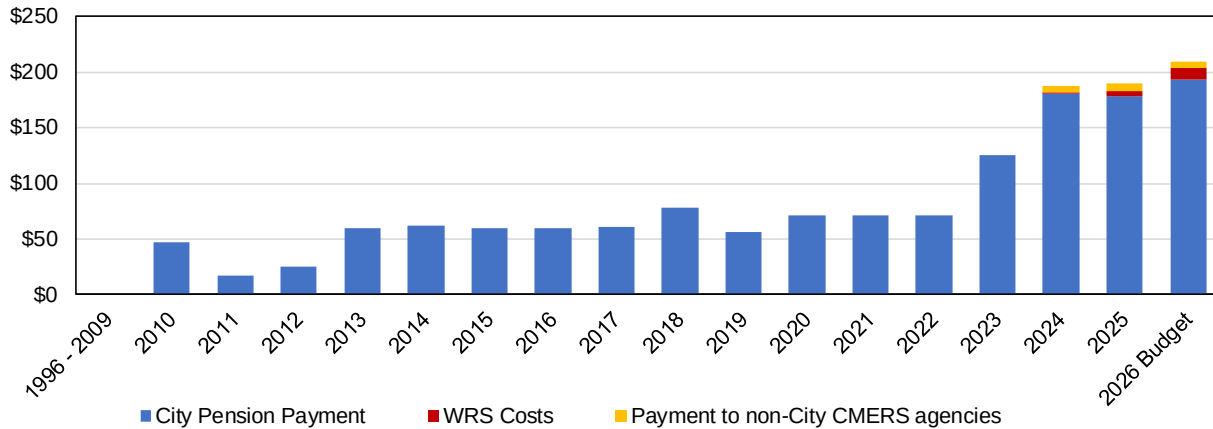
Act 12 also immediately increased and unfroze the City's share of statewide sales and income tax collections on an annual basis, i.e. SSR, which rose from \$219.6 million in 2023 to \$241.3 million in 2024 to \$246.2 million in 2025, and now \$254.5 million in 2026. Post-2024 increases are tied to state-wide actual collection levels, linking them to inflation. For historical context, the 2023 SSR amounts were about \$15 million beneath 2000 levels in nominal dollars, and \$185 million fewer than 2000 SSR in real dollars, which factors in annual inflation.

Those generational changes in City revenue materially improved the overall budget, removing the otherwise impending scenario of mass layoffs and police and fire station and library closures. Instead, the 2024 budget was the first in decades without major cuts to services.

The 2024 budget was also the last budget to be partially balanced with federal ARPA funding for ongoing City services. The City allocated approximately \$110 million in ARPA dollars to maintain City services in 2024 (up from \$85 million in 2023, and \$68 million in 2022). As this amount exceeds the post-2024 increased revenue from the local sales tax and SSR, ARPA's expiration left a gap in City's budget.

That size of that gap is exacerbated by expenditure increases mandated by the State. Act 12 required that the City of Milwaukee Employees' Retirement System (CMERS) lower its discount rate, decreasing the anticipated rate of return on the fund's assets and increasing the unfunded actuarially accrued liability (UAAL). This increased the City's pension obligations, which had already increased substantially in 2023 from a prior discount rate adjustment. The history of our pension obligations is illustrated by the following chart:

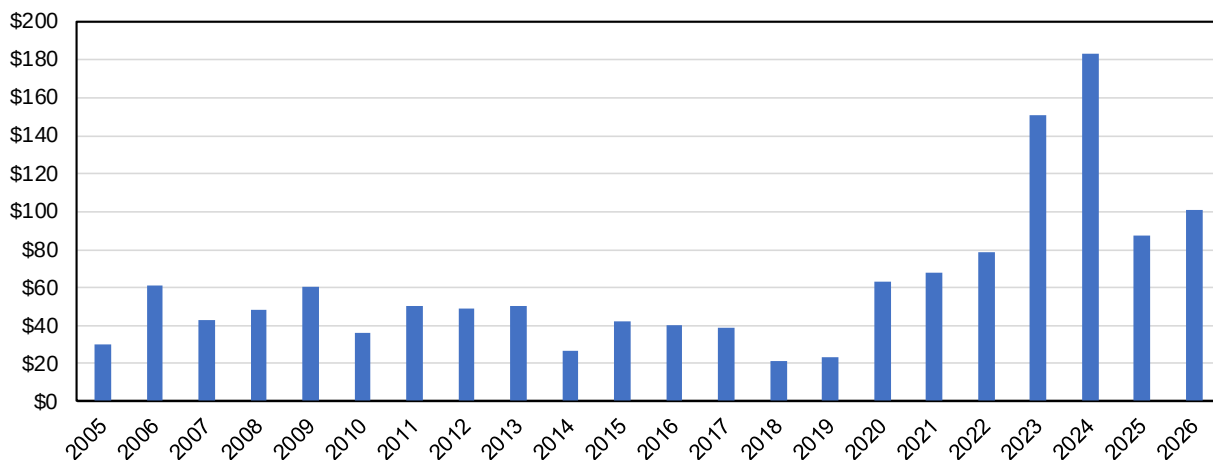
Escalating Pension Costs (In Millions)



Pension obligations have not only increased, but increased by more than expected. While the original analysis of Act 12 recognized that pension costs would increase in the short term from decreasing the discount rate, actual pension costs in all three categories – City CMERS obligations, non-City CMERS agency subsidies, and Wisconsin Retirement System (WRS) bills – exceeded the projections provided to the City and the State by the CMERS actuary in 2023.

Layered on top of this higher-than-expected increase in pension obligations are other significant cost-drivers across all departments, especially labor and contract costs. In particular, Act 12 mandated that the City increase the Police and Fire Departments' sworn staffing levels, thereby increasing public safety expenditures. The sum total of these expenditures exceeds the sum total of expected revenues, resulting in persistent budget gaps, as illustrated in the following chart:

History of Request Budget Gaps (In Millions)



In 2026, the initial gap between projected revenues and cost-to-continue expenditures was \$88.3 million, a slight increase from the 2025 gap of \$87.3 million. When the City received updated pension obligations from the CMERS actuary in June 2025, that gap increased to \$100.9 million.

Closing the 2026 Budget Gap

Similar to the approach for the 2025 budget, at Mayor Johnson's direction the Budget and Management Division (BMD) pursued three strategic approaches to balance the 2026 budget:

1) Revenue Increases

Working together with the City's Comptroller's Office, several revenue line items were, after further information and analysis, increased above their projected levels from the requested budget. Most significantly, in consultation with the State Department of Revenue (DOR), the local sales tax and SSR amounts were increased to the amounts described above.

In collaboration with the City's Innovation Office and the Intergovernmental Relations Division (IRD), BMD also created or increased several other significant revenue streams, such as:

- \$1.8 million increase in expected federal Medicaid reimbursements to the Fire Department via the Ground Emergency Medical Transport (GEMT) provisions established by State law in 2022
- \$700K reimbursement from Milwaukee Public Schools (MPS) for Milwaukee Police school resource officers
- \$500K via a renegotiated contract with the Wisconsin Center District
- \$500K in conduit rental payments
- \$150k from the sale of unused IP addresses

Increasing the property tax levy and major user fees by approximately 4%, and the vehicle registration fee by \$11, and the various permits, licenses, and charges for service also generated significant revenue. The sum total of all the revenue adjustments is over \$40 million.

2) Reserve Withdrawals

There was a mixture of good and bad news within our various reserve funds. The Tax Stabilization Fund (TSF), reached its highest level in decades, topping \$100 million at the close of Fiscal Year 2024 with an unassigned General Fund balance of \$66.6 million. However, there are several reasons to suspect this increase is short-lived:

- **Pension Accounting Adjustments.** The 2024 budget included a \$25.5 million "catch-up" payment to the pension from underpaying in a prior year. This payment was booked to Fiscal Year 2023 in the Annual Comprehensive Financial Report (ACFR), reflecting the year when obligation was incurred but not paid, thereby lowering the 2023 year-end balance and increasing the 2024 year-end balance. This was a one-time effect.
- **Salary Savings.** Vacancy rates reached historically high levels in 2023 and 2024, enabling the City to lapse significant unspent salary and health care dollars at the end of those years. Salary reclassification efforts from 2022-25 have now begun to achieve the goals of decreased resignations and more successful recruitments, thereby lowering vacancy rates and likely leaving fewer unspent salary dollars to lapse into the unassigned general fund balance in 2025 and future years.
- **Transportation Fund Balance.** For a variety of reasons, most especially lower than expected revenues in the post-COVID years, the Transportation Fund ended 2024 with a \$32.1 million advance from the General Fund. Future ACFRs will assign this balance within the general fund, decreasing the amount available for TSF withdrawals in future budgets until the Transportation Fund accrues a positive unrestricted fund balance, which may take several years.

In order to point a path toward sustainable reserve withdraws, the 2026 budget withdraws the same amount from the TSF, \$32.3 million, as in 2025. Taking a higher amount, for the reasons enumerated above, would compromise the viable options for the 2027 budget, and possibly the City's bond rating.

The net balance of the Public Debt Amortization Fund (PDAF) increased in 2024, enabling the City to withdraw \$6 million from this reserve in 2026, the same amount as in 2025.

More than a third of the gap was closed with these two reserve withdrawals, totaling \$38.3 million, because only \$3 million from the PDAF was assumed in the requests, meaning the withdrawals reduced the gap by \$35.3 million.

3) Departmental Reductions

Deeper cuts across the board are proposed in 2026 than in 2025. In addition to the factors discussed above (the gap is bigger and reserve withdrawals could not be sustainably increased above 2025 levels) the City also had to reduce budgeted expenditures by at least \$20 million from the requested levels to comply with the State's Expenditure Restraint Incentive Program. Without these cuts, the City would have forfeited \$9.8 million in conditional state aid.

The 2025 budget included \$13 million less for departmental expenses than requested; the 2026 budget has nearly \$30 million less. This has meant, for example, that the pace of increasing daily minimum staffing in the Fire Department is reduced, relative to 2024 and 2025 increases.

Capital Budget Highlights

In the 2025 budget, Mayor Cavalier Johnson announced a three-year surge in annual levy-supported general obligation borrowing levels, from \$96 million borrowed in 2024 to \$116 million annually in the 2025-27 budgets. This enabled the City to stem a decades-long tide of deferred maintenance across city facilities, to leverage multi-year federal grant funding on major streets and bridges, and to replace needed facilities for core City operations.

2025 was the final year of funding for the \$40 million project to replace public safety radios, and the \$17 million port cruise dock terminal. The 2026 budget will complete funding the \$28 million replacement of the City's over 20-year-old financial management and human resources software, and begin funding a new electrical services building, new early voting and central count facilities for the Elections Commission, and a potential new Capitol branch library.

The 2026 capital budget also kicks off the "Revive" phase of Mayor Johnson's "Raze and Revive" program to repair and revitalize neighborhoods. The backlog of distressed properties on the raze list has been reduced, enabling the City to pivot \$1.6 million for razing to leveraging the construction of 14 new homes on now vacant lots. This investment advances the City's multifaced effort to make 2026 the Year of Housing.

Looking Back and Planning Ahead

There was intense volatility in the past several budgets, especially across three major categories: pension obligations, revenues, and grants.

The 2023 budget was the beginning of an expected five-year pension obligation spike, caused by the expiration of the 2018-22 stable funding cycle, during which the discount rate was lowered from 8.25% to 7.5%. This reduction in the anticipated rate of return on the assets of the fund generated UAAL during the stable funding term, which then increased the obligations owed in the upcoming term.

In advance of the 2024 budget, the State's Act 12 Law changed pension funding and structures by eliminating the five-year stable funding cycles, further reducing the discount down to 6.8% (and thereby further increasing UAAL and annual obligations), and soft-closing CMERS by all new hires now enrolled into the Wisconsin Retirement System (WRS) plan. That same law also significantly increased the City's revenues by creating a local sales tax, increasing SSR, and indexing annual SSR increases.

The 2025 budget was the first post-COVID budget that could not use ARPA to help close the operating gap. For context, the 2024 budget used \$110 million of those federal dollars for that purpose.

By comparison, the 2026 budget resembles the 2025 budget more so than previous budgets resembled their predecessors. Nevertheless, on balance the trends indicate that further cuts will be necessary in the years ahead. Revenues are trending up, but expenditures, especially pension obligations, are trending even higher, and available reserves are expected to increase by lower margins in future years.

The 2026 budget strategically addresses ongoing financial challenges while prioritizing essential services and strategic investments. By balancing revenues, reserves, and necessary reductions, this budget aims to ensure Milwaukee's fiscal health while investing in community well-being.

2026 BUDGET AND TAX RATE COMPARED TO PRIOR YEAR

Purpose Of Expenditure And Funding Source	2025 Adopted Budget	2026 Adopted Budget	CHANGE 2026 Minus 2025 Adopted	2025 Adopted Budget	2026 Adopted Budget	CHANGE 2026 Minus 2025 Adopted
A. GENERAL CITY PURPOSES						
1. Budget (Expenditure Authority)	\$794,837,525	\$815,673,383	\$20,835,858			
2. Non Tax Levy Funding	652,526,115	668,366,363	15,840,248			
3. Tax Levy Funding	142,311,410	147,307,020	4,995,610	\$3.64	\$3.33	\$-0.31
B. EMPLOYEE RETIREMENT						
1. Budget (Expenditure Authority)	\$238,121,335	\$261,171,274	\$23,049,939			
2. Non Tax Levy Funding	168,931,943	184,339,698	15,407,755			
3. Tax Levy Funding	69,189,392	76,831,576	7,642,184	\$1.77	\$1.74	\$-0.03
C. CAPITAL IMPROVEMENTS						
1. Budget (Expenditure Authority)	\$218,714,649	\$236,708,867	\$17,994,218			
2. Non Tax Levy Funding	215,049,649	235,803,867	20,754,218			
3. Tax Levy Funding	3,665,000	905,000	-2,760,000	\$0.09	\$0.02	\$-0.07
D. CITY DEBT						
1. Budget (Expenditure Authority)	\$276,365,997	\$272,242,143	\$-4,123,854			
2. Non Tax Levy Funding	172,381,292	165,464,868	-6,916,424			
3. Tax Levy Funding	103,984,705	106,777,275	2,792,570	\$2.66	\$2.41	\$-0.25
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	\$0.13	\$0.11	\$-0.01
SUBTOTAL (A+B+C+D+F)						
1. Budget (Expenditure Authority)	\$1,533,039,506	\$1,590,795,667	\$57,756,161			
2. Non Tax Levy Funding	\$1,208,888,999	\$1,253,974,796	\$45,085,797			
3. Tax Levy Funding	\$324,150,507	\$336,820,871	\$12,670,364	\$8.29	\$7.61	\$-0.68
G. TRANSPORTATION FUND						
1. Budget (Expenditure Authority)	\$44,677,956	\$41,223,093	\$-3,454,863			
2. Non Tax Levy Funding	44,677,956	41,223,093	-3,454,863			
3. Tax Levy Funding	0	0	0	\$0.00	\$0.00	\$0.00
H. GRANT AND AID FUND						
1. Budget (Expenditure Authority)	\$100,132,522	\$83,926,856	\$-16,205,666			
2. Non Tax Levy Funding	100,132,522	83,926,856	-16,205,666			
3. Tax Levy Funding	0	0	0	\$0.00	\$0.00	\$0.00
I. ECONOMIC DEVELOPMENT FUND						
1. Budget (Expenditure Authority)	\$11,000,000	\$15,000,000	\$4,000,000			
2. Non Tax Levy Funding	11,000,000	15,000,000	4,000,000			
3. Tax Levy Funding	0	0	0	\$0.00	\$0.00	\$0.00
J. WATER WORKS						
1. Budget (Expenditure Authority)	\$196,037,219	\$216,910,988	\$20,873,769			
2. Non Tax Levy Funding	196,037,219	216,910,988	20,873,769			
3. Tax Levy Funding	0	0	0	\$0.00	\$0.00	\$0.00
K. SEWER MAINTENANCE FUND						
1. Budget (Expenditure Authority)	\$113,145,501	\$113,561,748	\$416,247			
2. Non Tax Levy Funding	113,145,501	113,561,748	416,247			
3. Tax Levy Funding	0	0	0	\$0.00	\$0.00	\$0.00
M. COUNTY DELINQUENT TAXES FUND						
1. Budget (Expenditure Authority)	\$10,586,000	\$9,269,370	\$-1,316,630			
2. Non Tax Levy Funding	10,586,000	9,269,370	-1,316,630			
3. Tax Levy Funding	0	0	0	\$0.00	\$0.00	\$0.00
N. SETTLEMENT FUND						
1. Budget (Expend. Auth.)	\$5,250,000	\$5,000,000	\$-250,000			
2. Non Tax Levy Funding	5,250,000	5,000,000	-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)	\$480,829,198	\$484,892,055	\$4,062,857			
2. Non Tax Levy Funding	\$480,829,198	\$484,892,055	\$4,062,857			
3. Tax Levy Funding	\$0	\$0	\$0	\$0.00	\$0.00	\$0.00
TOTAL (A thru M)						
1. Budget (Expenditure Authority)	\$2,013,868,704	\$2,075,687,722	\$61,819,018			
2. Non Tax Levy Funding	\$1,689,718,197	\$1,738,866,851	\$49,148,654			
3. Tax Levy Funding	\$324,150,507	\$336,820,871	\$12,670,364	\$8.29	\$7.61	\$-0.68

Tax Rates and Assessed Value - 2026 rate column is based on an estimated assessed value of: \$44,235,175,245 as of December 3, 2025.

PROPERTY TAX PROFILE COMBINED PROPERTY TAX RATES 2022 THROUGH 2026

(Per \$1,000 Assessed Valuation, Rounded to the Nearest Full Cent. Rates May Not Add Due to Rounding)

City of Milwaukee (Controlled by the Common Council)	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
General City Purposes	\$2.83	\$2.61	\$2.88	\$3.64	\$3.33
Provision for Employee Retirement	4.31	\$3.48	\$2.10	\$1.77	\$1.74
Capital Improvement Program	0.01	\$0.03	\$1.16	\$0.09	\$0.02
City Debt (Including School Debt)	2.85	\$2.90	\$3.18	\$2.66	\$2.41
Common Council Contingent Fund	0.17	\$0.15	\$0.15	\$0.13	\$0.11
Subtotal City of Milwaukee	\$10.16	\$9.16	\$9.47	\$8.29	\$7.61
<u>Other Taxing Bodies</u>					
Area Board of Vocation, Technical and Adult Education District Nine	\$1.11	\$0.98	\$1.01	\$0.89	\$0.76
Milwaukee School Board	10.19	9.43	9.55	10.61	9.66
Metropolitan Sewerage District	1.64	1.48	1.55	1.37	1.24
Milwaukee County	4.73	4.18	3.94	3.49	3.15
Subtotal Other Taxing Bodies	\$17.67	\$16.07	\$16.05	\$16.36	\$14.81
Total Combined Tax Rate	\$27.83	\$25.23	\$25.52	\$24.65	\$22.42
State Tax Credit	-\$1.56	-\$1.42	-\$1.89	-\$1.72	-\$1.62
Net Tax Rate	\$26.27	\$23.81	\$23.63	\$22.93	\$20.80

PROPERTY TAX LEVIES FOR COMMON COUNCIL CONTROLLED PURPOSES

	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
General City Purposes	\$85,038,772	\$88,461,529	\$96,730,870	\$142,311,410	\$147,307,020
Provision for Employee Retirement	129,314,718	118,230,671	70,408,886	69,189,392	76,831,576
Capital Improvement Program	315,000	965,000	38,879,000	3,665,000	905,000
City Debt	85,434,549	98,545,626	106,677,819	103,984,705	106,777,275
Common Council Contingent Fund	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
Total Property Tax Levies for Common Council Controlled Purposes	\$305,103,039	\$311,202,826	\$317,696,575	\$324,150,507	\$336,820,871

TAXABLE ASSESSED VALUATION

	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Residential	\$18,005,749,090	\$21,194,517,286	\$21,289,921,603	\$25,245,927,769	\$28,813,877,071
Commercial	12,612,313,606	13,626,633,022	13,591,764,387	15,698,298,390	18,081,701,193
Manufacturing	763,233,500	792,274,900	913,950,900	995,491,900	1,135,620,100
Total Real Estate	\$31,381,296,196	\$35,613,425,208	\$35,795,636,890	\$41,939,718,059	\$48,031,198,364
Personal Property	\$664,173,014	\$653,553,991	\$596,265,484	\$0	\$0
Total Taxable Assessed Valuation*	\$32,045,469,210 (a)	\$36,266,979,199 (b)	\$36,391,902,374 (c)	\$41,939,718,059 (d)	\$48,031,198,364 (e)

*Amount Includes Tax Increment District Assessed Value

(a) Based upon assessed values as of December 3, 2021.

(b) Based upon assessed values as of December 8, 2022.

(c) Based upon assessed values as of December 5, 2023.

(d) Based upon assessed values as of December 4, 2024.

(e) Based upon assessed values as of December 3, 2025.

Comparisons by Budget Sections Between 2026 Adopted Budget Versus 2025 Adopted Budget, Revenues, Tax Levies, and Resulting Changes

	2025 Adopted <u>Budget</u>	2026 Adopted <u>Budget</u>	Change 2026 Adopted Versus <u>2025 Adopted</u>
A. General City Purposes			
Appropriations			
Salaries and Wages	\$499,692,703	\$507,779,368	\$8,086,665
Fringe Benefits	223,561,193	225,321,709	1,760,516
Operating Expenditures	84,370,944	93,883,626	9,512,682
Equipment Purchases	8,227,068	10,042,000	1,814,932
Special Funds	46,513,479	44,986,968	-1,526,511
Special Purpose Account Miscellaneous*	22,606,331	23,056,921	450,590
Workers Compensation Special Purpose Accounts	11,000,000	12,000,000	1,000,000
Employee Health Care Special Purpose Accounts	122,427,000	123,924,500	1,497,500
Fringe Benefit Offset	-223,561,193	-225,321,709	-1,760,516
Total Appropriations	\$794,837,525	\$815,673,383	\$20,835,858
Funding Sources			
General City Revenues	\$620,226,115	\$636,066,363	\$15,840,248
Tax Stabilization Fund Withdrawal	32,300,000	32,300,000	0
Property Tax Levy	142,311,410	147,307,020	4,995,610
Total Revenues	\$794,837,525	\$815,673,383	\$20,835,858
B. Employee Retirement			
Total Appropriations	\$238,121,335	\$261,171,274	\$23,049,939
Funding Sources			
Non-Property Tax Revenue	\$168,931,943	\$184,339,698	\$15,407,755
Property Tax Levy	69,189,392	76,831,576	7,642,184
Total Revenues	\$238,121,335	\$261,171,274	\$23,049,939
C. Capital Improvements			
Total Capital Improvements Program			
Appropriations	\$218,714,649	\$236,708,867	\$17,994,218
Funding Sources			
1. Borrowing (General Obligation)			
a. New	\$119,950,826	\$120,098,943	\$148,117
2. Borrowing (Tax Incremental Districts)			
a. New	\$25,000,000	\$25,000,000	\$0
3. Special Assessments (Internal Borrowing)			
a. New	\$2,015,000	\$3,165,000	\$1,150,000

	<u>2025 Adopted Budget</u>	<u>2026 Adopted Budget</u>	<u>Change 2026 Adopted Versus 2025 Adopted</u>
4. Cash Financed			
a. From Revenues	\$68,083,823	\$87,539,924	\$19,456,101
c. From Tax Levy	3,665,000	905,000	-2,760,000
d. Total Cash Financed	<u>71,748,823</u>	<u>88,444,924</u>	<u>16,696,101</u>
Total Revenues (Capital Improvements)	\$218,714,649	\$236,708,867	\$17,994,218
D. City Debt			
Total Appropriations			
(Includes Borrowing for Milwaukee Public Schools)	\$276,365,997	\$272,242,143	\$-4,123,854
Funding Sources			
Revenues	\$21,725,611	\$7,756,056	\$-13,969,555
TID Increments	19,335,148	20,027,565	692,417
Delinquent Tax Revenue	17,320,533	16,681,247	-639,286
Offset and Premium	114,000,000	121,000,000	7,000,000
Transfers In	0	0	0
Property Tax Levy	<u>103,984,705</u>	<u>106,777,275</u>	<u>2,792,570</u>
Total Revenues	\$276,365,997	\$272,242,143	\$-4,123,854
F. Common Council Contingent Fund			
Total Appropriations	\$5,000,000	\$5,000,000	\$0
Funding Sources			
Total Revenue (Property Tax Levy)	\$5,000,000	\$5,000,000	\$0
Subtotals (Items A through F)			
City Budget Appropriations	\$1,533,039,506	\$1,590,795,667	\$57,756,161
Less: Non-Property Tax Revenues	\$1,208,888,999	\$1,253,974,796	\$45,085,797
Property Tax Levies	\$324,150,507	\$336,820,871	\$12,670,364
Special Revenue Accounts (Items G through M)			
G. Transportation Fund			
Total Appropriations	\$44,677,956	\$41,223,093	\$-3,454,863
Funding Sources			
Current Revenues	\$25,339,136	\$25,131,093	\$-208,043
Withdrawal from Reserves	0	0	0
Citation Revenue and Processing	17,000,000	14,000,000	-3,000,000
New Borrowing	<u>2,338,820</u>	<u>2,092,000</u>	<u>-246,820</u>
Total Revenues	\$44,677,956	\$41,223,093	\$-3,454,863
H. Grant and Aid			
Total Appropriations	\$100,132,522	\$83,926,856	\$-16,205,666
Funding Sources			
Grantor Share	<u>\$100,132,522</u>	<u>\$83,926,856</u>	<u>\$-16,205,666</u>
Total Revenues	\$100,132,522	\$83,926,856	\$-16,205,666

	2025 Adopted Budget	2026 Adopted Budget	Change 2026 Adopted Versus 2025 Adopted
I. Economic Development Fund			
Total Appropriations	\$11,000,000	\$15,000,000	\$4,000,000
Funding Sources			
BID Assessment/Excess TID Revenue	\$11,000,000	\$15,000,000	\$4,000,000
Total Revenues	\$11,000,000	\$15,000,000	\$4,000,000
J. Water Works			
Appropriations			
Operating Budget	\$137,791,088	\$156,592,608	\$18,801,520
Capital Improvements Program	50,310,000	49,290,000	-1,020,000
Debt Service (Principal and Interest)	7,936,131	11,028,380	3,092,249
Capital Funding from Retained Earnings	0	0	0
Total Appropriations	\$196,037,219	\$216,910,988	\$20,873,769
Funding Sources			
Current Operating Revenues	\$103,481,400	\$106,896,216	\$3,414,816
Non-Operating Revenues	37,427,000	50,825,000	13,398,000
Proceeds from Borrowing	50,300,000	49,280,000	-1,020,000
Use of Retained Earnings	4,828,819	9,909,772	5,080,953
Total Revenues	\$196,037,219	\$216,910,988	\$20,873,769
K. Sewer Maintenance			
Appropriations			
Operating Budget	\$86,245,501	\$88,903,748	\$2,658,247
Capital Improvements Program	26,900,000	24,658,000	-2,242,000
Total Appropriations	\$113,145,501	\$113,561,748	\$416,247
Funding Sources			
Sewer User Fee	\$32,961,495	\$35,908,928	\$2,947,433
Storm Water Management Fee	43,020,987	44,681,842	1,660,855
Charges for Services	1,681,600	1,800,000	118,400
Miscellaneous Revenue and Retained Earnings	12,281,419	8,670,978	-3,610,441
Proceeds from Borrowing	23,200,000	22,500,000	-700,000
Total Revenues	\$113,145,501	\$113,561,748	\$416,247
M. County Delinquent Taxes			
Appropriations			
Operating Budget	\$10,586,000	\$9,269,370	\$-1,316,630
Total Appropriations	\$10,586,000	\$9,269,370	\$-1,316,630
Funding Sources			
Operating Revenue	\$10,586,000	\$9,269,370	\$-1,316,630
Total Revenues	\$10,586,000	\$9,269,370	\$-1,316,630

	2025 Adopted Budget	2026 Adopted Budget	Change 2026 Adopted Versus 2025 Adopted
N. Settlement Funds			
Appropriations			
Operating Budget	\$5,250,000	\$5,000,000	\$-250,000
Total Appropriations	\$5,250,000	\$5,000,000	\$-250,000
Funding Sources			
Operating Revenue	\$5,250,000	\$5,000,000	\$-250,000
Total Revenues	\$5,250,000	\$5,000,000	\$-250,000
Subtotals Special Revenue Account Budgets (Items G through M)			
Total Budgets	\$480,829,198	\$484,892,055	\$4,062,857
Total Revenues (Non-Property Tax)	\$480,829,198	\$484,892,055	\$4,062,857
Grand Totals (Items A through M)			
Budget Appropriations	\$2,013,868,704	\$2,075,687,722	\$61,819,018
Less: Non-Property Tax Revenues	\$1,689,718,197	\$1,738,866,851	\$49,148,654
Property Tax Levies	\$324,150,507	\$336,820,871	\$12,670,364

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 2017 through the 2026 budget. The 2026 tax rate of \$7.61 is \$0.68 lower than the 2025 rate of \$8.29. The 2026 tax levy of \$336.8 million is \$12.7 million higher than the 2025 levy. The property tax rate has decreased by \$3.14 from \$10.75 in 2017 to the 2026 rate of \$7.61.

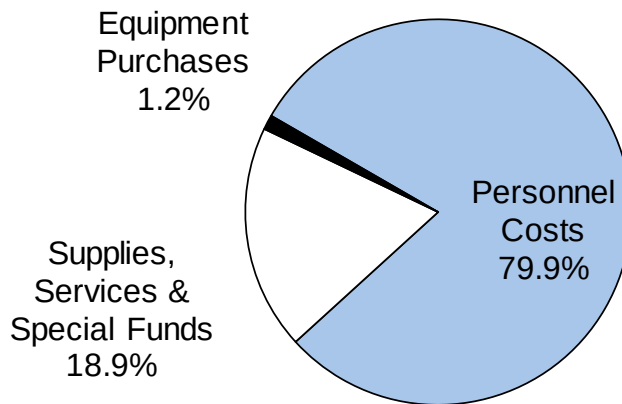


GENERAL CITY PURPOSES SPENDING

The pie chart below depicts the proportions of general city purposes spending allocated to personnel costs (79.9%), supplies, services, and special funds (18.9%), and equipment purchases (1.2%) in the 2026 budget.

It should be noted that the 2026 budget also funds approximately \$22.0 million (DPW, Fire, Police) of major equipment purchases.

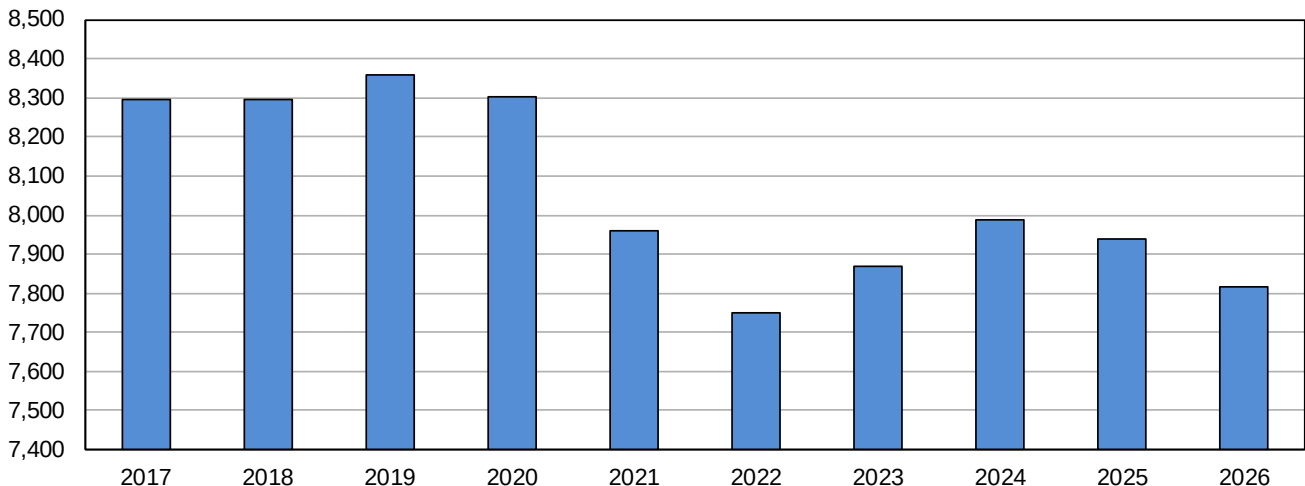
2026 Budget for General City Purposes by Category



AUTHORIZED POSITIONS

The following bar graph indicates changes in authorized positions from 2017 to 2026. Funding for personnel costs (which include salary and wages) relates directly to the number of positions authorized citywide. Excluding temporary and seasonal staff, the 2026 budget reflects a decrease of 121 positions from 2025 levels (7,818 in 2026 to 7,939 in 2025).

City of Milwaukee Authorized Positions



CHANGE IN POSITIONS

	2025 Adopted Budget	2026 Adopted Budget	Change 2026 Adopted Versus 2025 Adopted
General City Purposes			
Administration, Dept. of	215	185	-30
Assessor's Office	53	53	0
City Attorney	64	63	-1
City Development, Dept. of	105	103	-2
City Treasurer	44	44	0
Common Council City Clerk	124	127	3
Community Wellness and Safety, Dept. of	0	14	14
Compliance and Engagement, Dept. of	0	19	19
Comptroller's Office	58	58	0
Election Commission *	2,332	2,332	0
Emergency Communications, Dept. of	242	241	-1
Employee Relations, Dept. of	89	89	0
Fire and Police Commission	36	37	1
Fire Department	940	966	26
Health Department	318	310	-8
Library	398	394	-4
Mayor's Office	16	16	0
Municipal Court	30	33	3
Neighborhood Services, Dept. of	290	290	0
Police Department	2,668	2,526	-142
Port Milwaukee	35	38	3
Public Works, Dept. of (Total)	(1,622)	(1,608)	(-14)
Administrative Services Division	44	45	1
Infrastructure Services Division	798	792	-6
Operations Division	780	771	-9
Special Purpose Account	12	12	0
General City Purposes Total	9,691	9,558	-133
General City Purposes Total *	7,373	7,240	-133
Pensions			
Deferred Compensation	3	3	0
Employees' Retirement System	59	59	0
Pensions Total	62	62	0
Special Revenue Funds			
Transportation Fund	136	149	13
Sewer Maintenance Fund	165	165	0
Water Works	444	443	-1
Special Revenue Funds Total	745	757	12
Subtotal Budgeted Positions	10,498	10,377	-121
Less Temporary Positions	2,559	2,559	0
Total Budgeted Positions	7,939	7,818	-121

*Does not include Election Commission temporary workers.

ESTIMATED FULL TIME EQUIVALENTS O&M Funded

	2025 Adopted Budget	2026 Adopted Budget	Change 2026 Adopted Versus 2025 Adopted
General City Purposes			
Administration, Department of	118.42	112.36	-6.06
Assessor's Office	45.80	45.80	0.00
City Attorney	61.50	62.80	1.30
City Development, Dept. of	54.43	56.03	1.60
City Treasurer	30.09	29.96	-0.13
Common Council City Clerk	105.20	103.70	-1.50
Community Wellness and Safety, Dept. of	0.00	8.85	8.85
Compliance and Engagement, Dept. of	0.00	10.36	10.36
Comptroller's Office	43.81	43.98	0.17
Election Commission *	11.00	11.00	0.00
Emergency Communications, Dept. of	231.36	230.36	-1.00
Employee Relations, Dept. of	49.00	48.00	-1.00
Fire and Police Commission	27.10	28.10	1.00
Fire Department	1,011.00	1,045.00	34.00
Health Department	171.34	171.96	0.62
Library	311.38	313.28	1.90
Mayor's Office	14.47	14.47	0.00
Municipal Court	30.00	33.00	3.00
Neighborhood Services, Dept. of	193.20	194.52	1.32
Police Department	2,443.76	2,324.95	-118.81
Port Milwaukee	21.00	21.00	0.00
Public Works, Department of (Total)	(961.78)	(955.38)	(-6.40)
Administrative Services Division	44.00	45.00	1.00
Infrastructure Services Division	239.54	242.64	3.10
Operations Division	678.24	667.74	-10.50
Special Purpose Accounts	5.33	5.33	0.00
General City Purposes Total	5,940.97	5,870.19	-70.78
Pensions			
Deferred Compensation	3.00	3.00	0.00
Employees' Retirement System	51.00	51.00	0.00
Pensions Total	54.00	54.00	0.00
Special Revenue Funds			
Transportation Fund	124.00	124.00	0.00
Sewer Maintenance Fund	115.40	115.15	-0.25
Water Works	417.04	418.04	1.00
Special Revenue Funds Total	656.44	657.19	0.75
Grand Total	6,651.41	6,581.38	-70.03

* Election Commission does not include temporary election workers (18.18 FTEs in 2025 and 21.56 FTEs in 2026) due to staffing fluctuations between election and non-election years.

ESTIMATED FULL TIME EQUIVALENTS Non-O&M Funded

	2025 Adopted Budget	2026 Adopted Budget	Change 2026 Adopted Versus 2025 Adopted
General City Purposes			
Administration, Department of	66.77	46.94	-19.83
Assessor's Office	0.00	0.00	0.00
City Attorney	2.50	0.20	-2.30
City Development, Dept. of	32.12	23.72	-8.40
City Treasurer	0.00	0.00	0.00
Common Council City Clerk	1.20	1.20	0.00
Community Wellness and Safety, Dept. of	0.00	5.15	5.15
Compliance and Engagement, Dept. of	0.00	1.64	1.64
Comptroller's Office	10.19	10.02	-0.17
Election Commission	0.00	0.00	0.00
Emergency Communications, Dept. of	0.00	0.00	0.00
Employee Relations, Dept. of	21.67	21.67	0.00
Fire and Police Commission	0.00	0.00	0.00
Fire Department	4.00	0.00	-4.00
Health Department	115.66	104.64	-11.02
Library	24.45	17.95	-6.50
Mayor's Office	0.00	0.00	0.00
Municipal Court	0.00	0.00	0.00
Neighborhood Services, Dept. of	62.30	59.98	-2.32
Police Department	117.87	81.50	-36.37
Port Milwaukee	0.00	0.00	0.00
Public Works, Department of (Total)	(485.31)	(480.71)	(-4.60)
Administrative Services Division	0.00	0.00	0.00
Infrastructure Services Division	417.55	413.45	-4.10
Operations Division	67.76	67.26	-0.50
Special Purpose Accounts	0.00	0.00	0.00
General City Purposes Total	944.04	855.32	-88.72
Pensions			
Deferred Compensation	0.00	0.00	0.00
Employees' Retirement System	0.00	0.00	0.00
Pensions Total	0.00	0.00	0.00
Special Revenue Funds			
Transportation Fund	0.00	0.00	0.00
Sewer Maintenance Fund	26.10	26.35	0.25
Water Works	13.20	13.20	0.00
Special Revenue Funds Total	39.30	39.55	0.25
Grand Total	983.34	894.87	-88.47

ESTIMATED FULL TIME EQUIVALENTS All Funding Sources

	2025 Adopted Budget	2026 Adopted Budget	Change 2026 Adopted Versus 2025 Adopted
General City Purposes			
Administration, Department of	185.19	159.30	-25.89
Assessor's Office	45.80	45.80	0.00
City Attorney	64.00	63.00	-1.00
City Development, Dept. of	86.55	79.75	-6.80
City Treasurer	30.09	29.96	-0.13
Common Council City Clerk	106.40	104.90	-1.50
Community Wellness and Safety, Dept. of	0.00	14.00	14.00
Compliance and Engagement, Dept. of	0.00	12.00	12.00
Comptroller's Office	54.00	54.00	0.00
Election Commission *	11.00	11.00	0.00
Emergency Communications, Dept. of	231.36	230.36	-1.00
Employee Relations, Dept. of	70.67	69.67	-1.00
Fire and Police Commission	27.10	28.10	1.00
Fire Department	1,015.00	1,045.00	30.00
Health Department	287.00	276.60	-10.40
Library	335.83	331.23	-4.60
Mayor's Office	14.47	14.47	0.00
Municipal Court	30.00	33.00	3.00
Neighborhood Services, Dept. of	255.50	254.50	-1.00
Police Department	2,561.63	2,406.45	-155.18
Port Milwaukee	21.00	21.00	0.00
Public Works, Department of (Total)	(1,447.09)	(1,436.09)	(-11.00)
Administrative Services Division	44.00	45.00	1.00
Infrastructure Services Division	657.09	656.09	-1.00
Operations Division	746.00	735.00	-11.00
Special Purpose Accounts	5.33	5.33	0.00
General City Purposes Total	6,885.01	6,725.51	-159.50
Pensions			
Deferred Compensation	3.00	3.00	0.00
Employees' Retirement System	51.00	51.00	0.00
Pensions Total	54.00	54.00	0.00
Special Revenue Funds			
Transportation Fund	124.00	124.00	0.00
Sewer Maintenance Fund	141.50	141.50	0.00
Water Works	430.24	431.24	1.00
Special Revenue Funds Total	695.74	696.74	1.00
Grand Total	7,634.75	7,476.25	-158.50

* Election Commission does not include temporary election workers (18.18 FTEs in 2025 and 21.56 FTEs in 2026) due to staffing fluctuations between election and non-election years.

Comparison of 2026 Adopted Expenditures and Funding Sources with Prior Years by Major Budget Sections and Subsections

Section 1. City Budgets Under Control of the Common Council

	2023 Actual** <u>Expenditures</u>	2024 Actual** <u>Expenditures</u>	2025 Adopted <u>Budget</u>	2026 Adopted <u>Budget</u>	Change 2026 Adopted Versus <u>2025 Adopted</u>
A. General City Purposes					
1. Budgets for General City Purposes					
Administration, Department of	\$15,745,747	\$12,514,159	\$25,872,439	\$22,942,789	\$-2,929,650
Assessor's Office	4,594,149	1,985,846	5,613,487	5,676,889	63,402
City Attorney	6,933,903	3,684,648	9,173,961	9,356,963	183,002
City Development, Department of	5,000,038	3,113,699	7,708,232	8,188,139	479,907
City Treasurer	4,000,584	2,865,014	4,816,646	4,851,182	34,536
Common Council City Clerk	10,180,456	5,377,264	12,212,628	13,313,932	1,101,304
Community Wellness & Safety, Department of	0	0	0	1,354,725	1,354,725
Compliance and Engagement, Department of	0	0	0	1,886,467	1,886,467
Comptroller	4,677,358	2,699,323	5,784,294	5,859,969	75,675
Election Commission	2,341,466	5,864,488	3,239,392	5,247,509	2,008,117
Emergency Communications, Department of	15,978,801	4,539,461	27,094,584	27,171,944	77,360
Employee Relations, Department of	5,304,221	2,638,928	6,250,886	6,395,445	144,559
Fire and Police Commission	3,951,456	2,610,952	5,103,663	5,490,902	387,239
Fire Department	47,778,209	135,229,262	149,658,972	165,408,632	15,749,660
Health Department	16,161,722	17,630,131	21,031,561	22,682,951	1,651,390
Library	25,581,626	17,087,994	33,786,467	33,651,471	-134,996
Mayor's Office	1,493,254	764,869	1,742,026	2,108,535	366,509
Municipal Court	3,013,236	1,933,672	3,984,443	4,199,399	214,956
Neighborhood Services, Department of	20,012,290	11,617,737	26,024,743	25,881,545	-143,198
Police Department	283,401,394	269,682,242	314,005,213	310,111,835	-3,893,378
Port Milwaukee	6,386,291	7,167,936	8,492,168	7,060,819	-1,431,349
Public Works Department (Total)	(137,093,470)	(147,995,857)	(165,878,920)	(164,868,703)	-1,010,217
Administrative Services Division	3,230,034	2,474,942	4,039,490	4,068,897	29,407
Infrastructure Services Division	42,541,339	38,632,035	54,020,794	52,436,592	-1,584,202
Operations Division	91,322,097	106,888,880	107,818,636	108,363,214	544,578
Special Purpose Accounts***	134,954,628	142,626,808	180,923,992	187,284,347	6,360,355
Fringe Benefit Offset	-158,154,622	-156,082,894	-223,561,193	-225,321,709	-1,760,516
Total Budgets for General City Purposes	\$596,429,677	\$643,547,396	\$794,837,525	\$815,673,383	\$20,835,858
*** 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	\$18,355,460	\$63,463,608	\$73,450,947	\$75,881,544	\$2,430,597
Licenses and Permits	19,596,276	20,206,303	19,882,000	20,787,000	905,000
Intergovernmental Revenue	273,846,410	295,591,788	305,503,000	316,795,000	11,292,000
Charges for Services	152,160,447	151,804,173	155,733,468	163,457,819	7,724,351
Fines and Forfeitures	2,426,667	1,943,738	2,500,100	2,000,000	-500,100
Miscellaneous Revenue	49,277,145	31,379,928	38,156,600	32,145,000	-6,011,600
Fringe Benefits	52,822,111	69,169,589	25,000,000	25,000,000	0
Total Revenues	\$568,484,516	\$633,559,127	\$620,226,115	\$636,066,363	\$15,840,248
Tax Stabilization Fund Withdrawals	\$0	\$0	\$32,300,000	\$32,300,000	\$0
Property Tax Levy	88,461,529	96,730,870	142,311,410	147,307,020	4,995,610
Total Financing for General City Purposes	\$656,946,045	\$730,289,997	\$794,837,525	\$815,673,383	\$20,835,858

	2023 Actual** Expenditures	2024 Actual** Expenditures	2025 Adopted Budget	2026 Adopted Budget	Change 2026 Adopted Versus 2025 Adopted
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	15,000	-3,000
Policemen's Pension Fund					
Pension Contribution	\$15,293	\$2,500	\$0	\$0	0
Lump Sum Supplement Contribution	10,000	2,000	0	0	0
Employees' Retirement Fund					
Pension Contribution	\$124,794,305	\$180,351,600	\$177,996,815	\$193,885,382	\$15,888,567
Administration	18,371,696	19,569,954	24,526,723	24,635,860	109,137
Non-City Employers Normal Cost Increase	0	6,337,993	6,840,826	5,731,724	-1,109,102
WRS contribution	0	1,620,890	5,195,594	10,300,000	5,104,406
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	\$20,590,264	\$25,120,455	\$23,000,000	\$26,059,931	3,059,931
Former Town of Lake Employees' Retirement Fund					
Pension Contribution	\$0	\$0	\$0	\$0	\$0
Deferred Compensation	306,305	331,008	543,377	543,377	0
Total Budgets for Employees' Retirement	\$164,105,863	\$233,354,400	\$238,121,335	\$261,171,274	\$23,049,939
2. Source of Funds for Employees' Retirement					
Fringe Benefits Pension	\$1,858,556	\$2,296,598	\$2,420,790	\$2,423,005	\$2,215
Charges to Retirement Fund	18,371,696	19,569,954	24,526,723	24,635,860	109,137
Charges to Deferred Compensation	306,305	331,008	543,377	543,377	0
Miscellaneous and Other	147,100	185,306	178,000	200,000	22,000
Reserve Fund	0	0	0	0	0
Local Sales Tax	0	155,968,000	141,263,053	156,537,456	15,274,403
Property Tax Levy	118,230,671	69,189,392	69,189,392	76,831,576	7,642,184
Total Financing for Employees' Retirement	\$138,914,328	\$247,540,258	\$238,121,335	\$261,171,274	\$23,049,939
C. Capital Improvements					
1. Budgets for Capital Improvements					
Special Capital Projects or Purposes	\$126,642	\$320,867	\$10,465,000	\$35,415,000	\$24,950,000
Administration, Department of	1,554,617	6,944,844	10,725,000	9,160,000	-1,565,000
Assessor's Office	0	0	0	0	\$0
City Attorney	0	0	0	0	\$0
City Development, Department of	2,320,229	43,390,500	53,200,000	55,300,000	2,100,000
Common Council City Clerk	0	0	0	223,867	223,867
Election Commission	0	0	80,000	900,000	820,000
Emergency Communications, Department of	33,129	234,356	0	0	0
Fire and Police Commission	65,195	0	0	0	0
Fire Department	1,984,773	3,342,806	3,247,000	13,000,000	9,753,000
Health Department	0	43,281	300,000	750,000	450,000
Library	1,846,659	2,457,607	2,635,000	3,000,000	365,000
Municipal Court	67,455	80,934	100,000	370,000	270,000
Neighborhood Services, Department of	673,280	2,673,991	3,300,000	3,225,000	-75,000
Police Department	10,708,261	18,753,624	8,550,000	5,000,000	-3,550,000
Port Milwaukee	277,638	521,250	6,350,000	2,900,000	-3,450,000

	2023 Actual** <u>Expenditures</u>	2024 Actual** <u>Expenditures</u>	2025 Adopted <u>Budget</u>	2026 Adopted <u>Budget</u>	Change 2026 Adopted Versus <u>2025 Adopted</u>
Public Works, Department of (Total)	(72,043,492)	(87,799,991)	(119,762,649)	(107,465,000)	(-12,297,649)
Administration Division	0	0	0	0	0
Infrastructure Services Division	65,148,214	79,890,566	98,125,000	93,205,000	-4,920,000
Operations Division	6,895,278	7,909,425	21,637,649	14,260,000	-7,377,649
Total Budgets for Capital Improvements					
(Other than Transportation, Water Works and Sewer Maint.)	\$91,701,370	\$166,564,051	\$218,714,649	\$236,708,867	\$17,994,218
2. Source of Funds for Capital Improvements					
General Obligation Borrowings					
New Borrowing	\$82,449,888	\$111,282,457	\$119,950,826	\$120,098,943	\$148,117
Tax Increment District Public Improvements					
New Borrowing	\$0	\$20,678,120	\$25,000,000	\$25,000,000	\$0
Anticipated Special Assessments					
New Authorizations	\$5,676,518	\$1,639,512	\$2,015,000	\$3,165,000	\$1,150,000
Capital Improvement Revenues					
Cash Revenues	\$3,428,889	\$31,278,011	\$68,083,823	\$87,539,924	\$19,456,101
Property Tax Levy	146,075	1,685,951	3,665,000	905,000	-2,760,000
Total Financing for Capital Improvements					
(Other than Transportation, Water Works and Sewer Maint.)	\$91,701,370	\$166,564,051	\$218,714,649	\$236,708,867	\$17,994,218
* Does not include School Board expenditures.					
D. City Debt (Including School Purposes)					
1. Budget for City Debt					
Bonded Debt (Principal)	\$173,222,912	\$117,282,477	\$232,185,000	\$227,625,000	\$-4,560,000
Bonded Debt (Interest)	48,638,693	45,674,774	48,808,247	49,229,393	421,146
Bonded Debt (Fees)	242,135	233,487	250,000	250,000	0
Bonded Debt (Issuance Expenses)	1,832,979	1,508,549	1,122,750	1,137,750	15,000
Transfers out	805,947	844,541	0	0	0
Subtotal	\$224,742,666	\$165,543,828	\$282,365,997	\$278,242,143	\$-4,123,854
Less: Prepayment					
Prepayment Deduction (PDAF)	\$0	\$0	\$-6,000,000	\$-6,000,000	\$0
Special Assessment	0	0	0	0	0
Total Budget for City Debt	\$224,742,666	\$165,543,828	\$276,365,997	\$272,242,143	\$-4,123,854
2. Source of Funds for City Debt					
Revenues	\$12,488,831	\$10,584,962	\$21,725,611	\$7,756,056	\$-13,969,555
TID Increments from Prior Year	21,501,506	21,140,605	19,335,148	20,027,565	692,417
Delinquent Tax Revenues	15,276,054	17,074,886	17,320,533	16,681,247	-639,286
Offsets and Premium	12,035,260	18,121,698	114,000,000	121,000,000	7,000,000
Transfers In	61,125,000	0	0	0	0
Property Tax Levy	98,545,626	106,677,819	103,984,705	106,777,275	2,792,570
Total Financing for City Debt	\$220,972,277	\$173,599,970	\$276,365,997	\$272,242,143	\$-4,123,854
F. Common Council Contingent Fund					
1. Budget for Common Council Contingent Fund					
Common Council Contingent Fund	[3,585,126]	[4,818,518]	\$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
* 2023 and 2024 experience shown for informational purposes only.					
Expenditure experience represents transfers and expenditures authorized by resolution.					

	2023 Actual** <u>Expenditures</u>	2024 Actual** <u>Expenditures</u>	2025 Adopted <u>Budget</u>	2026 Adopted <u>Budget</u>	Change 2026 Adopted Versus <u>2025 Adopted</u>
Subtotal Budget Authorizations Common Council Controlled Purposes					
(Except Water and Special Revenue Accounts)	\$1,076,979,576	\$1,209,009,675	\$1,533,039,506	\$1,590,795,667	\$57,756,161
Non-Tax Levy	\$803,150,119	\$1,043,710,244	\$1,208,888,999	\$1,253,974,796	\$45,085,797
Tax Levy	\$310,383,901	\$279,284,032	\$324,150,507	\$336,820,871	\$12,670,364
Subtotal Financing for (Estimated Revenues) Common Council Controlled Budgets					
(Except Water and Special Revenue Accounts)	\$1,113,534,020	\$1,322,994,276	\$1,533,039,506	\$1,590,795,667	\$57,756,161
Special Revenue Accounts Sections G through M					
G. Transportation Fund					
1. Budget for Transportation Fund					
Operating and Maintenance Expense	\$31,307,020	\$35,163,262	\$36,339,136	\$38,319,651	\$1,980,515
Transfer to General Fund	10,000,000	0	6,000,000	0	-6,000,000
Deposit to Retained Earnings	0	0	0	811,442	811,442
Capital Improvement Program	1,047,866	2,180,419	2,338,820	2,092,000	-246,820
Total Budget for Transportation Fund	\$42,354,886	\$37,343,681	\$44,677,956	\$41,223,093	\$-3,454,863
2. Source of Funds for Transportation					
Parking Permits	\$3,696,584	\$3,053,500	\$3,849,580	\$3,350,000	\$-499,580
Meters	4,690,049	4,239,000	6,455,000	4,634,000	-1,821,000
Rental and Lease of Facilities	6,308,656	6,499,000	6,147,500	6,890,000	742,500
Towing of Vehicles	5,501,902	5,559,900	5,000,000	4,900,000	-100,000
Vehicle Disposal	1,419,574	1,211,800	1,600,000	2,000,000	400,000
Miscellaneous and Other	3,429,730	999,400	2,287,056	3,357,093	1,070,037
Subtotal Financing for Transportation	\$25,046,495	\$21,562,600	\$25,339,136	\$25,131,093	\$-208,043
Other Funding Sources					
Withdrawal from Reserves	\$0	\$0	\$0	\$0	\$0
Citation Revenue	12,482,260	11,363,100	17,000,000	14,000,000	-3,000,000
Capital Improvements to be Financed from Available:					
Cash Reserves	\$0	\$0	\$0	\$0	\$0
New Borrowing	1,047,866	2,180,419	2,338,820	2,092,000	-246,820
Subtotal Other Funding Sources	\$13,530,126	\$13,543,519	\$19,338,820	\$16,092,000	\$-3,246,820
Total Financing for Transportation	\$38,576,621	\$35,106,119	\$44,677,956	\$41,223,093	\$-3,454,863
H. Grants and Aids Projects (Except Capital Projects)					
1. Budget for Grants and Aids Projects					
Grantor Share (Non-City)	\$212,237,367	\$296,821,989	\$100,132,522	\$83,926,856	\$-16,205,666
Total for Grants and Aids Projects	\$212,237,367	\$296,821,989	\$100,132,522	\$83,926,856	\$-16,205,666
2. Source of Funds for Grants and Aids Projects					
Grantor Share (Non-City)	\$212,237,367	\$296,821,989	\$100,132,522	\$83,926,856	\$-16,205,666
Total Financing for Grants and Aids Projects					
(Except Capital Projects)	\$212,237,367	\$296,821,989	\$100,132,522	\$83,926,856	\$-16,205,666
I. Economic Development Fund					
1. Budget for Economic Development Fund					
Business Improv. District Assessments/Excess TID Revenue	\$0	\$0	\$11,000,000	\$15,000,000	\$4,000,000
Total Budget for Economic Development Fund	\$0	\$0	\$11,000,000	\$15,000,000	\$4,000,000
2. Source of Funds for Economic Development Fund					
Business Improv. District Assessments/Excess TID Revenue	\$0	\$0	\$11,000,000	\$15,000,000	\$4,000,000
Total Source of Funds for Economic Development Fund	\$0	\$0	\$11,000,000	\$15,000,000	\$4,000,000
J. Water Works					
1. Budget for Water Works, Department of Public Works					
Operating Budget	\$90,781,834	\$122,583,298	\$145,727,219	\$167,620,988	\$21,893,769
Capital Improvements Program	36,707,196	23,984,224	50,310,000	49,290,000	-1,020,000
Retained Earnings, Borrowing, and Other Accounts	0	0	0	0	0
Total Expenditures and Deposits	\$127,489,030	\$146,567,522	\$196,037,219	\$216,910,988	\$20,873,769

	2023 Actual** Expenditures	2024 Actual** Expenditures	2025 Adopted Budget	2026 Adopted Budget	Change 2026 Adopted Versus 2025 Adopted
2. Source of Funds for Water Works					
Operating Revenue	\$112,284,793	\$115,870,347	\$103,481,400	\$106,896,216	\$3,414,816
Non-Operating Revenue	1,590,236	1,140,204	7,167,000	6,765,000	-402,000
Proceeds from Borrowing	36,667,447	23,912,901	50,300,000	49,280,000	-1,020,000
Retained Earnings/Miscellaneous	4,824,715	7,907,255	35,088,819	53,969,772	18,880,953
Total Source of Funds for Water Works	\$155,367,191	\$148,830,707	\$196,037,219	\$216,910,988	\$20,873,769
K. Sewer Maintenance					
1. Budget for Sewer Maintenance					
Operating Budget	\$52,548,600	\$54,700,099	\$86,245,501	\$88,903,748	\$2,658,247
Capital Budget	23,577,879	19,474,479	26,900,000	24,658,000	-2,242,000
Deposit to Retained Earnings	23,311,700	22,186,207	0	0	0
Total Budget for Sewer Maintenance	\$99,438,179	\$96,360,785	\$113,145,501	\$113,561,748	\$416,247
2. Source of Funds for Sewer Maintenance					
Sewer User Fee	\$32,530,378	\$33,140,777	\$32,961,495	\$35,908,928	\$2,947,433
Storm Water Fee	39,963,956	40,815,168	43,020,987	44,681,842	1,660,855
Charges for Services	1,767,820	2,102,650	1,681,600	1,800,000	118,400
Miscellaneous Revenue	3,914,423	5,263,403	4,227,400	2,458,000	-1,769,400
Retained Earnings	0	0	8,054,019	6,212,978	-1,841,041
Proceeds from Borrowing	21,261,602	15,038,787	23,200,000	22,500,000	-700,000
Total Source of Funds for Sewer Maintenance	\$99,438,179	\$96,360,785	\$113,145,501	\$113,561,748	\$416,247
M. Delinquent County Taxes					
1. Budget for Delinquent County Taxes					
Delinquent County Taxes and Tax Certificate Purchases	\$9,551,048	\$10,619,045	\$10,586,000	\$9,269,370	\$-1,316,630
Total Budget for Delinquent County Taxes	\$9,551,048	\$10,619,045	\$10,586,000	\$9,269,370	\$-1,316,630
2. Source of Funds for Delinquent County Taxes					
Purchase of Milwaukee County Delinquent Taxes	\$9,551,048	\$10,619,045	\$10,586,000	\$9,269,370	\$-1,316,630
Total Source of Funds for Delinquent County Taxes	\$9,551,048	\$10,619,045	\$10,586,000	\$9,269,370	\$-1,316,630
N. Settlement Fund					
1. Budget for Settlement Fund					
Opioid Settlement Funds	\$0	\$0	\$5,000,000	\$5,000,000	\$0
Vaping Settlement Funds	0	0	250,000	0	-250,000
Total Budget for Settlement Fund	\$0	\$0	\$5,250,000	\$5,000,000	\$-250,000
2. Source of Funds for Settlement Fund					
Opioid Settlement Funds	\$0	\$0	\$5,000,000	\$5,000,000	\$0
Vaping Settlement Funds	0	0	250,000	0	-250,000
Total Source of Funds for Settlement Fund	\$0	\$0	\$5,250,000	\$5,000,000	\$-250,000
Subtotal Budget Authorization for Special Revenue Accounts	\$491,070,510	\$587,713,022	\$480,829,198	\$484,892,055	\$4,062,857
Subtotal Estimated Revenues for Special Revenue Accounts	\$515,170,406	\$587,738,645	\$480,829,198	\$484,892,055	\$4,062,857
Total All Budgets Under the Control of the Common Council					
(Includes Water and Special Revenue Accounts)	\$1,568,050,086	\$1,796,722,697	\$2,013,868,704	\$2,075,687,722	\$61,819,018
Total Financing Revenues of Budgets Under the Control of the Common Council					
(Includes Water and Special Revenue Accounts)	\$1,628,704,426	\$1,910,732,921	\$2,013,868,704	\$2,075,687,722	\$61,819,018

** Expenditures include funding carried over from prior year, but do not include American Rescue Plan Act Funds.

DEPARTMENT APPROPRIATIONS BY FUNDING CATEGORY

The following table shows the 2026 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	\$23,167,789	\$9,160,000	\$36,344,486	\$68,672,275
Assessor's Office	6,676,889	0	0	\$6,676,889
City Attorney	15,448,600	0	0	\$15,448,600
City Development, Dept. of	9,563,139	55,625,000	28,500	\$65,216,639
City Treasurer	5,501,182	0	0	\$5,501,182
Common Council City Clerk	13,876,932	313,867	0	\$14,190,799
Community Wellness & Safety, Department of	2,309,725	0	2,680,000	\$4,989,725
Compliance & Engagement, Department of	1,886,467	0	0	\$1,886,467
Comptroller	6,145,569	0	0	\$6,145,569
Election Commission	5,247,509	900,000	0	\$6,147,509
Emergency Communications, Dept. of	27,171,944	0	0	\$27,171,944
Employee Relations, Dept. of	8,625,445	0	0	\$8,625,445
Fire and Police Commission	5,490,902	0	0	\$5,490,902
Fire Department	165,458,632	13,000,000	1,540,000	\$179,998,632
Health Department	22,682,951	750,000	10,628,009	\$34,060,960
Library	33,651,471	3,000,000	1,485,050	\$38,136,521
Mayor's Office	2,108,535	0	0	\$2,108,535
Municipal Court	4,586,081	370,000	0	\$4,956,081
Neighborhood Services, Dept. of	26,011,545	3,225,000	0	\$29,236,545
Police Department	310,111,835	5,000,000	3,624,041	\$318,735,876
Port Milwaukee	7,060,819	2,900,000	800,000	\$10,760,819
Public Works, Dept. of	164,868,703	107,465,000	60,396,770	\$332,730,473
Board of Zoning Appeals	666,733	0	0	\$666,733
ERS Administration	28,850,860	0	0	\$28,850,860
Deferred Compensation	543,377	0	0	\$543,377
Transportation Fund	39,131,093	2,092,000	0	\$41,223,093
Water Works	167,620,988	49,290,000	0	\$216,910,988
Sewer Maintenance Fund	88,903,748	24,658,000	0	\$113,561,748

SCHOOL BOARD BUDGET
(NOT UNDER THE CONTROL OF THE COMMON COUNCIL)
(FOR INFORMATIONAL PURPOSES ONLY)

A. BUDGET FOR SCHOOL BOARD*

	2022 - 2023 <u>Budget</u>	2023 - 2024 <u>Budget</u>	2024 - 2025 <u>Budget</u>	2025 - 2026 <u>Budget</u>
Appropriations and Expenditures	<u>\$1,140,396,647</u>	<u>\$1,226,537,619</u>	<u>\$1,284,311,513</u>	<u>\$1,384,791,311</u>
Total Appropriations and Expenditures	\$1,140,396,647	\$1,226,537,619	\$1,284,311,513	\$1,384,791,311

B. SOURCE OF FUNDS FOR SCHOOL BOARD*

	2022 - 2023 <u>Budget</u>	2023 - 2024 <u>Budget</u>	2024 - 2025 <u>Budget</u>	2025 - 2026 <u>Budget</u>
Non-Property Tax Revenue and Surpluses	\$820,240,668	\$906,381,640	\$869,500,835	\$957,743,720
Tax Levies				
Property Tax Levy	<u>\$320,155,979</u>	<u>\$320,155,979</u>	<u>\$414,810,678</u>	<u>\$427,047,591</u>
Total Financing of School Board Budget	\$1,140,396,647	\$1,226,537,619	\$1,284,311,513	\$1,384,791,311

* School Board budget is based on fiscal year ending June 30.

The Milwaukee Public Schools budget is not under the control of the Mayor or the Common Council. The Board of School Directors adopted a final 2025-2026 budget, including each fund levy amount, on November 10, 2025.

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

	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
General Obligation Bonds or Short Term Notes				
New Borrowing				
General City Purposes	\$96,073,000	\$95,999,084	\$119,950,826	\$120,098,943
Schools	2,000,000	2,000,000	2,000,000	2,000,000
Subtotal	\$98,073,000	\$97,999,084	\$121,950,826	\$122,098,943
Special Assessment Borrowing				
New Borrowing	\$0	\$0	\$2,025,000	\$3,175,000
Subtotal	\$0	\$0	\$2,025,000	\$3,175,000
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	\$47,000,000	\$50,485,000	\$50,300,000	\$49,280,000
Subtotal	\$47,000,000	\$50,485,000	\$50,300,000	\$49,280,000
Sewer Maintenance Fund Borrowing				
New Borrowing	\$22,700,000	\$22,700,000	\$23,200,000	\$22,500,000
Subtotal	\$22,700,000	\$22,700,000	\$23,200,000	\$22,500,000
Transportation Fund Borrowing				
New Borrowing	\$2,410,000	\$3,411,989	\$2,338,820	\$2,092,000
Subtotal	\$2,410,000	\$3,411,989	\$2,338,820	\$2,092,000
Total All Borrowing				
New Borrowing	\$832,183,000	\$836,596,073	\$861,814,646	\$861,145,943
Total	\$832,183,000	\$836,596,073	\$861,814,646	\$861,145,943

Source: City Clerk's Office • January 2026



I. CITY BUDGETS UNDER THE CONTROL OF THE COMMON COUNCIL

PROPERTY TAX SUPPLEMENTED FUNDS SUMMARY OF EXPENDITURES

Expense Category	2024 Actual Expenditures	2025 Adopted Budget	2026 Adopted Budget	Change 2026 Adopted Versus 2025 Adopted
A. General City Purposes	\$643,547,396	\$794,837,525	\$815,673,383	\$20,835,858
B. Employees' Retirement	233,354,400	238,121,335	261,171,274	23,049,939
C. Capital Improvements	166,564,051	218,714,649	236,708,867	17,994,218
D. City Debt	165,543,828	276,365,997	272,242,143	-4,123,854
F. Contingent Fund	[4,818,518]	5,000,000	5,000,000	0
Total	\$1,209,009,675	\$1,533,039,506	\$1,590,795,667	\$57,756,161

* 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

	2024 Actual Expenditures	2025 Adopted Budget	2026 Adopted Budget	Change 2026 Adopted Versus 2025 Adopted
<u>Personnel</u>				
FTEs - Operations & Maintenance	52.66	118.42	112.36	-6.06
FTEs - Other	96.49	66.77	46.94	-19.83
Total Positions Authorized	213	215	185	-30
<u>Expenditures</u>				
Salaries and Wages	\$3,105,535	\$11,798,517	\$10,130,279	\$-1,668,238
Fringe Benefits	1,491,875	5,309,333	\$4,558,625	-750,708
Operating Expenditures	4,815,675	4,718,510	\$5,442,093	723,583
Equipment	10,556	25,000	\$25,000	0
Special Funds	3,090,518	4,021,079	\$2,786,792	-1,234,287
Total	\$12,514,159	\$25,872,439	\$22,942,789	\$-2,929,650
ARPA Salary Allocation	\$7,449,723	\$0	\$0	\$0
ARPA Fringe Allocations	3,238,907	0	0	0
Total + ARPA	\$23,202,788	\$25,872,439	\$22,942,789	\$-2,929,650
<u>Revenues</u>				
Charges for Services	\$55,132	\$87,000	\$81,000	\$-6,000
Miscellaneous	381,257	400,000	562,000	162,000
Total	\$436,389	\$487,000	\$643,000	\$156,000

The Department of Administration (DOA) 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

DOA provides planning, policy, and management functions that assist the Mayor, Common Council, and city departments. Key functions include:

- Workforce inclusion compliance monitoring and job search assistance
- Reckless driving prevention advocacy and coordination
- Innovation and data analysis
- Fiscal analysis and budget development
- Intergovernmental policy advocacy
- Grant application, distribution, and monitoring
- Procurement management and local business support

- Environmental sustainability program and policy development and management developing policy and programs
- Information technology development and management

Description of Services Provided	Operating Budget & SPAs	Capital Budget	Grant and Settlement Fund Budget	FTEs
Office of the Director – General Operations	\$1,716,548	-	-	9.0
Vision Zero	\$328,786	-	-	2.0
Innovation	\$211,577	-	-	1.0
Early Childhood Initiatives*	\$321,937	-	-	1.0
African American Affairs*	\$577,580	-	\$1,000,000	7.0
Budget & Management	\$1,447,801	-	-	9.0
Environmental Sustainability & Climate Action	\$826,677	\$200,000	\$12,320,555	12.4
Community Development Grant Administration	\$452,816	-	\$23,905,571	22.0
Purchasing	\$1,255,708	-	-	13.0
Intergovernmental Relations	\$506,702	-	-	3.0
IT Management**	\$15,521,711	\$8,960,000	\$41,5611	80.0
Total	\$23,167,789	\$9,160,000	\$37,641,737	159.30

*Includes \$25,000 Childhood Savings Account Special Purpose Account

**Includes \$200,000 E-Government Payment Systems Special Purpose Account

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, 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	2024 Actual	2025 Projected	2026 Planned
Achieve 10,000 Vision Zero contacts through classes and outreach events	5,000	10,000	10,000
Achieve 200,000 Vision Zero impressions through media campaign	38.26 million	300,000	300,000

SERVICE HIGHLIGHTS

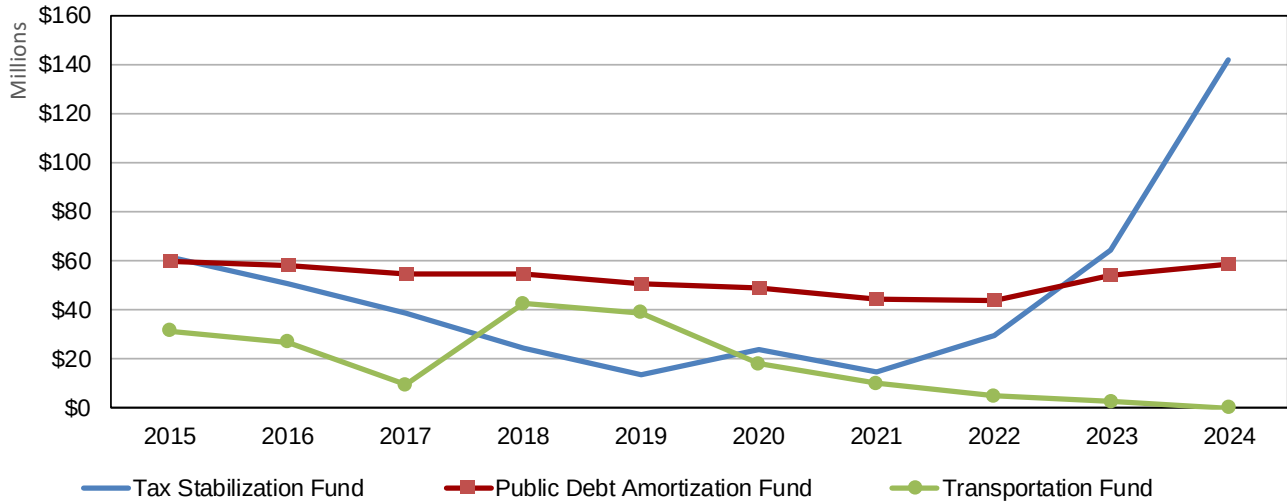
The Office of the Director houses several key strategic initiatives. Their 2025 accomplishments are highlighted below:

- Vision Zero
 - Authored and adopted The Vision Zero Action Plan to reach zero traffic deaths by 2037 with input from nearly 2,000 people.
 - Connected with residents at over 100 events through outreach teams.
 - In partnership with IRD, supported the introduction of the Safe Roads Saves Lives to enable Milwaukee to develop a traffic safety camera program that centers behavior change and discrimination prevention. After 20 years of advocacy, a traffic safety camera bill has bi-partisan authorship and sponsorship in both chambers for the first time.
- Early Childhood Initiatives
 - Created 3 public spaces that promote early literacy.
 - Hosted 8 community events around early literacy and education
 - Reached over 500 parents with educational resources and baby supplies.
 - Partnered with organizations to distribute resources to over 1,500 parents.
- African American Affairs
 - Hosted weekly educational programs to support fatherhood classes.
 - Provided boxes of NarCan to community organizations to battle the ongoing Opioid epidemic.
 - Planned and executed the M.O.M.S Symposium, providing over 300 families with resources and services.
 - Established partnerships with multiple organizations to co-locate services within the OAAA building, enhancing access to valuable resources for underserved communities.
 - Coordinated programs and initiatives within the City to promote the overall welfare of neighborhoods and communities within Milwaukee.
- Innovation
 - Co-facilitated an enterprise-wide audit of the city's telecommunications infrastructure.
 - Fostered efforts to revise the City's service and benefits agreement with the Wisconsin Center District, establishing \$27.5 million in revenue over 35 years.
 - Worked with the Fire and Police Commission and a UW La Follette student group to develop police recruitment and retention strategies and recommendations.
 - Initiated a second UW-La Follette project around Emergency Management service optimization.
 - Initiated a Data Advancement Working Group
 - Helped revise city conduit usage policies
 - Worked to recuperate about \$350,000 in outstanding conduit bills owed to the City.
 - Initiated multiple AI integration tool exploration trials

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 867% from 2021 to 2024, while the Public Debt Amortization Fund (PDAF) increased by 32% in the same period.

Reserve Fund Balances History



The 2025 budget reinstated withdrawals from reserves. Both the TSF and PDAF balances should remain above 2022 levels after the budgeted withdrawals. The 2026 budget maintains the same withdrawal from 2025 despite fund availability, in part due to the poor health of the Transportation Fund, and in part because the reserve will likely grow at a slower pace in future years.

Although the Transportation Fund reserve continued to decrease in 2023, the 2025 budget restored transfers from the Transportation Fund to the General Fund due to policy changes intended to increase Transportation revenue in 2025. However, the fund balance continued to decline in 2024 despite a \$0 transfer to the General Fund. The 2026 budget therefore eliminates the transfer again until the health of the fund improves.

Levy Funding Availability for City Services

The City 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 2016-2026 are summarized below.

LEVY FUNDING PENSION AND DEBT*

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
ERS tax levy	\$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	\$76,771,645
Debt tax levy	\$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	\$106,674,678
Total tax levy	\$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	\$324,150,507	\$333,875,022

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
ERS % of tax levy	31.8%	29.6%	34.4%	30.8%	33.2%	32.5%	42.4%	38.0%	22.2%	21.3%	23.0%
Debt % of tax levy	23.8%	24.7%	24.2%	24.4%	25.3%	27.9%	28.0%	31.7%	33.6%	32.0%	32.0%
Combined % of tax levy	55.6%	54.3%	58.7%	55.2%	58.5%	60.4%	70.4%	69.7%	55.7%	53.4%	54.9%

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

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. Increased pension obligations and borrowing in recent years drove the percent back up to nearly 55% in 2026, but this is still below 2020-2024 levels.

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. Each of our budget analysts work closely with their assigned departments as part of regular performance management reviews with the Mayor to help assess needs in key areas across the city and leverage the City's resources to serve all Milwaukeeans.
- Reformatted annual budget books to more transparently capture all sources of funds, including capital and grant funds.
- Collaborated with other city departments to coordinate the transition process to the City's new Enterprise Resource Planning system (ERP).

ENVIRONMENTAL COLLABORATION OFFICE

Key Performance Measures	2024 Actual	2025 Projected	2026 Planned
Number of homes receiving energy efficiency and renewable energy retrofits	64	160	50
Percent of City Electricity Sourced from Renewable energy	13%	33%	46%
Sustainability Plans & Policies Adopted	2	2	2

SERVICE HIGHLIGHTS

The Environmental Collaboration Office (ECO) develops practical solutions to protect and restore the City of Milwaukee's natural ecosystems while improving people's lives and long-term prosperity. ECO collaborates with community groups, supports statewide and national partnerships on sustainability, and implements the *Milwaukee Climate and Equity Plan*. Flooding, wild-fire smoke, and increasing heat and humidity in Milwaukee in 2025 underscores the economic and health dangers associated with climate change. ECO is working to reduce local greenhouse gas emissions that contribute to global warming, while also helping the City adapt to the climate change that is already happening. ECO also coordinates green infrastructure and six other water-related principles to protect the City's water and build Milwaukee's national profile as a "Water-Centric City."

ECO operates several core programs to serve Milwaukee residents, government, and businesses:

- Better Climate Challenge for greenhouse gas reduction in municipal operations, including municipal buildings and fleet.
- Property Assessed Clean Energy (PACE) financing for commercial buildings
- Commercial building energy benchmarking policy
- Milwaukee Shines solar program
- 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.
- MKE EV project to transition the municipal fleet to hybrid and electric vehicles (EV) and develop a public EV charging network
- ECO Neighborhoods Initiative with community-based organizations for neighborhood-level climate action
- "Green Jobs Accelerator" to connect Milwaukee residents with training and employment opportunities in forestry, energy efficiency, renewable energy, and other relevant trades in collaboration with the Department of Compliance and Engagement, Employ MKE, workforce training agencies, and contractors.
- FEED MKE community composting and food waste reduction program

Since 2023, ECO received over \$42 million in federal grants to implement the Climate and Equity Plan, largely funded through the bipartisan Infrastructure Investment and Jobs Act and the Inflation Reduction Act. Over \$13 million of those funds were impounded in 2025, but the remaining grant-funded projects are underway. The current federal Administration has also limited the City's ability to advance clean energy through major reductions to clean energy tax credits and termination or delays to climate-related grants to the Department of Public Works, the State of Wisconsin, and community-based organizations. Additional cuts to greenhouse gas emission regulations and federal emergency response dollars for climate disasters would further impede the City's ability to achieve its adopted goals of reducing community greenhouse gas emissions 45% by 2030. However, ECO is committed to continuing to find creative means to advance our climate goals. For example, the City's PACE financing program has financed 21 energy efficiency and renewable energy projects since inception totaling over \$43 million in projects without using local tax dollars.

In 2026, ECO will transition from the U.S. Department of Energy's Better Buildings Challenge program to reporting under the national Better Climate Challenge. This accounts for ECO's efforts to support energy efficiency not only in municipal buildings but municipal fleets as well. Through the Caledonia and College Avenue Solar projects, the City now powers 60 municipal buildings with 100% renewable electricity. The City plans to expand the solar project at the College Avenue landfill in 2026, bringing the total municipal buildings powered by renewable energy to 80. ECO now has a publicly facing dashboard to show progress towards our community and municipal climate goals.

ECO is also delivering results for the community. From January to June, ECO's housing programs, including Me², supported energy efficiency projects in 135 Milwaukee homes using ARPA funds. ECO also secured a \$2 million HUD Healthy Homes Production grant to support indoor air-quality and other health-related home improvements to 123 homes in 2025-2027. ECO supported a solar-group program that facilitated the installation of solar energy systems in 20 homes in 2024, with more in development in 2025. ECO is also implementing the City's commercial building benchmarking policy, conducting training sessions with commercial building managers and owners, and managing the City's \$15m EV charging grant, with the first 13 sites planned for construction in 2026. With ECO coordination, City departments should have at least 17 EV charging ports for municipal vehicle use in operation by the end of 2025. ECO additionally works with community groups through both the ECO Neighborhood Initiative to support eco-education in target neighborhoods, and the FEED MKE food waste reduction initiative, which has 390 active members and has issued 11 mini-grants to local community-based organizations to support the Mayor's Food Waste Challenge. In 2025, ECO's green jobs coordinator also reinvigorated the arborists pre-apprenticeship program, developed ECO's Green Jobs Guide, supported a week-long green jobs career exploration camp for high schoolers and young adults, and is building a tighter connection between Employee Milwaukee's employee support programs and the City's RPP program. ECO further works with regional partners such as the Southeastern Wisconsin Regional Planning Commission and Wisconsin Local Government Climate Coalition on shared climate plans, efforts, and agreements.

ECO's 2026 budget includes position authority for 3 vacant grant-funded positions that will not be filled unless the federal government restores grants that are currently impounded and eliminates a vacant Business Finance Officer to reflect administrative centralization efforts in the department.

CAPITAL PROJECTS

ECO's capital budget includes \$200,000 for the Better Buildings Challenge to fund energy efficiency and renewable energy projects in municipal operations. ECO is working with DPW to implement a \$2.6 million Energy Saving Performance Contract for municipal buildings to fund additional energy efficiency and renewable energy projects while leveraging federal clean energy tax credits while they last. Additionally, ECO is implementing the \$522,000 Energy Efficiency Conservation Block grant which will have \$30,000 left available in 2026 for more municipal EV chargers.

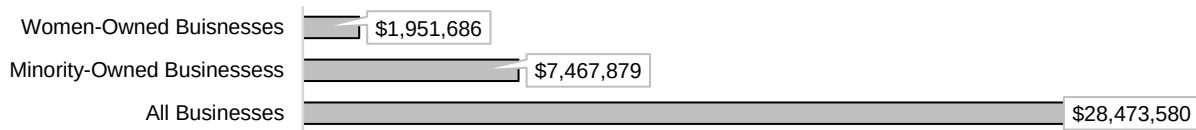
COMMUNITY DEVELOPMENT GRANT ADMINISTRATION (CDGA)

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 enhancing the quality of life in the City's most challenging and impoverished neighborhoods.

Key Performance Measures	2024 Actual	2025 Projected	2026 Planned
Number of Grants Obtained/Managed	27	8	10
Contracts executed with Subrecipients and City Departments	230	250	210
Milwaukee Builds and Other Training Programs	132	140	135
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 and/or rehabilitate over 192 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 local businesses, creating or retaining nearly 298 jobs.
- Facilitate technical assistance and capacity building to community-based organizations implementing CDBG funded programs.

PURCHASING

Key Performance Measures	2024 Actual	2025 Projected	2026 Planned
Process 80% of all city procurement requests within 100 days	55%	80%	80%

Key Performance Measures	2024 Actual	2025 Projected	2026 Planned
Contract dollars awards to Small Business Enterprise (SBE) firms	\$15,200,206	\$12,000,000	\$12,000,000
Minimize the number of bid appeals	0	0	0

SERVICE HIGHLIGHTS

In 2026, the Purchasing Division plans to:

- Release the City's 2026–2028 Buying Plan (or Contracting Forecasting Plan)
- Implement revised procurement procedures associated with the purchase of the City's new Enterprise Resource Planning System (ERP)
- Streamline purchasing thresholds to maximize revenues and efficiencies for city departments
- Develop the Supplier Engagement Program
- Explore revamping the Local Business Enterprise Bid (LBE) Incentive Program
- Host the 2026 City Vendor Fair
- Explore contracting/bid incentives to support environmental sustainability

Purchasing will also continue to collaborate with the Department of Compliance and Engagement on the City's small business enterprise (SBE) program and enforce the City's bid incentives programs to foster opportunities for locally-owned businesses and socially responsible contractors committed to strengthening the local economy.

INTERGOVERNMENTAL RELATIONS

Key Performance Measures	2024 Actual	2025 Projected	2026 Planned
Growth in state fiscal revenues (shared revenue & local sales tax)	\$220 million	\$14 million	\$25 million
Federal earmarks awarded	0	4	4
Intergovernmental legislator visits/presentations with city departments	4	5	6

SERVICE HIGHLIGHTS

- Successfully lobbied on behalf of the Film & TV Tax Credit program in the State Budget
- Advocated for increased local road funding, obtaining a 3% biennial increase in state funding for local roads
- Negotiated increased Payments for Municipal Services from the State to support City services provided to state-owned properties in the City of Milwaukee
- Advocated for a significant increase in the State bonding authority for the Environmental Improvement Fund to help assist the City in its continued efforts for lead lateral replacements
- Organized and advocated at the Federal level to protect critical federal funding streams essential to maintaining City services, particularly in the Community Development Grant Administration, ECO Office, Health Department, and Department of Public Works
- Supported Milwaukee County's successful effort to replace the Milwaukee County Safety Building, which will provide significant efficiencies and costs savings for the Milwaukee Police Department

- Ongoing focus areas include identifying new and consistent revenue opportunities for the City to sustain on-going service levels, obtaining state permission to implement traffic safety cameras, expanding traffic safety/calming measures such as automated enforcement, addressing affordable housing and residential property issues, advocating gun safety measures, and increasing workforce development programming.

The Intergovernmental Relations Division recognizes the status of Milwaukee as a minority-majority city and largest and most diverse community in the state and the economic engine for the entire state. IRD's lobbying efforts are defined through expansive state and federal legislative packages which contain hundreds of items. These items are analyzed for how they would impact the City's most vulnerable residents when developing recommendations for city positions. The Division will look to expand opportunities in 2025 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 that need to be overcome.

INFORMATION & TECHNOLOGY DIVISION (ITMD)

Key Performance Measures	2024 Actual	2025 Projected	2026 Planned
Percentage of Call Center calls answered within 60 seconds	84%	85%	85%
Percentage of permits and licenses applied online	77%	78%	78%
Average time to close service desk tickets	1.9 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.

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 both internal tracking tools and new phone technologies to monitor customer satisfaction and response times, and leverages cross-training, self-service tools, and first call resolution policies to ensure efficient and effective call management and service delivery.

Efficiency. ITMD provides enterprise application support through business processes and technical expertise to deliver services and solutions around application development and maintenance, data access and analytics, and GIS and ERP resources. E-government and web technology allow residents and businesses to interact more easily and more efficiently with their City government. The City's web tools make it easier to voice an opinion, obtain information, request services, and make payments. For example, the Accela land management system allows residents and businesses to apply for permits and licenses online at any time of day, and E-notify provides users with updates on City activities, public meetings, and more.

ITMD is additionally responsible for managing, maintaining, and securing the City's IT infrastructure, including public safety communications infrastructure. This includes 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 the routers, switches, and server firewalls needed to run the City's website. 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.

Equality. In 2023, ITMD created a custom software solution for Labor Compliance Reporting (LCR) in support of the Residents Preference Program (RPP). RPP certification promotes hiring underemployed and unemployed city residents on city-funded construction and private development projects. In 2025, ITMD Wauwatosa requested using this tool for their own RPP program.

Additionally, in 2025, ITMD partnered with the City Attorney's Office to review city webpages for compliance with new federal grant requirements related to unlawful discrimination. This effort ensured that no language violated these requirements, protecting the City of Milwaukee's eligibility to apply for grants that fund critical services for its residents.

CAPITAL PROJECTS

The 2026 capital budget includes funding for several IT related projects:

- \$6,000,000 for Enterprise Resource Planning system replacement
- \$660,000 for Solocom Hardware Refresh
- \$625,000 for Public Facility Communication projects
- \$600,000 for laptop & mobile device replacement
- \$400,000 for DEC Server Refresh and \$100,000 for DEC Computer Refresh
- \$300,000 for general IT upgrades
- \$200,000 for Cyber security projects
- \$75,000 for InfoTech IT Benchmarking

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

	2024 Actual Expenditures	2025 Adopted Budget	2026 Adopted Budget	Change 2026 Adopted Versus 2025 Adopted
<u>Personnel</u>				
FTEs - Operations & Maintenance	23.67	45.80	45.80	0.00
FTEs - Other	23.36	0.00	0.00	0.00
Total Positions Authorized	56	53	53	0
<u>Expenditures</u>				
Salaries and Wages	\$1,097,354	\$3,594,129	\$3,625,441	\$31,312
Fringe Benefits	550,969	1,617,358	1,631,448	14,090
Operating Expenditures	273,858	332,000	350,000	18,000
Equipment	0	0	0	0
Special Funds	63,665	70,000	70,000	0
Total	\$1,985,846	\$5,613,487	\$5,676,889	\$63,402
ARPA Salary Allocation	\$2,420,921	\$0	\$0	\$0
ARPA Fringe Allocations	\$1,059,079	\$0	\$0	\$0
Total + ARPA	\$5,465,846	\$5,613,487	\$5,676,889	\$63,402
<u>Revenues</u>				
Charges for Services	\$1,744,873	\$ 1,250,000	\$ 1,250,000	\$0
Total	\$1,744,873	\$ 1,250,000	\$ 1,250,000	\$0

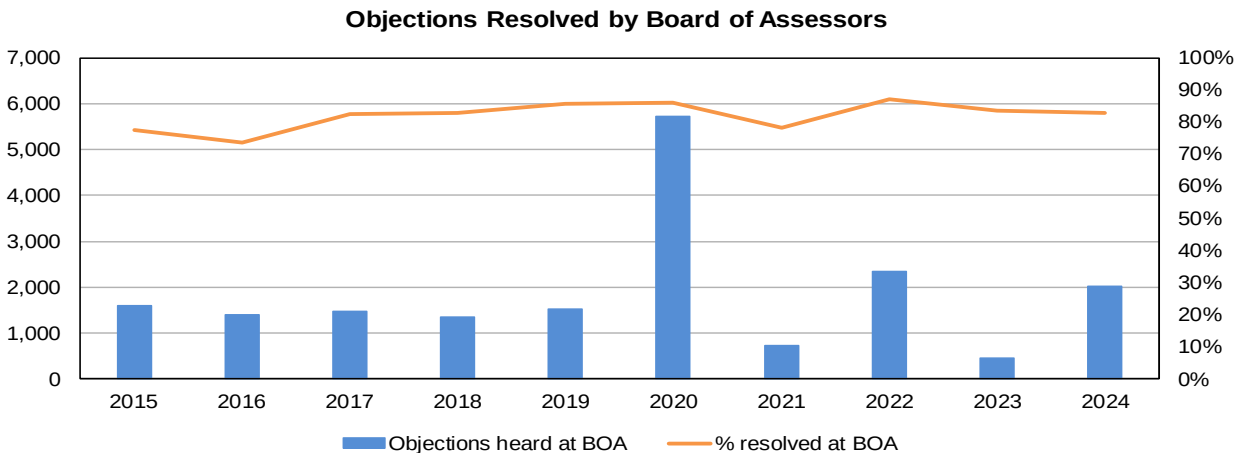
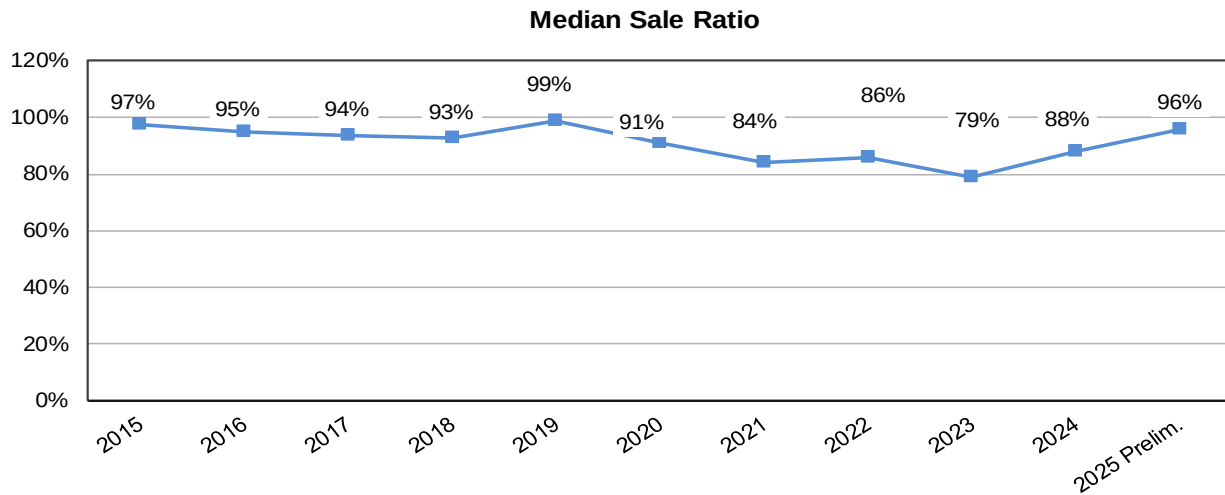
SUMMARY OF SERVICES DELIVERED BY THIS DEPARTMENT

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 residential and commercial 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 roll. The City seeks to achieve customer satisfaction and distribute the cost of service as equitably as possible based on the property's value. The Office also manages 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 Budget + SPAs*	Capital Budget	Grant Budget	FTEs
Property valuation	\$3,884,995	-	-	30.00
Processing, analyzing, and responding to property owner objections	\$2,331,236	-	-	10.50
Processing exemption requests, reviewing exempt properties use, estimating value of exempt properties	\$305,498	-	-	2.50
Staffing and support the Board of Review	\$155,160	-	-	2.80
Total	\$6,676,889	\$0	\$0	45.80

*Includes \$1,000,000 in Special Purpose Accounts

KEY PERFORMANCE MEASURES



SERVICE HIGHLIGHTS

- Worked closely with the Wisconsin Department of Revenue to ensure major class compliance in accordance with Wis. Stat. § 70.05.
- Reduced the number of appeals pending before the Board of Review to 65.
- Reviewed and analyzed residential land values to bring them to market value.
- Implemented a new policy for requesting and receiving income and expense information from commercial property owners, ensuring accurate market data and efficient processing of objections.
- Continued work on resolving more objections at the Board of Assessors and reducing the number of appeals to the Board of Review by making early contact with property owners and requesting supporting information and documentation earlier in the objection process.
- Used statistical modeling to analyze bias and regressivity in assessments.

CITY ATTORNEY

MISSION: To meet the City's legal needs in accordance with the City Charter and statutory requirements in an ethical, non-biased manner, by providing high-quality, expert advisory, transactional, and plaintiff- and defense-sided litigation services.

BUDGET SUMMARY

	2024 Actual Expenditures	2025 Adopted Budget	2026 Adopted Budget	Change 2026 Adopted Versus 2025 Adopted
<u>Personnel</u>				
FTEs - Operations & Maintenance	25.16	61.50	62.80	1.30
FTEs - Other	30.17	2.50	0.20	-2.30
Total Positions Authorized	64	64	63	-1
<u>Expenditures</u>				
Salaries and Wages	\$2,225,681	\$6,028,111	\$6,130,247	\$102,136
Fringe Benefits	1,001,556	2,712,650	2,758,611	\$45,961
Operating Expenditures	438,477	407,200	446,105	\$38,905
Equipment	18,934	26,000	22,000	\$-4,000
Special Funds	0	0	0	\$0
Total	\$3,684,648	\$9,173,961	\$9,356,963	\$183,002
ARPA Salary Allocation	\$3,248,042	\$0	\$0	\$0
ARPA Fringe Allocations	\$1,391,958	\$0	\$0	0
Total + ARPA	\$8,324,648	\$9,173,961	\$9,356,963	\$183,002
<u>Revenues</u>				
Charges for Services	921,973	720,000	1,304,000	584,000
Total	\$921,973	\$720,000	\$1,304,000	\$584,000

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: Responsible for all department operations; and, 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. (35%)	\$2,770,730	-	-	13.00
Employment, Administrative & Health: Provide legal work on all aspects of employment law; workers' compensation; 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 HIPAA and federal and state laws concerning group health and insurance plans. In addition, provide counsel to the Department of Administration (DOA), Water Works (MWW), Public Service Commission, Board of Review, Bankruptcy, and the City Clerk Licensing Division (9%).	1,647,379	-		10.50
Real Estate, Contracts & Education: Provide legal services to the Milwaukee Board of School Directors (MPS) and various city departments including: the Department of City Development (DCD), Redevelopment Authority of the City of Milwaukee (RACM), Port Milwaukee, Milwaukee Public Library, Board of Zoning Appeals, Board of Election Commissioners, Department of Public Works (DPW), Environmental Collaboration Office, Inter-Governmental Relations, and Purchasing (7%).	\$1,395,167	-	-	9.00

Description of Services Provided	Operating & SPA Budget*	Capital Budget	Grant & Aid Budget	FTEs
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 (39%).	\$7,805,383	-	-	17.50
Neighborhood Revitalization, Ordinance Enforcement & Housing: Pursue innovative and zealous neighborhood revitalization efforts through training, legal advice, and litigation support to City elected officials and departments (MPD, DNS, MHD, DPW), and through proactive coordination with community partners. These efforts tackle nuisance properties, exploitative landlords, problem licensed premises, dilapidated structures, public health orders, and dangerous animals and animal abuse, among other ordinance violations. Prosecute all MPD and MUPD municipal citations, including reckless driving, OWI, and building and zoning code violations. Provide general counsel and litigation support to HACM and evictions prosecution for HACM and DCD. Provide public records and open meetings advice and training, and advise and draft confidential opinions for the Ethics Board (10%).	\$1,829,941	-	-	13.00
Total	\$15,448,600	-	-	63.00

*SPA total, \$6,091,637

KEY PERFORMANCE MEASURES

Indicators	2024 Actual	2025 Projected	2026 Planned
Total Number of State and Federal Court Cases Opened	262	288	297
Total Number of State and Federal Court Cases Closed	217	284	293
Total Number of State and Federal Court Cases Pending	113	189	195
Number of State Appellate Cases	10	14	15
Number of Federal Appellate Cases	6	8	8

Indicators	2024 Actual	2025 Projected	2026 Planned
Total Number of Administrative Cases Opened	128	103	106
Total Number of Administrative Cases Closed	231	140	144
Total Number of Administrative Cases Pending	223	270	278
Number of Contracts Handled	189	220	230
Number of Legal Services Assignments Opened	482	600	618
Number of Legal Services Assignments Closed	848	332	500
Number of Legal Opinions Issued	41	32	35
Total Claims Opened	533	402	450
Total Claims Closed	851	498	500
Number of Public Records, Open Meetings, Ethics, and Anti-harassment Training Sessions Provided to City Departments and City Officials	35	30	55
Number of Municipal Court Trials Including Building and Zoning	724	940	1,000
Building and Zoning Arraignments	1,575	1,632	1,900
Eviction Cases Handled/Opened (DCD)	36	55	40
Eviction Cases Handled/Opened (HACM)	321	250	250
Eviction Cases Handled/Filed (DCD)	35	55	40
Eviction Cases Handled/Filed (HACM)	234	200	200

SERVICE HIGHLIGHTS

- Advising all city departments, MPS and HACM on reaction to Executive Orders from President Trump and trying to preserve access to federal grant funds in the wake of those orders.
- Advised Common Council, Mayor's office, and departments regarding response to federal immigration-related grant conditions. Ongoing evaluation of legality of federal efforts to compel cooperation with immigration enforcement efforts and to condition grants on cooperation.
- Responding to requests from Common Council members and City officials and departments for opinions and advice on various legal matters.
- Assisting in responding to public records requests and in complying with the open meeting law, as well as providing training on these topics.
- 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 DCD, RACM, and Milwaukee Public Library on development projects and other real estate matters, including TID supported affordable housing and the City's first TID supported workforce housing projects.
- Assisting Port Milwaukee in matters involving private investment to the Port and environmental remediation partnerships.

- Provide general counsel service to HACM.
- Serving as general counsel for MPS and assisting the Board of School Directors with various school-related legal matters including real estate and other contracts and employment matters.
- Advising the Board of Zoning Appeals in zoning matters.
- Assisting in City bond financing and advising the Public Debt Commission.
- Represent and defend the City and its officers and employees in all claims and legal process filed against them in federal and state court.
- Provide ongoing support and advice in reaching compliance with the *Collins* settlement agreement.
- Assisting the Common Council and its Licenses Committee in licensing matters, and engaging in related litigation.
- Reviewing new ordinances for legality and enforceability.
- Assisting the Department of Public Works in parking, easements and other real estate and public construction matters.
- Provide advice and guidance on Act 12 implementation regarding multiple areas, including public safety maintenance of effort and transfer to WRS.
- Draft, negotiate, and review purchasing and other contracts, for various City departments and MPS.
- Advise City departments on employment related issues including requests for reasonable accommodations based on medical reasons or for religious exemption, Family Medical Leave Act issues and disciplinary matters.
- Advise and assist the City of Milwaukee Election Commission.
- Defend the City against claims of employment discrimination in federal and state forums.
- 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.
- Prosecuted nuisance property owners, including the appointment of receivers to correct ongoing violations.
- Represented the Department of Neighborhood Services on multiple vicious animal complaints.
- Preserved City's ability to prevail on OWI cases after analysts leave state lab by convincing Circuit Court to permit hearsay testimony of current lab employees.
- Provided guidance in establishing the policies and procedures for the Board of Review and its largely new membership.
- Adopted new initiative to hold reckless drivers accountable, leading to much greater rate of conviction.

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

	2024 Actual Expenditures	2025 Adopted Budget	2026 Adopted Budget	Change 2026 Adopted Versus 2025 Adopted
<u>Personnel</u>				
FTEs - Operations & Maintenance	35.66	54.43	56.03	1.60
FTEs - Other	48.25	32.12	23.72	-8.40
Total Positions Authorized	122	105	103	-2
<u>Expenditures</u>				
Salaries and Wages	\$1,842,768	\$5,092,574	\$5,421,987	\$329,413
Fringe Benefits	873,055	2,291,658	2,439,894	148,236
Operating Expenditures	188,936	174,000	176,258	2,258
Special Funds	208,940	150,000	150,000	0
Total	\$3,113,699	\$7,708,232	\$8,188,139	\$479,907
ARPA Salary Allocation	\$2,579,428	\$0	\$0	\$0
ARPA Fringe Allocations	1,128,393	0	0	0
Total + ARPA	\$6,821,520	\$7,708,232	\$8,188,139	\$479,907
<u>Revenues</u>				
Taxes and PILOTS	\$0	\$1,000,000	\$1,000,000	\$0
Charges for Services	110,350	8,000	108,000	100,000
Licenses and Permits	38,250	45,000	40,000	-5,000
Miscellaneous	48,892	30,000	32,000	2,000
Total	\$197,492	\$1,083,000	\$1,180,000	\$97,000

The Department of City Development (DCD) supports the City and Mayor's goals to advance community and economic development by supporting housing development 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
Office of the Commission and Economic Development	\$1,112,077	\$50,025,000	\$0	9.00
Commercial Corridor	\$681,355	\$1,500,000	\$121,625	4.00
Real Estate & Development	\$3,112,324	\$0	\$25,490	19.35
Housing & Neigh. Development	\$1,463,353	\$3,600,000	\$537,530	17.00
Planning	\$1,681,541	\$200,000	\$118,300	12.40
Finance & Administration	\$1,512,489	\$0	\$185,729	15.00

Description of Services Provided	Operating Budget + SPAs*	Capital Budget	Grant Budget	FTEs
Public Housing	\$0	\$0	\$0	3.00
Total	\$9,563,139	\$55,325,000	\$988,673	79.75

*Includes \$1,375,000 in Special Purpose Accounts

The 2026 budget eliminates three vacant positions.

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

Key Performance Measures	2024 Actual	2025 Projected	2026 Planned
Sales, transfers, and dispositions of tax foreclosed property	266	250	150
Percentage increase in value of property for closing tax increment districts	326%	386%	490%
Number of Strong Neighborhoods loans closed	78	60	52
Percentage of Strong Neighborhoods loans in CDBG area	59%	65%	65%
Percentage of community engagement opportunities within CDBG neighborhoods during Housing Element Planning and Implementation	83%	87%	70%
Percentage of Commercial Corridor grants made to minority-owned local businesses (tracking metric / programs do not include affirmative prioritization)	72%	78%	68%

SERVICE HIGHLIGHTS

DCD carries out a variety of programs and initiatives to increase private sector employment and investment to help grow the City's tax base and expand opportunities for City residents. The department utilizes the following key approaches to accomplish its mission:

1. Land use planning, zoning, and urban design to establish and advance planning and development goals,
2. Strategic management and disposition of city-owned real estate,
3. Direct financial assistance to small businesses, affordable housing developers, and property owners,
4. Tax incremental financing,
5. Partnerships with organizations that represent businesses and employers, and
6. Redevelopment project management, including environmental remediation.

The Department's support to potential businesses and developers has spurred many development projects throughout Milwaukee, helping create more than 24,000 new housing units citywide since 2004.

Housing

During the previous year 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. DCD administers several programs to support homeowners and housing development, and collaborates with the Community Development Alliance and a broad range of partners to implement Milwaukee's Collective Affordable Housing Strategic Plan and work toward these goals. In 2026, the Department will also launch the Homeownership Development Fund, building new residential homes on razed vacant lots.

Several of DCD's key housing initiatives are highlighted below:

- **Strong Homes Loans:** The Strong Homes Loan program preserves 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. During the past 10 years the program has helped over 750 families remain in their home by investing \$12.5 million dollars towards these much-needed home improvements. In 2024, the Strong Homes Loan Program helped 78 families and \$1.5 million dollars were invested into our communities through this program to help homeowners remain in their homes.
- **Milwaukee Home Down Payment Assistance Program:** In 2021, DCD launched the successful Milwaukee Home Down Payment Assistance Program that provides grants to help eligible first time homebuyers afford a down payment. In 2024, federal American Rescue Plan Act (ARPA) funding enabled the program to administer over 300 grants, totaling over \$1.9 million dollars in assistance. To date, the Down Payment Assistance Program has helped nearly 1,200 City of Milwaukee residents become new homeowners.
- **Homes MKE:** In 2021, the Milwaukee Common Council allocated \$15 million in ARPA funding to launch the Homes MKE initiative. This initiative aims to renovate up to 120 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, including both emerging developers and respected non-profit organizations, to carry out renovation work across 23 Milwaukee neighborhoods. The program formally launched in Spring 2023. To date, Homes MKE has completed 52 properties and 64 housing units. Most completed properties have been sold to owner-occupants, with a handful of properties held as rent-to-own. These revitalized homes include all new plumbing, heating, sewer and water laterals, lead abatement, and electrical services. An additional 28 more homes are currently under construction, with 20 more pending developer transfers by the end of 2025. DCD also engages effected communities in these efforts – staff have performed door-to-door outreach in 15 neighborhoods where vacant houses are being renovated with the Homes MKE initiative.

Land Use Planning

The DCD Planning Division provides staff support to the City Plan Commission (CPC) and manages the Comprehensive and Area Planning process, reviews rezoning applications and development approvals in overlay districts, and coordinates land combinations and divisions, street and alley vacations, urban design review, and strategic updates to the zoning code. Major ongoing planning projects include updating the West Side Area Plan and implementing recommendations from the Housing Element of the Comprehensive Plan. The City Plan Commission reviews ~50 proposals annually; files approved by the CPC during the past year are anticipated to enable over \$100 million in new development. The Planning Division also provides mapping and data analysis to support the work of all of the Divisions within DCD.

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. DCD uses community councils and advisory groups, the city-wide EngageMKE.com online engagement platform, and other engagement strategies and techniques tailored to individual neighborhoods. To date in 2025, DCD staff have shared resources at

71 community outreach events and collaboratively offered expertise with partners at 44 community building sessions to reinforce solidarity and cooperation with our neighbors and share information to assist residents and business understand and benefit from DCD initiatives throughout Milwaukee's many communities. DCD also creates multi-lingual online and printed material and live closed captions for virtual meetings.

Real Estate

DCD is responsible for the sale and disposition of city-owned properties including improved homes, commercial properties, and vacant lots. In 2024, DCD sold 165 improved properties (153 residential and 12 commercial) and 101 vacant lots (including 33 lots to Habitat for Humanity, 21 lots to the CDA Scattered Sites MKE Project, and 14 lots to the Sustainable Development LLC, affiliated with Layton Boulevard West Neighbors). As of August 2025, DCD has sold 45 improved properties (35 residential and 10 commercial) and 70 vacant lots. DCD anticipates selling approximately 250 properties by the end of the year. In 2024, DCD negotiated a contract with eProperty/Innovations to develop and implement ePropertyPlus to track property and tenant data. This new system went live in 2025 and will enable DCD to more strategically market and manage sales for City-owned properties.

DCD currently manages over 3,700 City-owned properties, including 3,274 vacant lots, 98 commercial properties, and 330 residential properties.

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-recommended Anti-Displacement Preference Program was adopted by Council in 2019 and requires City-assisted affordable rental developments to provide a leasing preference for local neighborhood residents. This policy currently applies to 13 housing developments with 900 new housing units in neighborhoods at risk of displacement. In the coming year, DCD will continue to advance the recommendations of the Anti-Displacement Plan, including through collaborations with the Community Development Alliance.

Riverwalk Expansion

The Milwaukee Riverwalk System continues to highlight the City's three rivers as the system expands further into the Harbor District and brings new investment Downtown. In the 30 years since the first segment was constructed, the value of riverfront properties adjacent to the Riverwalk have increased by \$1.9 billion. The Riverwalk remains a hot spot for development with seven projects either planned or under construction in 2025. On the Milwaukee River, those projects include the Gary Grunau Memorial Plaza on Highland Avenue, The Edison residential tower at State Street and Edison, and downtown's first dog park on Plankinton Avenue, adjacent to the dog-friendly Foxtown Landing taproom and restaurant. In the Harbor District, Boone and Crockett is starting construction on their Riverwalk, the Lincoln Playfields are adding a Riverwalk, and the much-anticipated Harbor District Riverwalk next to Komatsu is now under construction.

In addition to completing the projects above, in 2026, DCD anticipates upgrades to the Erie Street Plaza Riverwalk and continued design to connect the new Lincoln Park Playfield Riverwalk to Becher Street.

Commercial Revitalization and Business Investment

DCD's Commercial Corridor Team (CCT) serve as liaisons between the City and local small 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 and update outmoded interior space to attract tenants and purchase equipment that enables job expansion.

In 2024, these programs awarded 94 grants, totaling over \$1.7 million. These grants supported commercial development projects that leveraged a total investment of more than \$4.1 million. Total grants awarded in 2024 reflected a diverse mix of business owners: 31% Asian, 28% White, 22% African American, 18%-Latinx/Hispanic, and 1% Native American.

Commercial corridor staff provide technical assistance and monitoring to the City's 41 active Business Improvement Districts (BIDs) and Neighborhood Improvement Districts (NIDs). These organizations work in partnership with the city to strengthen commercial corridors and residential neighborhoods. In 2025, CCT staff assisted the East Side BID with a proposed expansion. Annual BID/NID assessments in 2024 provided nearly \$13 million total for BIDs and NIDs to carry out additional public improvements and activities in the various districts.

Tax Incremental Financing

In 2024, the City created four new and amended six tax increment financing districts (TIDs). These TIDs supported housing in city neighborhoods, public infrastructure improvements to address reckless driving throughout the city, bike facilities, public spaces and amenities, public art, and commercial corridor grants programs.

TID highlights from 2025 are summarized below:

- **Created 4 new neighborhood TIDs** (supports 404 new homes, \$149M investment, \$7.5M in City contributions):
 - 100 E. National: 140 affordable housing units and 3,150 sf commercial space
 - Midtown Homeownership Initiative: First "Backbone TID" in partnership with Community Development Alliance and participating developers. Supports construction of 34 new single-family homes and 20 duplexes all built on former City-owned vacant lots for affordable homeownership.
 - Kin at Freshwater: 140 total units, including 113 affordable and 27 market rate apartments, 1,300 sf commercial space that won a RFP to develop on RACM-owned vacant lot. Project remains pending due to financing constraints.
 - Bronzeville Arts & Tech Hub: New development on former City-owned land in Bronzeville containing 60 units including 48 affordable & 12 market rate apartments and 30,000 sf of arts and tech space.
- **Amended 6 TIDs to advance planning and development priorities:**
 - Park East: \$17,750,950 total amendment
 - \$1.5M for the Vel R. Phillips Plaza
 - \$3.75M for design & improvement for N. Water, W. Kilbourn, Red Arrow Park & City Hall Square
 - \$11,750,950 donation to Century City TID
 - Now fully paid-off in 2025
 - The Brewery Project: \$5.15M total amendment
 - \$2.5M for all ages bike facility along W. Highland (6th-18th)
 - \$850K MLK Street design -McKinley to Wisconsin
 - \$500K design funds for Pere Marquette Park
 - \$500,000 for traffic calming
 - \$50,000 for 4 murals along Riverwalk in partnership with Milwaukee Downtown BID #21
 - 735 N. Water Street: \$650K total amendment
 - \$600,000 for Riverwalk plazas on north and southside of Edison Project
 - 6th and National: \$8.7M total amendment
 - \$5.8M for public infrastructure to support traffic calming and bike lanes
 - \$1.45M for public spaces
 - \$100K public art
 - \$500K for Commercial Corridor programs

- 1st & Becher: \$2.85M total amendment
 - \$1.2M for public infrastructure
 - \$1M for public skate park
 - \$52K for murals
- Zillman Park: \$1.5M total amendment
 - \$1.4M for bike infrastructure

Summer Youth Internship Program

DCD administers the City of Milwaukee Summer Youth Internship Program as part of 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 City government. In 2023, the program transitioned back to in-person and employed 61 teens in city government departments. In 2024, 87 teens worked across 12 city government departments. 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)

The Community Improvement Program (CIP) achieved significant milestones in 2024, completing 20 projects totaling over \$75,000. These efforts included community garden creation, art installations, beautification initiatives, and other targeted improvements to enhance the overall appearance of neighborhoods. CIP is complemented by neighborhood canvassing efforts to distribute flyers promoting NIDC programs and encourage resident participation. These outreach efforts have sustained high levels of activity for CIP projects in 2024.

Healing Space Initiative

The City of Milwaukee launched the Healing Spaces Initiative in January 2021 in response to the isolation felt by City residents from quarantine and social distancing during the COVID-19 pandemic. Under the direction of the Neighborhood Improvement Development Corporation (NIDC), the Healing Spaces Initiative helps residents build relaxing natural environments on available city-owned vacant lots while eliminating blighted spaces and engaging residents. During the past year, NIDC has worked on seeking philanthropic grant opportunities to continue operating the Healing Spaces Initiative and DPW began carrying out ongoing maintenance at existing Healing Spaces. NIDC has partnered with the University of Wisconsin Milwaukee Institute for Systems Change & Peacebuilding (ISCP) Fellows program to enhance the activation of existing Healing Spaces.

Arts Board and 4th of July Commission

DCD provides staff support to the Milwaukee Arts Board and 4th of July Commission, including administering the Arts Board Sustaining Grants Program, the Public Art Conservation Fund, and the Public Artist in Residence Program, and coordinating contracting and partnership agreements to support the City's July 4th activities within neighborhood parks.

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 2026, these funds will be used to finalize the West Side Area Plan, Northridge Mall property redevelopment plans, King Drive Corridor Plan, and Lisbon Avenue Corridor Plan, and to update the City's Anti-Displacement Indicators and Zoning Code to reflect recommendations from the 2025 Housing Element Plan. Updates will focus on encouraging and enabling housing development that advances the City's housing growth, choice, affordability, and climate resiliency goals.

Tax Increment Districts (TIDs): The 2026 Budget provides \$25 million in authority for potential new TIDs, as approved by the Joint Review Board, Mayor, and Common Council, and \$25 million in authority to pay increment on current developer-financed TIDs, offset by corresponding revenues.

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 primarily focus on the seven industrial BIDs where the City investigates and remediates commercial and manufacturing brownfields. This includes addressing about 160 (over half of initial inventory) 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 (\$1,000,000): 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.

Homeownership Programs (\$3,900,000): The Department utilizes funds from expiring TIDs to support housing efforts, as allowed by State Statute. During 2026, the final year extensions of TIDs 39, 42, 46, and 51 are anticipated to generate \$2,300,000 for housing activities. These funds are proposed to be allocated to fund the **Milwaukee Homeowners' Fund** (\$600,000), the **STRONG Homes loan program** (\$1,000,000), **In-rem property management activities** (\$400,000), and the **Housing Trust Fund** (\$300,000).

In 2026, DCD will also launch the “Revive” component of Mayor Johnson’s Raze and Revive strategy with the **Homeownership Development Fund** (\$1,600,000) to revitalize blighted properties. Funding under this program will provide “gap financing” to local developers to facilitate the construction of new homes for affordable homeownership on vacant lots in neighborhoods where demolition has occurred. In the initial year of the program, DCD will target housing styles that are not currently being developed for homeownership locally – such as townhomes, duplexes, and cottage courts – to supplement existing efforts in the City to construct single family detached homes. Combined with federal grant funds, this initiative is anticipated to fund the construction of 25 new homes in Milwaukee.

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.

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.

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

	2024 Actual Expenditures	2025 Adopted Budget	2026 Adopted Budget	Change 2026 Adopted Versus 2025 Adopted
<u>Personnel</u>				
FTEs - Operations & Maintenance	15.06	30.09	29.96	-0.13
FTEs - Other	14.19	0.00	0.00	0.00
Total Positions Authorized	45	44	44	0
<u>Expenditures</u>				
Salaries and Wages	\$1,010,512	\$2,309,559	\$2,259,350	\$-50,209
Fringe Benefits	425,284	1,039,302	1,016,708	-22,594
Operating Expenditures	651,221	601,775	695,589	93,814
Equipment	0	0	2,895	2,895
Special Funds	777,997	866,010	876,640	10,630
Total	\$2,865,014	\$4,816,646	\$4,851,182	\$34,536
ARPA Salary Allocation	\$1,210,500	\$0	\$0	\$0
ARPA Fringe Allocations	\$529,500	\$0	\$0	\$0
Total + ARPA	\$4,605,014	\$4,816,646	\$4,851,182	\$34,536
<u>Revenues</u>				
Charges for Services	\$116,869	\$132,000	\$132,000	\$0
Licenses and Permits	93,687	94,000	94,000	0
Miscellaneous	12,444,039	7,283,000	5,163,000	-2,120,000
Total	\$12,654,595	\$7,509,000	\$5,389,000	\$-2,120,000

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.

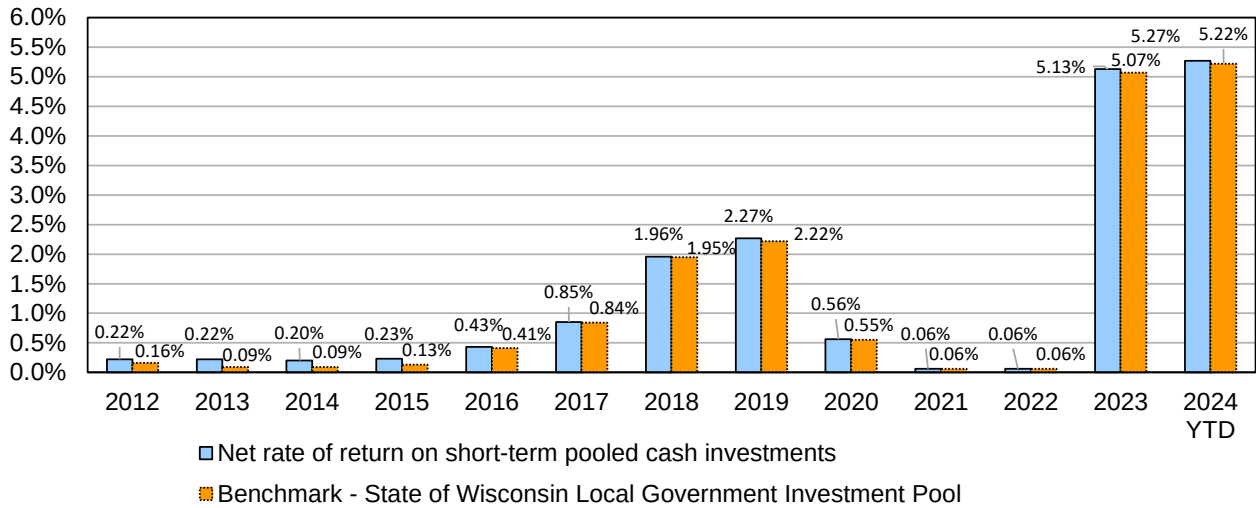
The City Treasurer receives and accounts for all monies paid to the City, makes disbursements for accounts payable and payroll, invests City funds that are not needed immediately to pay the City's obligations, collects current and delinquent property taxes for all five taxing jurisdictions within the 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	\$956,236	-	-	6.97
Property Tax Billing, Collection, and Enforcement	\$4,346,446	-	-	22.99
City Attorney, DNS, DPW, and Water Works Kohn collection costs	\$188,500	-	-	0
Total	\$5,491,182	\$0	\$0	29.96

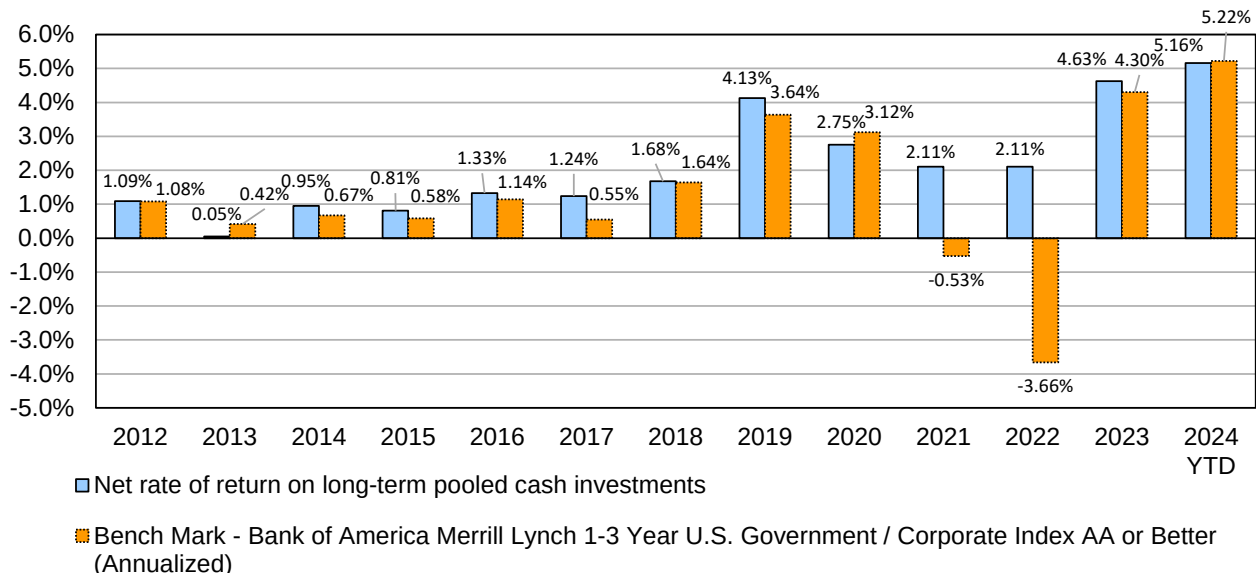
*Includes \$640,000 Special Purpose Account Budget

KEY PERFORMANCE MEASURES

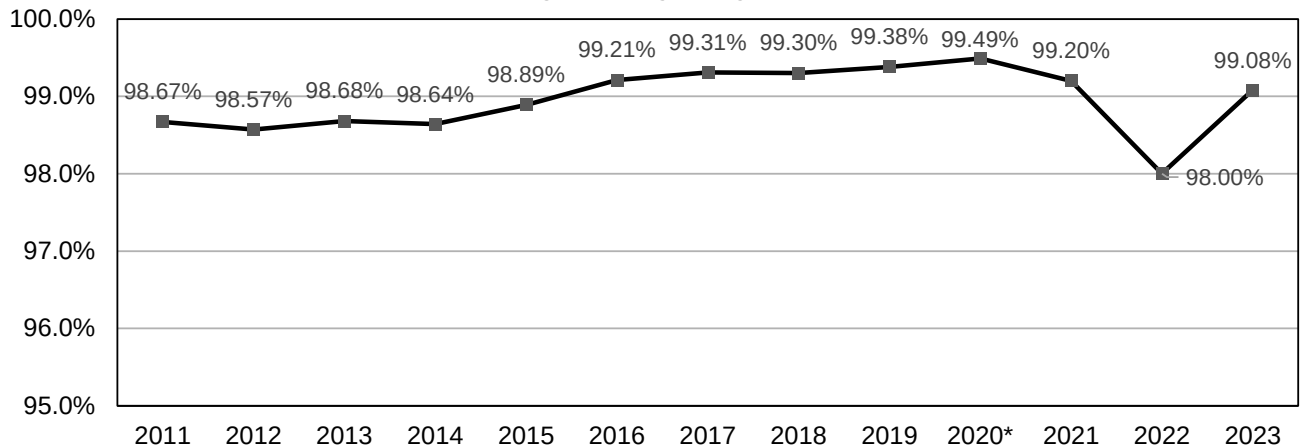
Net Rate of Return on Short-Term Pooled Cash Investments



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 2026, the cost of property tax collection is projected to be 0.6667%, a slight increase over the 2024 actual of 0.5756%, which is primarily the result of increased postage costs and market rate salary increases granted to some department personnel.

SERVICE HIGHLIGHTS

- In 2024, the City Treasurer's Office collected over \$9867 million in property taxes and processed nearly \$3.8 billion of in-house financial transactions.
- In 2024, the City Treasurer's Office filed in rem tax foreclosure against 686 delinquent tax parcels of which 260 were acquired by an in rem tax foreclosure judgment. The redemption rate fell from 70.66% in 2023 to 62.10% in 2024, while the acquisition rate increased from 29.34% in 2023 to 37.90% in 2024.
- In 2024, the City Treasurer's Office exceeded the benchmark on both the long-term and short-term investment portfolios, realizing \$15,483,022 in total investment revenue, with \$10,322,015 going to the general fund and \$5,161,077 going to the Public Debt Amortization Fund.
- In 2026, 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.
- The office has eight 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.

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

	2024 Actual Expenditures	2025 Adopted Budget	2026 Adopted Budget	Change 2026 Adopted Versus 2025 Adopted
<u>Personnel</u>				
FTEs - Operations & Maintenance	40.32	105.20	103.70	-1.50
FTEs - Other	68.08	1.20	1.20	0.00
Total Positions Authorized	130	124	127	3
<u>Expenditures</u>				
Salaries and Wages	\$3,007,299	\$7,270,481	\$7,909,454	\$638,973
Fringe Benefits	1,352,311	3,271,716	3,559,254	287,538
Operating Expenditures	927,729	1,360,988	1,421,459	60,471
Equipment	20,863	32,828	12,450	-20,378
Special Funds	69,062	276,615	411,315	134,700
Total	\$5,377,264	\$12,212,628	\$13,313,932	\$1,101,304
ARPA Salary Allocation	\$4,135,761	\$0	\$0	\$0
ARPA Fringe Allocations	1,809,239	0	0	0
Total + ARPA	\$11,322,264	\$12,212,628	\$13,313,932	\$1,101,304
<u>Revenues</u>				
Charges for Services	\$2,735,935	\$3,004,000	\$2,803,000	\$-201,000
Licenses and Permits	\$5,138,402	4,891,000	5,644,000	753,000
Total	\$7,874,337	\$7,895,000	\$8,447,000	\$552,000

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, up-to-date records of city government actions and ordinances, and keeps constituents informed about the activities of their council representatives. The Common Council, which serves as the legislative branch of city government, consists of 15 members representing geographically distinct districts. The City Clerk's Office supports both the Common Council and the overall 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.	\$8,460,450	-	-	59.50

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.	\$697,605	-	-	5.00
Broadcast live, remote, and hybrid coverage of public meetings, press conferences, special projects and city events; produce original and information programming.	\$544,785	\$103,867	-	4.00
Provide non-partisan research, legislative and fiscal analysis; legislative drafting services.	\$1,195,724	-	-	10.00
Administer over 100 types of licenses and permits; advise the Licenses Committee and Council members in reviewing license applications.	\$1,437,999	-	-	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.	\$810,712	\$120,000	-	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.	\$409,414	-	-	3.00
Administer and support the preservation of the City's historic built environment.	\$320,243	-	-	2.40
Total	\$13,876,932	\$223,867	\$0	104.90

*SPA total \$563,000

Key Performance Measures	2024 Actual	2025 Projected	2026 Planned
License applications processed	19,084	18,500	18,500
Licenses issued	16,173	14,500	16,500
Public meetings staffed	241	285	295
Legislation and reports prepared	446	480	500
Documents scanned, processed and indexed	2,069,170	2,400,000	2,000,000
Reference requests filled	1,263	1,300	1,350

Key Performance Measures	2024 Actual	2025 Projected	2026 Planned
Records boxes received and processed	2,193	1,715	1,500
HPC Section 106 reviews performed (rather than contracted out)	582	570	600

SERVICE HIGHLIGHTS

- With the assistance of the Chair and members of the Licenses Committee, the License Division scheduled 12 special Licenses Committee meetings and three extra regular meetings through September 2025, prioritizing high-volume summer months, enabling applicants to receive their license a council-cycle sooner.
- The License Division rolled out individual licenses via the Accela LMS platform, empowering applicants to apply on their schedule from anywhere. Functionality for business licenses, including two new licenses necessitated by 2023 Act 73, is underway.
- The License Division is participating in 19 community events, including its first-ever Spanish-language Pivot workshop and off-site Municipal ID clinics. To expand engagement with the Municipal ID program, the “Yellow Pages” was launched to highlight businesses that accept it, including those that provide financial services.
- The Municipal Research Library and City Records Center will complete a long-term project digitizing and indexing building permits by early 2026. The resulting database will streamline DNS and DCD staff access to older information about individual properties.
- The City’s retention schedule contains 1,173 series, down from a high of over 5,000 series in 2017. By consolidating functionally-related series and closing series no longer in use, City Records has simplified identifying, classifying, and managing records across City departments.
- The Public Information Division, via over 220 press pieces, graphic design, website management, and on-site technical assistance from the City Channel, provided year-round support for councilmember initiatives, town halls, office hours and more, in addition to supporting more than two dozen city-wide Council-led events.
- The City Channel is finalizing an agreement to broadcast public meetings and original content on local over-the-air television, reaching the public outside of cable subscriptions and increasing overall viewership.

Connecting with Milwaukee: Celebrating Community and Expanding Access to City Services

Common Council members, with support from the Public Information Division and other City staff, sponsor a variety of community-focused events that celebrate the cultural diversity of Milwaukee and foster civic engagement. These events include Black History Month, Bronzeville Week, Girls’ Day, Hip-Hop Week MKE, Hispanic Heritage Month, and the MKE Business Now Summit. The Municipal Research Library contributes by providing graphics, biographical content for honorees, and curating special displays from its collection in coordination with each event.

Beyond broadcasting public meetings, City Channel staff offer production support for citywide events such as the DCD Vendor Fair and Know Your Rights forums. They also produce original content, including award-winning informational videos for the Election Commission and community events like Bronzeville Week.

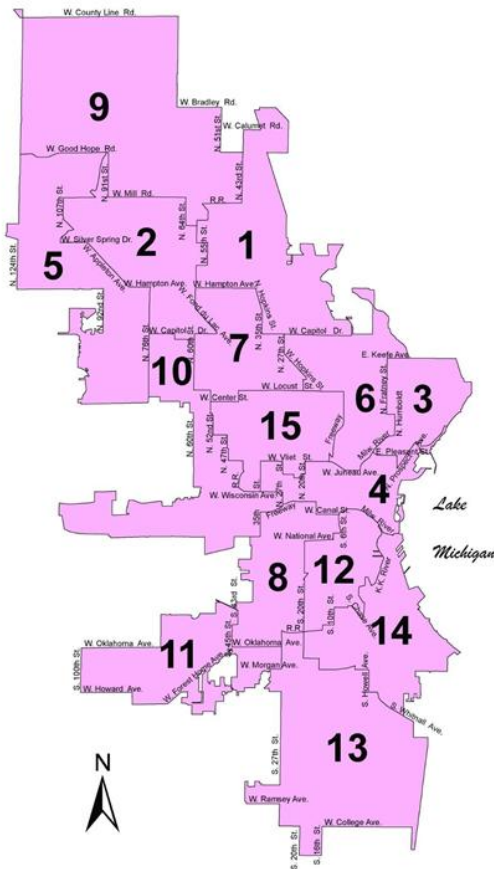
The City Clerk’s Office has implemented staffing and service delivery models designed to improve access to City services for residents with limited English proficiency:

- 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 and disability access at City meetings, town halls, and informational events
- Implementing a 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 of upcoming license committee meetings, and point to companion versions online in Spanish, Arabic, Hindi, Burmese, Karen (language in Myanmar), and Rohingya.

In 2025, the License Division worked collaboratively with City departments to leverage the Accela implementation to provide an online one-stop shop for licensing and permitting. The License Division has hosted or participated in 19 community events to provide education and technical assistance in all corners of the city, including Food Peddler safety meetings, the MKE Business Now Summit, Bronzeville Week and Advocacy Day. In 2026, the License Division will expand on its successes with the PIVOT, GEM and Startsmart programs for local entrepreneurs, bringing specialists in licensing, health and safety together at neighborhood locations for convenient informational sessions.

Map of Common Council Districts



DEPARTMENT OF COMMUNITY WELLNESS AND SAFETY

MISSION: The Department of Community Wellness and Safety coordinates cross-sector partners around a unified public health and public safety strategy to prevent harm, intervene effectively, support survivors, and ensure returning residents have a real path to stability and opportunity.

BUDGET SUMMARY

	2024 Actual Expenditures	2025 Adopted Budget	2026 Adopted Budget	Change 2026 Adopted Versus 2025 Adopted
<u>Personnel</u>				
FTEs - Operations & Maintenance	0.00	0.00	8.85	8.85
FTEs - Other	0.00	0.00	5.15	5.15
Total Positions Authorized	0	0	14	14
<u>Expenditures</u>				
Salaries and Wages	\$0	\$0	\$728,500	\$728,500
Fringe Benefits	0	0	\$327,825	327,825
Operating Expenditures	0	0	\$98,400	98,400
Special Funds	0	0	\$200,000	200,000
Total	\$0	\$0	\$1,354,725	\$1,354,725

The Department of Community Wellness and Safety (DCWS) works to prevent violence through partnerships that empower youth and strengthen families and neighborhoods. Violence, both interpersonal and structural, poses a serious threat to the health, safety, and wellbeing of Milwaukee residents and communities. 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. DCWS uses data to focus our efforts in the neighborhoods most likely to experience violence and leverages relationships and providers in these communities to reach at-risk populations.

Description of Services Provided	Operating Budget & SPAs	Capital Budget	Grant Budget	FTEs
Violence Interruption*	\$995,276	-	\$1,680,000	2.00
Victim Support and Mental Health Service Coordination**	\$205,000	-	\$896,745	3.00
Community Engagement	\$230,293	-	-	2.00
Domestic Violence and Sexual Assault Intervention	\$451,946	-	-	2.00
Management and Administration	\$427,210	-	\$103,255	4.00
Workforce Engagement for Justice-Involved Youth	-	-	\$118,360	1.00
Total	\$2,309,725	\$0	\$2,798,360	14.00

*Includes \$750,000 Special Purpose Account

**Includes \$205,000 Special Purpose Account

Key Performance Measures	2024 Actual	2025 Projected	2026 Planned
Community members trained in wellness & safety strategies	819	500	400
Youth contacted through engagements	7,194	2,000	1,500
Conflict mediations conducted	343	400	300
Community events hosted	52	30	25

Youth contacts exceeded projections in 2024. Projections for 2025 and planned for 2026 assume lower levels of activity as the American Rescue Plan Act winds down.

SERVICE HIGHLIGHTS

- Coordinated distribution of gun locks, lock boxes, and educational materials through trusted community channels and partnerships.
- Enhanced data collection efforts to improve impact measurement and inform strategy.
- Increased the capacity of youth serving organizations across the City of Milwaukee.
- Launched community-driven beautification and surveillance initiatives to enhance public safety, reduce environmental risks, and foster stronger neighborhood engagement.

DEPARTMENT OF COMPLIANCE AND ENGAGEMENT

MISSION: Advancing opportunity through compliance, strategic partnerships, and community engagement to ensure Milwaukee residents can participate in and benefit from the city's growth.

BUDGET SUMMARY

	2024 Actual Expenditures	2025 Adopted Budget	2026 Adopted Budget	Change 2026 Adopted Versus 2025 Adopted
<u>Personnel</u>				
FTEs - Operations & Maintenance	0.00	0.00	10.36	10.36
FTEs - Other	0.00	0.00	1.64	1.64
Total Positions Authorized	0	0	18	18
<u>Expenditures</u>				
Salaries and Wages	\$0	\$0	\$759,193	\$759,193
Fringe Benefits	0	0	\$341,637	341,637
Operating Expenditures	0	0	\$755,637	755,637
Special Funds	0	0	\$30,000	30,000
Total	\$0	\$0	\$1,886,467	\$1,886,467

The Department of Compliance and Engagement:

- Monitors Small Business Enterprise (SBE) contract and Residential Preference Program (RPP) compliance for private and public sector developers.
- Administers the DCMKE app to help connect city residents to job and skill building opportunities.
- Coordinates with departments to analyze needs and service impacts across different neighborhoods and demographic groups in the city.
- Helps city projects comply with American Disability Act (ADA) standards.
- Staffs the Equal Rights Commission

Description of Services Provided	Operating Budget & SPAs	Capital Budget	Grant Budget	FTEs
ADA Compliance	\$149,882	-	-	1.0
Business Inclusion Compliance	\$169,035	-	-	1.0
Citywide Training and Staff Travel	\$224,648	-	-	1.0
Contract Compliance	\$164,414	-	\$150,000	2.0
Data Analysis	\$104,842	-	-	1.0
DCMKE Management and Workforce Outreach	\$478,790	-	-	2.0
Equal Rights Compliance	\$142,405	-	\$90,000	2.0

Description of Services Provided	Operating Budget & SPAs	Capital Budget	Grant Budget	FTEs
Management and Administration	\$452,451	-	-	2.0
Total	\$1,886,467	\$0	\$240,000	12.0

Key Performance Measures	2024 Actual	2025 Projected	2026 Planned
Target number of RPP Workers employed on development projects	773	600	610

SERVICE HIGHLIGHTS

- Onboarded and monitored 15 private construction development projects, supporting more than 500 Residents Preference Program (RPP) workers, 40 of whom also participated in the city's Apprenticeship program.
- Actively engaged more than 25 Small Business Enterprises (SBE) on private construction development projects.
- Identified more than 1,000 Noncompliant Architectural Barriers through ADA compliance initiatives; of these, 78% were either resolved or determined to no longer be of hindrance to the public.
- Connected more than 600 skill and job seekers with actively hiring employers through regularly scheduled career fairs.
- Staffed private weekly and public monthly Equal Rights Commission meetings, bringing greater community awareness about key issues.
- Collaborated with the Purchasing Division to host the annual Vendor Fair, attracting dozens of registered small businesses and more than 100 active participants.
- Analyzed policies and community data to determine potential equity impacts.

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

	2024 Actual Expenditures	2025 Adopted Budget	2026 Adopted Budget	Change 2026 Adopted Versus 2025 Adopted
Personnel				
FTEs - Operations & Maintenance	23.64	43.81	43.98	0.17
FTEs - Other	27.39	10.19	10.02	-0.17
Total Positions Authorized	56	58	58	0
Expenditures				
Salaries and Wages	\$1,718,703	\$3,831,237	\$3,831,703	\$466
Fringe Benefits	773,416	1,724,057	1,724,266	\$209
Operating Expenditures	157,606	189,000	264,000	\$75,000
Equipment	49,598	40,000	40,000	\$0
Special Funds	0	0	0	\$0
Total	\$2,699,323	\$5,784,294	\$5,859,969	\$75,675
ARPA Salary Allocation	\$2,270,103	\$0	\$0	\$0
ARPA Fringe Allocations	\$993,099	\$0	\$0	0
Total + ARPA	\$5,962,525	\$0	\$0	\$0
Revenues				
Charges for Services	497,342	480,000	480,000	0
Total	\$497,342	\$480,000	\$480,000	\$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.	\$1,120,420	-	-	8.00
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.	\$4,110,655	-	\$500,000	40.00
Issue city debt, provide debt management to ensure debt is in compliance with all covenants and regulations, maintain relationships with rating agencies and investors.	\$79,662	-	-	1.00
Administer the Office's duties and tasks such that the duties and tasks are performed promptly, accurately, and efficiently.	\$834,792	-	-	5.00
Total	\$6,145,569	-	\$500,000	54.00

*SPA total, \$285,600

KEY PERFORMANCE MEASURES

Indicators	2024 Actual	2025 Projected	2026 Planned
Percentage of actual revenues to revenue estimates	103.2%	102.2%	100.0%
Internal audit work products	11	12	13
Unqualified audit opinion by the City's independent auditor	Yes	Yes	Yes
Bond rating (S&P Global/Moody's/Fitch)	A-/A3/A+	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.

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

	2024 Actual Expenditures	2025 Adopted Budget	2026 Adopted Budget	Change 2026 Adopted Versus 2025 Adopted
<u>Personnel</u>				
FTEs - Operations & Maintenance	33.21	29.18	32.56	3.38
FTEs - Other	5.33	0.00	0.00	0.00
Total Positions Authorized	2,321	2,332	2,332	0
<u>Expenditures</u>				
Salaries and Wages	\$3,120,878	\$2,085,119	\$3,382,230	\$1,297,111
Fringe Benefits	767,820	408,230	409,899	1,669
Operating Expenditures	1,975,790	746,043	1,455,380	709,337
Equipment	0	0	0	0
Total	\$5,864,488	\$3,239,392	\$5,247,509	\$2,008,117
ARPA Salary Allocation	\$510,038	\$0	\$0	\$0
ARPA Fringe Allocations	\$214,962	\$0	\$0	\$0
Total + ARPA	\$6,589,488	\$3,239,392	\$5,247,509	\$0

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	Operating Budget	Capital Budget	Grant Budget	FTEs
Manage voter registration data: new registration, maintenance and record retention	\$787,126	-	-	4.88
Administration of absentee voting, including in-person absentee (early voting)	\$1,049,502	-	-	6.51

Description of Services Provided	Operating Budget	Capital Budget	Grant Budget	FTEs
Election Worker recruitment, training, assignment, including bilingual election workers	\$1,836,628	-	-	11.4
Polling Place Coordination, including ADA accessibility	\$1,311,878	\$900,000	-	8.14
Candidate Filing / Campaign Finance Reporting	\$262,375	-	-	1.63
Total	\$5,247,509	\$900,000	\$0	32.56

Key Performance Measures	2025	2026 Planned	2027 Projected
Maintain IPAV daily average wait time to 15 minutes		80%	85%
Election worker training completion rate		80%	85%
Pre-Election Day supply perfect order rate		80%	85%
Complete Central Count within 30 minutes of estimated time	1/2	4/4	2/2
Attend and lead voter engagement opportunities to instill trust in the democratic process	20	12	20

SERVICE HIGHLIGHTS

There will be four elections in 2026 including another State Supreme Court race in April and the Governor's race in November. City of Milwaukee voters continued to break turnout records in 2024 and again in 2025. As a result of Milwaukee's "new normal," the MEC is preparing for similar turnout numbers in 2026 with planned resource increases to prevent ballot or supply shortages in the upcoming election cycle. For the 2026 April and August elections, ballot planning will be based on a one-to-one ballot order, whereby a ballot will be available for every eligible registered voter in the City of Milwaukee. Behind the scenes, the MEC has enhanced its operational and communications capacity between City Hall, the Operations Center and our polling sites to better streamline communication and improve response time to polling site requests for supplies and technical issues. In 2025, the MEC also constituted the first ever Chief Advisory Committee (CAC), which is comprised of 15 voluntary Chief Inspectors with varying levels of experience. The CAC advises the MEC on various operational enhancements and changes by acting as a sounding board. Additionally, the CAC supports MEC in developing communication and training plans for all chief and election inspectors for the City of Milwaukee. The CAC will play an important role in providing feedback throughout the 2026 cycle, which is expected to be a busy year.

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

	2024 Actual Expenditures	2025 Adopted Budget	2026 Adopted Budget	Change 2026 Adopted Versus 2025 Adopted
<u>Personnel</u>				
FTEs - Operations & Maintenance	58.57	231.36	230.36	-1.00
FTEs - Other	125.66	0.00	0.00	0.00
Total Positions Authorized	242	242	241	-1
<u>Expenditures</u>				
Salaries and Wages	\$2,544,020	\$17,600,332	\$17,390,996	\$-209,336
Fringe Benefits	1,161,564	7,920,150	7,825,948	-94,202
Operating Expenditures	833,877	1,574,102	1,955,000	380,898
Equipment	0	0	0	0
Special Funds	0	0	0	0
Total	\$4,539,461	\$27,094,584	\$27,171,944	\$77,360
ARPA Salary Allocation	\$11,644,412	\$0	\$0	\$0
ARPA Fringe Allocations	4,885,588	0	0	0
Total + ARPA	\$21,069,461	\$27,094,584	\$27,171,944	\$77,360

SUMMARY OF SERVICES DELIVERED BY THIS DEPARTMENT

Description of Services Provided	Operating Budget	Capital Budget	Grant Budget	FTEs
Provide 9-1-1 Emergency Communications workflows and business processes that achieve maximum operational effectiveness and response efficiency	\$5,229,735	-	-	44.34
Provide quality call-taking and dispatching services to the citizens who call 9-1-1 to report emergency situations	\$19,719,380	-	-	167.18
Incorporate nationally accepted public safety standards, best practices, and guidelines to the Department of Emergency Communications policies and procedures	\$483,950	-	-	4.10
Provide fully trained personnel and staffing minimums that meet the city's call volume and public safety resource needs	\$483,950	-	-	4.10

Description of Services Provided	Operating Budget	Capital Budget	Grant Budget	FTEs
Planning, personnel, purchasing, technology, and research	\$1,254,929	-	-	10.64
Total	\$27,171,944	\$0	\$0	230.36

Key Performance Measures	2024 Actual	2025 Projected	2026 Planned
Percent of 911 calls answered within 15 seconds to MPD/MFD	96.7%	97.6%	98%
Percent of 911 calls answered with 20 seconds to MPD/MFD	97.1%	97.8%	98%
Complete the implementation of the unified computer aided dispatch system	95%	95%	100% - ongoing enhancements
Transition current Police and Fire call taker staff to the DEC	85%	100% (consolidation completed on 2/16/2025)	Completed UCT Training in process

Consolidation and Performance Metrics

On February 16, 2025, the Department completed the consolidation of police and fire call centers, assuming full positional and administrative authority over the unified Emergency Communications Center.

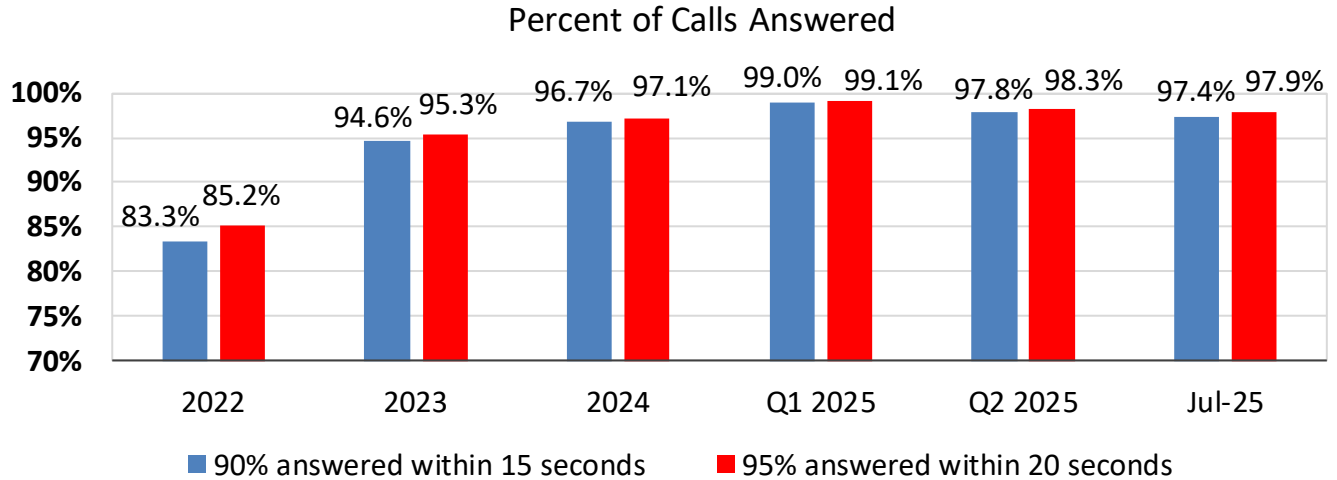
In January 2025, the Department also launched the Universal Call Taker (UCT) program, cross-training all call takers to handle police, fire, and medical emergency calls. This initiative enhances operational flexibility and maximizes efficiency by ensuring that any call taker can manage any emergency.

The implementation of the UCT program creates significant opportunities to improve operational performance and response times. With call takers now equipped to process both police and medical emergencies, the distinction between answer times by discipline has become increasingly irrelevant, enabling a holistic measurement of performance.

The accompanying chart reflects combined departmental answer times for police and fire 9-1-1 calls from Q3 2022 through July 2025, measured against NENA and NFPA standards:

- 90% of calls answered within 15 seconds
- 95% of calls answered within 20 seconds

As the data illustrates, the city continues to make substantial progress toward meeting and exceeding national standards for 9-1-1 call answer times, reinforcing our ongoing commitment to efficient, high-quality emergency response.



SERVICE HIGHLIGHTS

- **Provide quality call-taking services to the citizens who call 9-1-1 to report emergencies.**
 - The UCT initiative eliminates the need for transferring 9-1-1 calls between police, fire, and medical disciplines. Full UCT implementation is targeted for the first quarter of 2026.
 - The department established eight Bilingual Emergency Communications Officer (ECO) positions to serve Milwaukee's diverse community better.
- **Provide quality dispatch services and support to first responders and city resources.**
 - The department is currently realizing a 23-second reduction in time to dispatch for medical calls as a direct result of the UCT program.
- **Provide nationally accepted public safety standards, best practices, and guidelines to the Department of Emergency Communications.**
 - In 2025, the DEC focused on developing core competencies and internal quality improvement efforts.
 - A new training program was launched for new hires that focuses on developing employees as UCTs from day one.
 - All coursework in all disciplines and positions was reviewed, updated, and standardized.
 - A new Quality Assurance/Quality Improvement program was launched, integrating Artificial Intelligence capable of near 100% review of calls for accuracy and service quality
- **Provide fully trained personnel and staffing minimums that meet the city's call volume and public safety resource needs.**
 - Reorganized training programs to meet evolving operational needs and provide ongoing continuing education for all staff.
 - All employees are being trained or re-trained to proficiency under updated protocols and best practices.
 - Staffing strategies are guided by data-driven analysis of call volume, response demand, and abandonment rates, leveraging tools to forecast optimal staffing levels and improve workforce planning.

In 2026 the Department will:

- Build a Leadership Academy and Strengthen Workforce Development
- Advance Operational Efficiencies and Technology Integration

- Standardize Call Processing and Improve Dispatch Protocols
- Establish New KPIs and Elevate Performance Standards
- Strengthen Community Education and Engagement
- Establish a Peer Support & Resilience Program to improve employee wellness and reduce burnout.
- Conduct multi-agency disaster simulations with MPD, MFD, OEM, and county partners to test readiness for large-scale incidents.

The Department of Emergency Communications is proud of the diversity of our staff. With 78.5% of our workforce comprising females, ethnic diversity that reflects the community we serve, and 72.2% of our employees reside in the City of Milwaukee.

The DEC Administration has developed a Diversity Training workshop that is continually reviewed and improved 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 empathetic support for callers and ensures equity in services for all individuals.

DEPARTMENT OF EMPLOYEE RELATIONS

MISSION: DER is a leader in HR excellence, dedicated to meeting the evolving needs of our multifaceted workforce, empowering employees to thrive and serve the City of Milwaukee with purpose

BUDGET SUMMARY

	2024 Actual Expenditures	2025 Adopted Budget	2026 Adopted Budget	Change 2026 Adopted Versus 2025 Adopted
<u>Personnel</u>				
FTEs - Operations & Maintenance	28.53	49.00	48.00	-1.00
FTEs - Other	33.48	21.67	21.67	0.00
Total Positions Authorized	84	89	89	0
<u>Expenditures</u>				
Salaries and Wages	\$1,316,037	\$3,910,949	\$3,912,266	\$1,317
Fringe Benefits	767,371	1,759,927	1,760,519	592
Operating Expenditures	461,289	458,010	618,260	160,250
Equipment	99	2,000	4,400	2,400
Special Funds	94,132	120,000	100,000	-20,000
Total	\$2,638,928	\$6,250,886	\$6,395,445	\$144,559
ARPA Salary Allocation	\$2,219,253	\$0	\$0	\$0
ARPA Fringe Allocations	\$970,747	\$0	\$0	\$0
Total + ARPA	\$5,828,928	\$6,250,886	\$6,395,445	\$789,331
<u>Revenues</u>				
Charges for Services	\$342,810	\$307,000	\$349,000	\$42,000
Miscellaneous	\$0	\$10,000	\$10,000	\$0
Total	\$342,810	\$317,000	\$359,000	\$42,000

SUMMARY OF SERVICES DELIVERED BY THIS DEPARTMENT

The Department of Employee Relations (DER) oversees the City's civil service system and guides human resource and employee relations functions for the City. Its staff manage the employee experience from hiring and onboarding through career development and support, ensuring fair pay, access to benefits, a safe workplace, and consistent application of policies. Beyond its internal responsibilities, DER also serves as a resource to City departments, offering guidance that helps deliver efficient and high-quality public services. The department carries out this work through three divisions:

- Administration Division
- Operations Division
- Employee Benefits Division

Description of Services Provided	Operating and SPA Budget*	Capital Budget	Grant Budget	FTEs
Employee Relations	\$1,266,550	-	-	8.95

Description of Services Provided	Operating and SPA Budget*	Capital Budget	Grant Budget	FTEs
Staffing and Employee Development	\$2,354,804	-	-	37.12
Employee Compensation and Benefits	\$4,123,984	-	-	16.9
Worker's Compensation	\$970,107	-	-	6.7
Total	\$8,715,445	-	-	69.67

*Includes Special Purpose Account budget of \$2,320,000

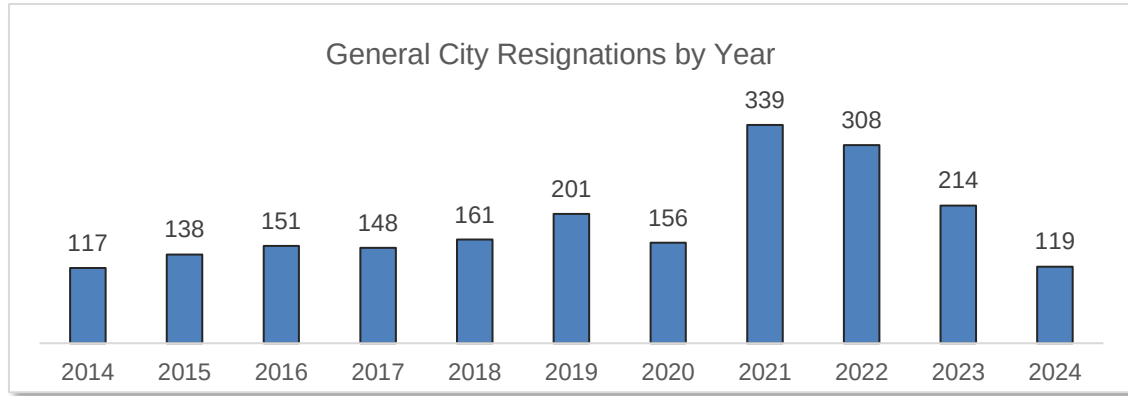
Key Performance Measures	2024 Actual	2025 Projected	2026 Planned
General City resignations/retirements	119/63	120/75	120/85
Reinstatement requests	68	70	70
Job applications received	13,929	11,500	11,500
Average days to establish an eligible list for open & competitive (outside recruitments)	89	78	60
Employee Assistance Program (EAP) session attendees	3,589	3,600	3,650
Employee tuition reimbursements	2,289	2,300	2,325
Health appraisal incentive participants	4,480	4,500	4,525
Worker's Compensation injury hours	57,788	55,000	50,000

SERVICE HIGHLIGHTS

Administration Division

The Administrative Division of the City of Milwaukee Department of Employee Relations includes the Director's Office, Marketing and Communications, and the Board of City Service Commissioners. It oversees the department's overall operations in collaboration with division managers and works closely with all City departments and elected officials to address their personnel-related needs.

- In 2024, the City of Milwaukee saw fewer general City staff resignations than in a decade, resulting in an estimated savings of \$3 million in turnover-related costs from the previous year. The number of resignations through the first half of 2025 is consistent with the same period in 2024.



- Recognizing that language interpretation and translation are skills critical to ensuring access to City services, the City of Milwaukee implemented a bilingual pay initiative in August 2024. Employees in positions designated as requiring bilingual skills now receive an additional \$2.00 per hour, aligning with comparable municipalities. The incentive applies to 41 positions, providing consistency in translation and interpretation services for Milwaukee’s residents.
- To reflect the complexity and cyclical nature of most positions, the City Service Commission established a 12-month probationary period, effective for employees hired after January 15, 2025. This replaced the six-month probationary period for many positions and provides a full year for new employees to learn seasonal and cyclical duties and for their managers to assess their performance across the full range of responsibilities. Employees may pass probation after nine months if appropriate, and transfers due to reorganization only trigger a new probationary period when there is a substantial change in duties and required skills. This update streamlines the process, reflects the complexity of today’s jobs, and provides consistency across general City departments.

Training & Development

- In 2024 and 2025, the City supported employee career growth and development by partnering with the University of Wisconsin to bring the Certified Public Manager (CPM) program to City employees. This program equips current and evolving managers with the skills to improve performance and promote best practices.
- In partnership with MATC, the City launched a dynamic cohort-style leadership program designed to empower both current and emerging City leaders. This transformative four-month experience builds critical skills in effective communication, change management, and leadership practices, equipping participants to lead with confidence and vision. The third cohort will launch in September 2025, continuing the City’s commitment to investing in its people and shaping the leaders of tomorrow.

Operations Division

The Operations Division oversees staffing, classification, compensation, and compliance functions to ensure fair and effective human resources practices.

Staffing & Recruitment

- In August of 2025, M3 (M-Cubed), a partnership between the Milwaukee Public Schools (MPS), the Milwaukee Area Technical College (MATC), and UW-Milwaukee, honored the City of Milwaukee with the **Paving the Pathways to Success** award. This award recognized the City’s leadership in creating and

fostering internships, apprenticeships, and other learning experiences for students and honors the combined work of all City departments in preparing students for careers in areas ranging from urban forestry to code enforcement.

- The Staffing Division utilizes social media to recruit and retain employees and to market Milwaukee as a wonderful place to live and work. Our “Where are We Wednesday?” and “Feature Friday” highlight both the beauty of Milwaukee and the dedication of our employees. Our digital footprint is growing; our metrics on Facebook, Instagram, and LinkedIn grew by 8%, 10% and 20%, respectively. Since City employees are our primary ambassadors, our social media focus in 2026 will be on soliciting content from residents and managers that demonstrates that “We don’t just work FOR the City...we work ON the City.”
- On April 10, 2025, the DER hosted the 4th City Hall Career and Resource Fair, which included eight breakout sessions on topics including green jobs, administrative careers, and mental health services. City HR staff and managers performed more than 50 mock interviews and provided job application support.
- Regularly scheduled meetings with customer departments have enabled the Staffing Division to anticipate rather than react to vacancies and to start selection processes before they are assigned. Goals in 2026 include reducing the production time for a new eligible list from 79 to 60 days and tracking the candidate experience, from the time of the vacancy to the new incumbent’s first day.
- Workday will be integrated with the Staffing Division’s software program JobAps, enabling a seamless experience for our customer users.
- DER staff participated in more than 40 engagement events by the end of the third quarter of 2025, including job fairs, panels, and mock interviews for justice-impacted individuals, in collaboration with Partners in Hope.

Compensation & Classification

- The City’s market rate job studies have been a multi-year improvement project, with completion expected in 2025 pending approval from the Mayor’s Office, Budget Office, and Common Council. These studies have established a more coherent compensation and classification structure, directly linking competitive pay with improved outcomes in recruitment, retention, and reinstatement requests. Metrics from the past five years demonstrate that market studies have strengthened the City’s ability to attract and retain employees. Sustaining predictable, annual across-the-board increases will also extend the timeline before new studies are needed.
- Looking ahead, the City seeks to provide employees with predictable pay progression, which is critical for retaining talent and ensuring departments can deliver services effectively. In collaboration with the Mayor’s Office and Budget Office, this work will culminate in the creation of a comprehensive compensation philosophy by 2026. This philosophy will reinforce competitive pay and consistent progression and will be presented to policymakers as the foundation for long-term workforce stability.
- Implementation of Workday will further support these efforts by enabling Compensation to import cost-of-labor data and integrate it with metrics on hiring, vacancies, and turnover. Beginning in 2026, this capability will allow for more accurate forecasting of future market study needs, with results realized in 2027.

Labor Relations and Compliance

- Labor Relations administers labor contracts, conducts fair and thorough investigations to resolve employee grievances, and facilitates meet-and-confer sessions to address workplace issues proactively. In 2024, the

City of Milwaukee and the Milwaukee Professional Firefighters Association reached a labor agreement extending through 2026. Negotiations are currently underway for successor police contracts.

- Compliance continues to deliver numerous training sessions across multiple departments to strengthen awareness and understanding of key policies. The team advanced policy updates to ensure alignment with evolving regulations and best practices, and conducted complex investigations requiring careful analysis and resolution to foster a respectful, compliant workplace.

Employee Benefits Division

The Benefits Division of the City of Milwaukee manages the department's financial operations and administers a comprehensive range of employee benefits. These benefits include healthcare, dental, vision, life insurance, short-term and long-term disability coverage, a wellness program, flexible spending accounts, tuition reimbursement, the Employee Assistance Program (EAP), workers' compensation, safety program, and retirement-related services.

Benefits & Wellness

- The **City of Milwaukee** maintains a clear vision to **support the total well-being of its workforce** through comprehensive, affordable, and accessible healthcare benefits. The City's benefits package contributes significantly to our reputation as an **employer of choice** by investing in employee health and wellness—ensuring that benefits not only meet the needs of today but anticipate the challenges of tomorrow.
- As a result of a proactive approach centered on employee well-being—such as robust wellness programs, preventative care initiatives, and accessible clinic services—the City did **not increase healthcare costs for employees in 2025**.
- While a **modest increase is projected for 2026**, the overall cost to employees remains **below industry standards and well under national medical inflation trends**. This reflects the City's ongoing commitment to **fiscal responsibility, health equity, and sustainable benefits management**, ensuring long-term value for both employees and taxpayers.
- **The Workplace Clinic** has expanded its services to offer more comprehensive care for employees and their families. Enhanced preventive care ensures patients receive screenings to catch health concerns early, while maintenance care helps manage chronic conditions and coordinate specialist access. The clinic now provides injury prevention, as well as common vaccinations. Outreach has also grown through at-home mailers to spouses and dependents, a new Blood Pressure Program with home monitoring cuffs, and expanded diabetes support from clinic providers
- **Health Appraisal and Healthy Rewards Program Enhancement.** In 2025, the Health Appraisal and Healthy Rewards Program will improve accessibility and participation through over 163 events scheduled across various times, including evenings, afternoons, and Saturdays at multiple locations. Key enhancements include the removal of the 10-point minimum requirement for program entry, the availability of Spanish-translated materials and virtual translation services, and the extension of hours for the Traveling Wellness Center to new sites, such as Public Works and the Fire Department. The program also features tailored wellness initiatives, a revitalized Wellness Champions network for improved communication, ergonomics education for a variety of job roles, and new mental health education supported by targeted awareness campaigns
- **Exit Interview Survey Redesign**
Launched in August 2024, the redesigned exit interview survey streamlines completion and boosts response rates by emailing separating employees directly, removing the need for supervisors or HR staff

involvement. This change has doubled response rates despite a reduction in separations. In 2025, the Benefits team plans to increase further participation by offering survey access via text messages. Insights from the first year have already guided improvements, including a redesign of the employee recognition program to better highlight the valuable and challenging work City employees perform for the community.

- **In 2024, the Employee Assistance Program (EAP)** Coordinator reached nearly 4,000 attendees and viewers through organizational service sessions. A new library of 16 on-demand webinars, including a four-part Leadership Series and other work-life topics, was created to provide greater flexibility for employee participation. The Coordinator also partnered with Public Works on an Alcohol & Drug Awareness Initiative, delivered wellness presentations for Firefighter recruits, and spoke at a Milwaukee Police Department Command Staff Retreat. The EAP Program continues to seek new ways to support employee well-being and enhance workplace productivity.

Worker's Compensation & Safety

- Bridge to Work (BTW) program. Relaunched in 2024, the program empowers injured employees to return to meaningful work while providing valuable services to the City. With 14 participants in its first year back, the program is regaining momentum. In 2023 alone, more than 30 employees could have benefited from placement, highlighting both the strong demand and the potential for growth. As a result, projected injury hours are trending downward, from 56,000 in 2024 to 55,000 in 2025, with a further drop to 50,000 expected in 2026, demonstrating BTW's positive impact on recovery and return-to-work outcomes.
- Stronger partnerships with line departments, safety personnel, and the Office of Emergency Management have driven more than 25 safety-focused initiatives aimed at injury prevention and risk mitigation. These efforts are supported by targeted employee training that promotes a culture of safety, underscoring the City's proactive commitment to reducing workplace risks before they become claims.
- Enhanced collaboration between departments, third-party administrators, and program staff has significantly streamlined the claims process. From 2022 to 2024, this coordinated approach led to a 20% reduction in new lost time claims and a 48% drop in open lost time claims, resulting in over \$210,000 in cost savings, clear evidence of improved recovery outcomes, and operational efficiency.

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

	2024 Actual Expenditures	2025 Adopted Budget	2026 Adopted Budget	Change 2026 Adopted Versus 2025 Adopted
<u>Personnel</u>				
FTEs - Operations & Maintenance	9.34	27.10	28.10	1.00
FTEs - Other	16.76	0.00	0.00	0.00
Total Positions Authorized	35	36	37	1
<u>Expenditures</u>				
Salaries and Wages	\$814,712	\$2,330,964	\$2,393,904	\$62,940
Fringe Benefits	345,379	1,048,934	1,077,257	28,323
Operating Expenditures	966,793	951,605	1,339,439	387,834
Equipment	215	2,200	2,200	0
Special Funds	483,853	769,960	678,102	-91,858
Total	\$2,610,952	\$5,103,663	\$5,490,902	\$387,239
ARPA Salary Allocation	\$1,311,391	\$0	\$0	\$0
ARPA Fringe Allocations	573,609	0	0	0
Total + ARPA	\$4,495,952	\$5,103,663	\$5,490,902	\$387,239

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 Budget	Capital Budget	Grant Budget	FTEs
Recruitment and testing of candidates for police, fire, and emergency communications positions	\$2,892,651	-	-	9.50
Conduct reviews of department policy and operations, recommend policy changes, and respond to community public safety concerns	\$309,322	-	-	3.00
Perform audits related to the policies, practices, and outcomes of the public safety departments	\$799,201	-	-	5.50

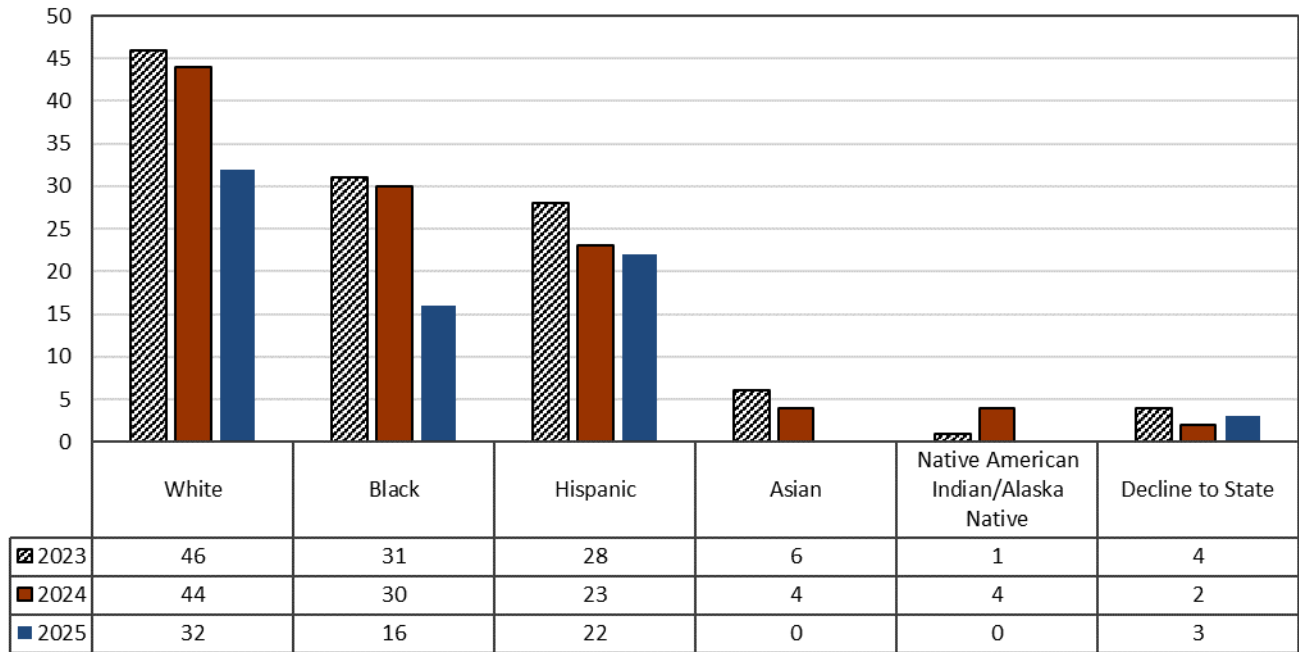
Description of Services Provided	Operating Budget	Capital Budget	Grant Budget	FTEs
Provide a complaint process for residents and a disciplinary appeal process for police, fire, and emergency communications personnel	\$417,203	-	-	3.00
Provide emergency management planning and services for the City of Milwaukee	\$214,864	-	-	1.00
Provide administrative support functions for the department and the FPC Board	\$857,661	-	-	6.10
Total	\$5,490,902	\$0	\$0	28.10

Key Performance Measures	2024 Actual	2025 Projected	2026 Planned
Number of recruitment events and prep sessions held	172	150	150
Number of audits conducted	16	16	19
Number of partnerships formed with community organizations	10	20	20
Average time (days) to resolve complaints	20-day average	22-day average	22-day average
Average time (days) to resolve disciplinary appeals	82	145	120
Develop specific disaster response annexes and other emergency plans for special events and joint exercises	5	16	16
Number of Virtual Emergency Operations Center (EOC) activations	25	30	30

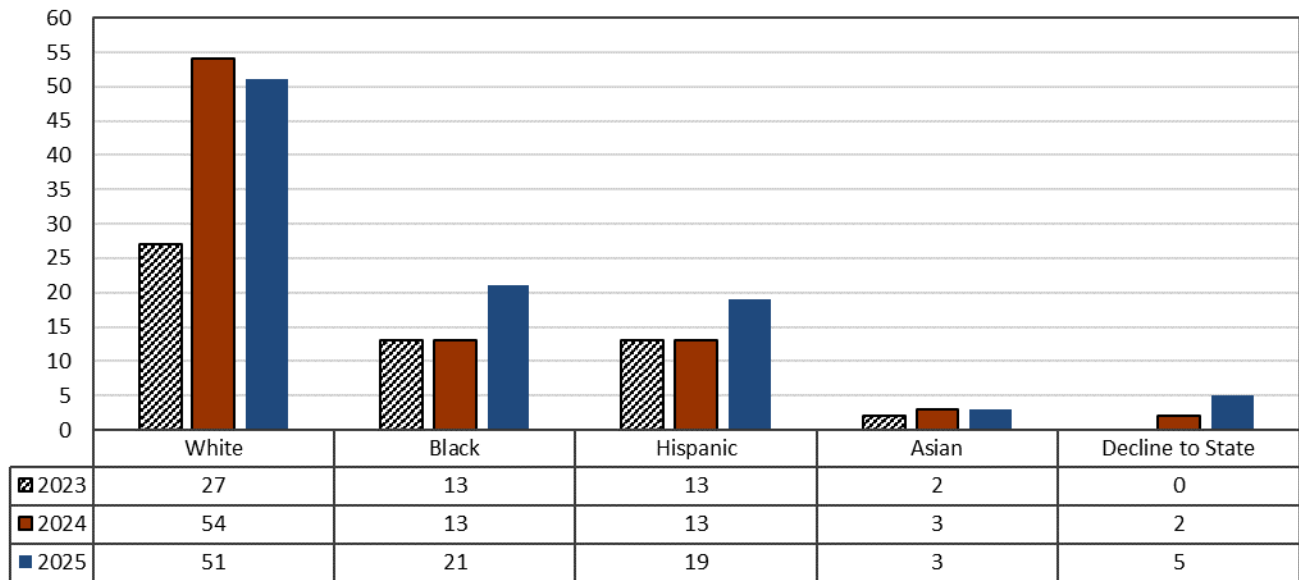
Recruit Diversity Overview

Our commitment remains clear: public safety departments should reflect the diversity of the communities they serve. The charts below provide a three-year snapshot (2023–2025) of the racial and ethnic composition in our Police and Fire Recruit Classes.

Diversity of Police Officer Recruit Classes



Diversity of Firefighter Recruit Classes



SERVICE HIGHLIGHTS

Recruitment & Testing

- Recruit and process candidates in 2026 for: three (3) Police Officer classes, one (1) Police Aide class, one (1) Firefighter class, one (1) Fire Cadet class, and two (2) 911 Telecommunicator classes.
- Conduct promotional testing for the positions of Police Sergeant, Fire Lieutenant, and Fire Captain.

- Maintain continuous Police Officer recruitment.
- Modified selection processes and secured new testing vendor for a more candidate-friendly testing experience.
- Establish and nurture connections with community groups and Milwaukee Public Schools to encourage high school age candidates to apply for apprenticeship positions.
- Partner with a recruiting and marketing firm to enhance recruitment efforts and improve branding and social media outreach.
- As an equity and retention strategy, maintain regular contact with candidates and host extensive prep sessions and fit camps to help candidates prepare for tests and exams.

Policies & Procedures/Complaints & Disciplines

- Continue informing residents about policy and procedure changes within the Police and Fire Departments, and serve as a resource for community input and engagement.
- Strive to reduce the time required to resolve complaints and disciplinary appeals.

Audit & Monitoring

- Continue conducting required audits within the timeframe mandated by the *Collins* Settlement Agreement and aim 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, domestic violence, discipline, 911 call wait times, supervisor training, and recruitment/retention.
- Collaborate with the Milwaukee Police Department to promote and improve constitutional and unbiased policing in the City of Milwaukee.

Emergency Management

- Continue supporting citywide emergency management planning among multiple departments for high-hazard threats (e.g., bio-terrorism, active shooter, tornado, floods, winter storms).
- Support and serve on the Wisconsin Homeland Security Advisory Work Group.
- Serve as City Emergency Management liaison to County and State agencies during emergency incidents.
- Contribute to the National Preparedness Goals through social media outreach to the community.
- Support the updating and compliance of the Local Hazard Mitigation Plan.
- Assist in activating a virtual or onsite Emergency Operation Center during significant events.
- Organize localized training sessions that promote the National Incident Management System.
- Support the development of citywide incident management plans for large-scale special events.

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

	2024 Actual Expenditures	2025 Adopted Budget	2026 Adopted Budget	Change 2026 Adopted Versus 2025 Adopted
<u>Personnel</u>				
FTEs - Operations & Maintenance	1,098.53	1,011.00	1,045.00	34.00
FTEs - Other	22.36	4.00	0.00	-4.00
Total Positions Authorized	912	940	966	26
<u>Expenditures</u>				
Salaries and Wages	\$82,858,169	\$85,895,174	\$95,251,712	\$9,356,538
Fringe Benefits	34,970,436	42,947,588	47,625,857	4,678,269
Operating Expenditures	9,306,699	11,356,870	12,200,688	843,818
Equipment	824,081	1,216,840	1,682,125	465,285
Special Funds	7,269,877	8,242,500	8,648,250	405,750
Total	\$135,229,262	\$149,658,972	\$165,408,632	\$15,749,660
ARPA Salary Allocation	\$2,028,610	\$0	\$0	\$0
ARPA Fringe Allocations	871,390	0	0	0
Total + ARPA	\$138,129,262	\$149,658,972	\$165,408,632	\$15,749,660
<u>Revenues</u>				
License and Permits	\$4,620	\$5,000	\$5,000	\$0
Charges for Services	7,842,342	8,406,000	9,453,000	1,047,000
Total	\$7,846,962	\$8,411,000	\$9,458,000	\$1,047,000

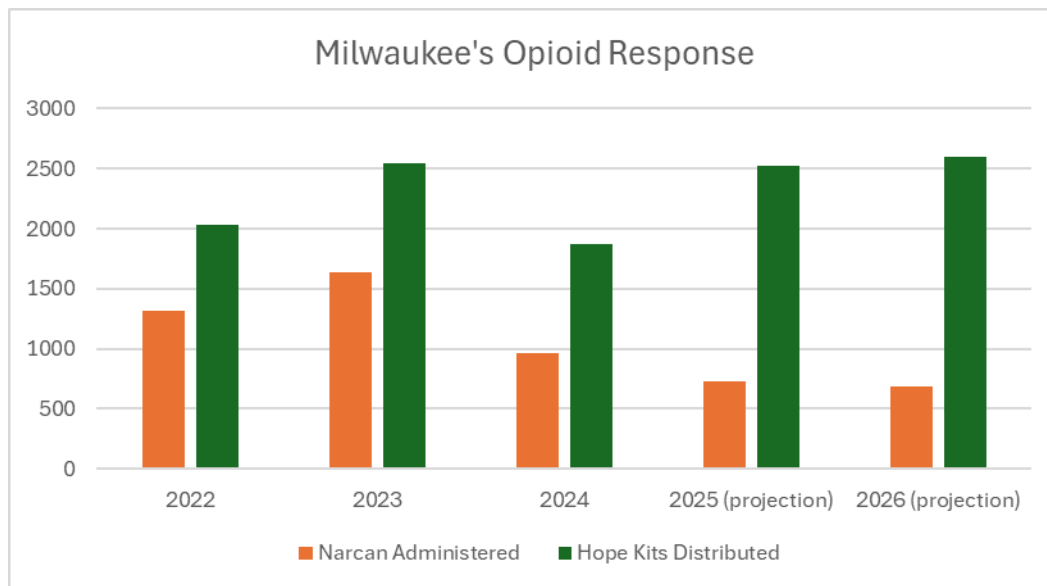
SUMMARY OF SERVICES DELIVERED BY THIS DEPARTMENT

Description of Services Provided	Operating & SPA Budget	Capital Budget	Grant & Aid Budget	FTEs
Fire Suppression & Emergency Medical Response	\$130,837,373	\$13,000,000	-	895.00
Administrative and Technical Support: human resources, business & finance, technical services (IT), and construction and maintenance.	\$14,966,162	-	-	60.00
Emergency Medical Services and Training: EMS, training academy, Mobile Integrated Health, community relations, recruiting, and Basic Life Support partnerships	\$19,655,097	-	-	89.00

Description of Services Provided	Operating & SPA Budget	Capital Budget	Grant & Aid Budget	FTEs
Total	\$165,458,632	\$13,000,000	\$0	1044.00

*SPA total, \$50,000

Key Performance Measures	2024 Actual	2025 Projected	2026 Planned
Reduce Morbidity & Mortality from Opioid Overdose - Harm Reduction distribution - Sum of MORI Contacts* 911 Narcan Administration (MORI) - Opioid litigation funds utilized	2036 780* 960 -	2436 644* 728 \$1.15M	3600 960* 690 \$1.25M
Ensuring Public Safety - Daily Staffing - Smoke detector installation - Public Education/Fire Prevention Events Attended	199 426 1,407	206 10,000 1,500	206 10,000 1,600



SERVICE HIGHLIGHTS

In 2024, the MFD dispatch center processed 137,201 emergency incidents, inclusive of calls for private ambulance providers and the department's community paramedic section which provides specialized care to high utilizers, complex patients and the city's post opioid response. EMS calls included 46,383 responses for advanced life support and 34,058 for basic life support. MFD advanced life support practitioners completed 11,075 transports with the department's 13 paramedic units. MFD also responded to a total of 2,920 fire response calls, 53,844 service-related calls and 568 vehicle extrication calls.

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 has allowed 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. In 2024, MFD reopened Station 17 with a single engine and 2025 allowed the reopening of Station 31 with an engine and a med unit. 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. MFD will continue to seek to restore previous staffing reductions to remain Act 12 compliant and protect the health and safety of the citizens and the firefighters that serve them.

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 2026 Proposed budget relies on funding from the opioid settlement funds to support the MORI program, as it did in 2025.

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 2026 capital budget includes \$10.0 million for major equipment replacement and \$3.0 million for MFD Facilities Maintenance program.

HEALTH DEPARTMENT

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

BUDGET SUMMARY

	2024 Actual Expenditures	2025 Adopted Budget	2026 Adopted Budget	Change 2026 Adopted Versus 2025 Adopted
<u>Personnel</u>				
FTEs - Operations & Maintenance	144.31	171.34	171.96	0.62
FTEs - Other	89.19	115.66	104.64	-11.02
Total Positions Authorized	342	318	310	-8
<u>Expenditures</u>				
Salaries and Wages	\$10,464,904	\$12,321,077	\$12,559,139	\$238,062
Fringe Benefits	4,527,360	5,544,484	5,651,612	107,128
Operating Expenditures	1,716,796	1,998,500	2,457,200	458,700
Equipment	3,231	15,000	50,000	35,000
Special Funds	917,840	1,152,500	1,965,000	812,500
Total	\$17,630,131	\$21,031,561	\$22,682,951	\$1,651,390
ARPA Salary Allocation	\$1,722,662	\$0	\$0	\$0
ARPA Fringe Allocations	753,494	0	0	0
Total + ARPA	\$20,106,287	\$21,031,561	\$22,682,951	\$1,651,390
<u>Revenues</u>				
Charges for Services	\$862,186	\$817,000	\$783,000	\$-34,000
Licenses and Permits	272,768	220,000	245,000	25,000
Total	\$1,134,954	\$1,037,000	\$1,028,000	\$-9,000

SUMMARY OF SERVICES DELIVERED BY THIS DEPARTMENT

The Milwaukee Health Department (MHD) improves public health by advocating for policies to improve health, administering health services, collaborating with regional health service providers, and analyzing data to understand health trends and develop intervention strategies. The Department promotes health care equity, quality, and accessibility through its work at its central office in the Zeidler Municipal Building, its three health centers (Keenan, South Side, and Northwest), and across the city.

Description of Services Provided	Operating Budget	Capital Budget	Grant Budget	FTEs
Commissioner's Office & Administration – Executive Leadership & Management, Finance & Billing, Human Resources, Vital Records	\$3,632,233	\$250,000	\$300,000	28.88

Description of Services Provided	Operating Budget	Capital Budget	Grant Budget	FTEs
Policy, Innovation & Engagement – Community Health Planning, Data Analysis & Epidemiology, Health Policy Development, Communications & Design	\$1,604,637	-	\$2,334,018	27.00
Community Health – Maternal & Child Health, Family & Parent Support Programs, Nutrition/WIC, Newborn Screening	\$3,117,558	-	\$4,271,688	61.00
Clinical Services – Disease Control & Surveillance, Immunizations, Sexual & Reproductive Health, WellWoman, Laboratory Services	\$8,163,032	\$500,000	\$3,178,668	82.50
Environmental Health – Home & Consumer Environmental Health, Emergency Preparedness	\$6,165,491	-	\$5,852,367	77.22
Total	\$22,682,951	\$750,000	\$15,936,741	276.60

Key Performance Measures	2024 Actual	2025 Projected	2026 Planned
Number of immunizations administered for the city and Milwaukee Public Schools (MPS)	10,602	10,500	4,500
Number of clients (unduplicated) seen at Sexual/Reproductive Health Clinics	4,318	4,000	5,000
Average number of CDC Critical Risk Factor violations per routine inspection	1.20	1.20	1.20
Number of Children < 6 Yrs. Old with a blood lead test result greater than or equal to 5 µg/dL	1,300	1,300	1,800
Infant mortality rate per 1,000 births (3-year average)	7.25	7.00	7.00

SERVICE HIGHLIGHTS

- Continue to serve as the largest WIC provider in Southeastern Wisconsin, providing early childhood and nutrition support to over 9,000 families.
- Implemented Epic Electronic Health Record and a new Lab Information System in April 2025. These new tools' integration with patient records and other health entities allows the City to provide better services to health clients and patients and expands the City's ability to analyze public health data.
- Provide pre- and post-natal support to hundreds of Milwaukee families through the Empowering Families of Milwaukee and Direct Assistance to Dads home visiting programs and the Birth Outcomes Made Better (BOMB) Doula program.
- Continue expanded lead hazard reduction activity in Home Environmental Health through ARPA-funded community partnerships and upgraded Laboratory capability.

- 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.
- Increase capacity to understand health trends and outcomes across different populations in Milwaukee through epidemiology and data analysis.
- Redesign breast and cervical cancer case management in 2025 to better meet the needs of high risk and underserved populations.

The Milwaukee Health Department also continues to implement its 2022-2027 Strategic Plan and Milwaukee's community health improvement plan, MKE Elevate, by strengthening community partnerships to support a healthy built environment, maternal and child health, and safe and supportive communities. The Department is also committed to building a 21st Century public health workforce through internal capacity building and connecting community organizations to public health initiatives.

LIBRARY

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

BUDGET SUMMARY

	2024 Actual Expenditures	2025 Adopted Budget	2026 Adopted Budget	Change 2026 Adopted Versus 2025 Adopted
<u>Personnel</u>				
FTEs - Operations & Maintenance	130.17	311.38	313.28	1.90
FTEs - Other	157.12	24.45	17.95	-6.50
Total Positions Authorized	396	398	394	-4
<u>Expenditures</u>				
Salaries and Wages	\$7,570,991	\$19,539,425	\$19,412,775	-\$126,650
Fringe Benefits	3,363,774	8,792,742	8,735,750	-56,992
Operating Expenditures	3,774,840	2,879,200	2,897,816	18,616
Equipment	2,158,003	2,296,500	2,371,430	74,930
Special Funds	220,386	278,600	233,700	-44,900
Total	\$17,087,994	\$33,786,467	\$33,651,471	\$-134,996
ARPA Salary Allocation	\$10,187,973	\$0	\$0	\$0
ARPA Fringe Allocations	4,457,027	0	0	0
Total + ARPA	\$31,732,994	\$33,786,467	\$33,651,471	\$-134,996
<u>Revenues</u>				
Charges for Services	\$804,043	\$1,071,000	\$1,166,000	\$95,000
Total	\$804,043	\$1,071,000	\$1,166,000	\$95,000

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 access. 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 Budget	Capital Budget	Grant Budget	FTEs
Administrative Services (Human Resources, Business Office, Communications, and other operations)	\$3,320,566	\$0	\$54,915	24.50

Description of Services Provided	Operating Budget	Capital Budget	Grant Budget	FTEs
Public Services (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)	\$16,630,149	\$0	\$700,490	194.23
Outreach Services (van delivery, early literacy services, school-aged and teen services at childcare centers, schools, senior high-rises, community events, and partner organizations)	\$1,344,444	\$0	\$15,735	15.50
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)	\$6,374,138	\$0	\$171,342	40.00
Facilities and Fleet Services, and Security at 13 physical facilities	\$5,982,174	\$3,000,000	\$0	57.00
TOTAL	\$33,651,471	\$3,000,000	\$942,482	331.23

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. Sunday service, 1-5 p.m. at the Good Hope and Tippecanoe branches will continue year-round. Sunday service, 1-5 p.m. at the Martin Luther King and Mitchell Street branches will begin in July. Central Library will be open 54 hours per week, including Sundays from 1-5 p.m. 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 by delivering materials at select locations for patrons unable to visit a library, and they help increase awareness of library resources by visiting partner organizations and attending community events.

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.

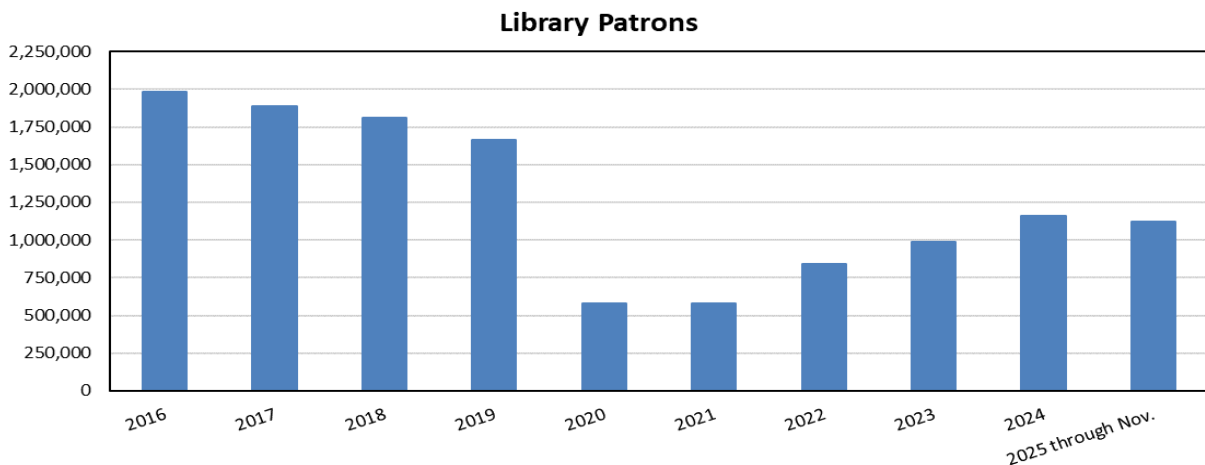
Connected Learning for Teens: MPL serves teens with innovative, high quality, technology-rich programming offered at school sites, library branches and community centers. These services help teens build digital literacies, develop social and emotional maturity, and become college and career ready. ‘Makerspaces’ at the Good Hope, Mitchell Street, Washington Park branches, and 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.

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 2026, 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 Access: MPL plays an important role in facilitating digital access 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 2026 capital budget provides \$2,725,000 to renovate the roofing at the Central Library.

IT and Security: The 2026 capital budget provides \$75,000 to modernize IT and security infrastructure.

Branch Library New Construction: The 2026 capital budget provides \$200,000 to plan construction of a new Capitol branch.

PARTNERSHIPS

- The Library and the Office of Community Wellness and Safety 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.
- Library Now is a partnership with Milwaukee Public Schools (MPS) to provide students in grades 1–12 free access to digital resources, 24/7 through virtual, digital library cards. Library staff regularly visit schools to introduce students and teachers to library resources. MPL also works with MPS to provide professional development opportunities for MPS teachers and staff.
- Workforce Development Services are strengthened by partnering with Goodwill Industries to offer weekly job assistance services at Central and joint job fairs, and tabling at branches by Employ Milwaukee.
- Local organizations often seek the library for partnering to help raise awareness and credibility for their respective projects and events. When beneficial for the library these opportunities are welcomed and examples include partnering with the Wisconsin Academy of Sciences, Arts and Letters to host author and birder Christian Cooper, and with the Milwaukee Youth Symphony Orchestra to do joint programming and reach a broader audience for the Violins of Hope Wisconsin residency.

MAYOR'S OFFICE

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

BUDGET SUMMARY

	2024 Actual Expenditures	2025 Adopted Budget	2026 Adopted Budget	Change 2026 Adopted Versus 2025 Adopted
Personnel				
FTEs - Operations & Maintenance	4.94	14.47	14.47	0.00
FTEs - Other	7.50	0.00	0.00	0.00
Total Positions Authorized	16	16	16	0
Expenditures				
Salaries and Wages	\$486,886	\$1,162,087	\$1,414,852	\$252,765
Fringe Benefits	214,252	522,939	636,683	113,744
Operating Expenditures	63,731	57,000	57,000	0
Equipment	0	0	0	0
Total	\$764,869	\$1,742,026	\$2,108,535	\$366,509
ARPA Salary Allocation	\$722,973	\$0	\$0	\$0
ARPA Fringe Allocations	\$292,027	\$0	\$0	\$0
Total + ARPA	\$1,779,869	\$1,742,026	\$2,108,535	\$366,509

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 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.	\$971,446	-	-	6.47

Description of Services Provided	Operating Budget	Capital Budget	Grant Budget	FTEs
Reviews and signs over 1,000 pieces of Common Council legislation each year.	\$225,219	-	-	1.50
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.	\$225,219	-	-	1.50
Provides executive direction and management for city government. Works collaboratively with city departments and community partners to explore operational efficiencies.	\$536,504	-	-	4.00
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.	\$150,147	-	-	1.00
Total	\$2,108,535	\$0	\$0	14.47

Key Performance Measures	2024 Actual	2025 Projected	2026 Planned
Responding to constituents within two business days (calls, emails, letters)	17,000	18,000	18,500
Young people served through signature mayoral initiatives (Camp RISE, Play Ball, Earn and Learn)	4,000	4,250	4,500
Residents signed up for City of Milwaukee text alerts re: events and initiatives	15,000	17,500	18,500
Number of youth service agencies and organizations visits	50	65	75

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 local entrepreneurs and small businesses. Constituent services are also an important work of the Mayor's Office.

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

- Serving as the Mayor's liaison between the Mayor's Office and city departments, the Common Council, constituents, community organizations 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 2025 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.
- Completed a successful first year of the DOA-Innovation Office, which collaborated with internal and external stakeholders to identify and implement opportunities for improved service efficiency, revenue recovery and enhancement, and cost savings through operational improvements, innovations, and strategic partnerships.

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) supporting violence interruption efforts like promoting peace and community resources, and investing in traffic calming road improvements. 2025 highlights include:

- The City of Milwaukee provided free curbside pickup for flood-damaged items and extended hours at Drop-Off Centers to support residents during flood recovery. These services were offered alongside continued response efforts for street flooding, downed trees and limbs, electrical outages, and bridge and street repairs caused by the storm.
- The Mayor's Office visited over 50 schools and youth-serving organizations during the 2024-2025 school year.
- Mayor Cavalier Johnson launched the third annual "Hello Summer" initiative featuring the Hello Summer website as a centralized hub for youth employment opportunities, internships, events, camps, and programming throughout the summer.
- Camp RISE, a collaboration with Employ Milwaukee, successfully continued in summer 2025, engaging 337 youth ages 10 to 13 (up from 281 in 2024, a 20% increase). The program fosters strong work ethic through positive activities and weekly stipends, serving both boys and girls.
- The Play Ball initiative allowed 2,000 youths from 25 community agencies to attend a free Milwaukee Brewers baseball game, promoting safe behaviors as the school year approached.
- Earn & Learn, in partnership with Employ Milwaukee, continues to provide Milwaukee's youth with engagement and employment opportunities.
- In 2025, the Mayor's Office continued to convene the Resident Safety Council, strengthening its role as a liaison between neighborhoods and the Mayor's Office and expanding collaboration with the Milwaukee Police Department on community safety initiatives.
- In May, the Mayor's Office hosted the third annual MKE Peace Week, a citywide initiative promoting peace, unity, and safety through a series of community-focused events including a peace march and rally, listening sessions with youth, a multi-faith Peace Breakfast, neighborhood clean-ups, a career and resource fair, and community kickball games combined with a job fair.
- In 2025, the Mayor's Office expanded the Adopt-A-Neighborhood pilot, launching its 12-week revitalization effort in Arlington Heights. This citywide collaboration with the Department of Public Works, Department of Neighborhood Services, MPD, Office of Community Wellness and Safety, Safe & Sound, local residents, and community organizations focused on beautifying public spaces, improving safety, and deepening resident engagement.
- In July, the Mayor signed the Vision Zero Action Plan, a community-driven roadmap with 100 actions to eliminate traffic deaths by 2037. Following the safe system approach, it layers multiple interventions to achieve results and reflects input from thousands of residents and stakeholders.

Climate and Equity Plan

In 2025, examples of Mayor Johnson's leadership to implement the Climate and Equity plan include working with the Environmental Collaboration Office to:

- Join the national Better Climate Challenge to reduce greenhouse gas emissions across City operations 50% by 2035.
- Develop of a public electric vehicle charging network in partnership with the private sector to install EV chargers at 13 sites in 2026 and a total of 53 sites by 2030.
- Launch the Mayor's Food Waste Challenge
- Integrate renewable energy and energy efficiency into the City's housing strategy for both existing homes and new development.
- Support Milwaukee Public Schools in converting five schoolyards per year from asphalt to nature-based, green play spaces.
- Build more functional partnerships between residents, training providers, Employ Milwaukee and employers to accelerate new green jobs in the City, especially in the trades.
- Integration of green infrastructure into major city projects

Economic and Community Development

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

- In June, Mayor Johnson signed the Housing Element of Milwaukee's comprehensive plan, establishing a long-term framework to expand housing supply, improve affordability, and align neighborhood development with citywide goals. The plan prioritizes strategies to increase homeownership, support quality rental housing, and guide investment in alignment with resident input and equity principles.
- 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
- As part of the Mayor's Manufacturing Partnership, Employ Milwaukee launched a \$1.3M program to train up to 600 individuals over four years in manufacturing skills. Opportunities include a Generative AI for Leaders program (fall 2025, with gener8tor, MMAC, and Microsoft) and biotechnology career pathways through the Wisconsin BioHealth Tech Hub, in partnership with leading employers, colleges, and workforce.
- Advancing the Raze & Revive program's second year to increase demolition capacity, and continuing to address vacant, blighted properties that impact public safety while preparing sites for future housing opportunities.
- Accelerating citywide lead service line replacement toward the EPA's 2037 deadline, targeting 3,500 replacements in 2025 and 5,000 in 2026 through an approach that serves vulnerable households, offering free replacement for eligible residential properties, and generating training and job opportunities for Milwaukee residents
- In partnership with the national Cities for Financial Empowerment Fund (CFE Fund), the Mayor's Office, in collaboration with the Office on African American Affairs, continues to support Milwaukee's Financial Empowerment Center (FEC). The center provides free, professional, one-on-one financial counseling and coaching to local residents—including services like debt reduction, savings support, credit building, and access to safe banking—integrated into other social services.
- Overseeing the Milwaukee Fatherhood Summit, which unites hundreds of fathers and provides resources and support
- Expanding family support programming with the second annual MOMS (Mothers of Milwaukee Symposium) event, complementing the city's annual Milwaukee Fatherhood Summit
- In 2025, Mayor Johnson celebrated sustainable development milestones with groundbreaking ceremonies for Milwaukee's largest-ever Riverwalk expansion, a \$30 million investment expanding waterfront access and ecological resilience, and The Edison, a \$133 million, 31-story mass timber tower that will be the tallest of its kind in the U.S.

- The City has achieved the Mayor's goal of having 50 miles of new protected bikeways under development by 2026. Since 2023, the City has completed construction on approximately 12.5 miles of new protected bikeways, is actively constructing over 4.5 miles of bikeways, and has approximately 34 miles of protected bikeways funded for planning and design. At the end of 2025, there will be over 51 miles of protected bikeways under development.

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

	2024 Actual Expenditures	2025 Adopted Budget	2026 Adopted Budget	Change 2026 Adopted Versus 2025 Adopted
<u>Personnel</u>				
FTEs - Operations & Maintenance	13.47	30.00	33.00	3.00
FTEs - Other	14.68	0.00	0.00	0.00
Total Positions Authorized	30	30	33	3
<u>Expenditures</u>				
Salaries and Wages	\$1,018,842	\$2,412,719	\$2,577,245	\$164,526
Fringe Benefits	458,479	1,085,724	1,159,760	74,036
Operating Expenditures	437,126	466,000	442,394	-23,606
Equipment	6,000	5,000	5,000	0
Special Funds	13,225	15,000	15,000	0
Total	\$1,933,672	\$3,984,443	\$4,199,399	\$214,956
ARPA Salary Allocation	\$1,318,220	\$0	\$0	\$0
ARPA Fringe Allocations	566,780	0	0	0
Total + ARPA	\$3,818,672	\$3,984,443	\$4,199,399	\$214,956
<u>Revenues</u>				
Charges for Services	\$829,959	\$1,002,000	\$818,000	\$-184,000
Fines and Forfeitures	1,932,744	2,500,100	2,000,000	-500,100
Total	\$2,762,703	\$3,502,100	\$2,818,000	\$-684,100

SUMMARY OF SERVICES DELIVERED BY THIS DEPARTMENT

Serving as the Judicial Branch, the Municipal Court is a separate, coequal branch of City government. 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. The Court 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, reckless driving, 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. Court staff consists of 3 elected judges, a Chief Court Administrator, and 26 additional staff. The current staff population is comprised of 44% male/56% Female. Court staff demographics are: 30% Black, 18% Hispanic, 44% white, 4% American Indian, and 4% Asian, aligning with similar representation data for city of Milwaukee residents. 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 opportunity for the City and defendant to each make their case and bring it to conclusion via judgment. The Court is also responsible for 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.	\$4,586,081	\$370,000	-	33.00
Total	\$4,586,081	\$370,000	\$0	33.00

*Includes \$1,000 Care of Prisoners Fund Special Purpose Account, \$30,682 Municipal Court Intervention Program Special Purpose Account, and \$355,000 of the City Collection Contract Special Purpose Account.

KEY PERFORMANCE MEASURES

Indicators	2024 Actual	2025 Projected	2026 Planned
Cased Filed	35,355	36,050	41,000
Judgments	30,664	40,479	45,000
% of Cases at Trial/Pre-trial within 90 days of filing	76%	77%	79%
Motor vehicle dispositions	48,339	32,495	45,000
Courtroom appearances	14,311	15,461	16,000
Cases processed	95,592	99,173	110,000
Number of enforced DL suspensions lifted	3,585	3,746	3,600
Records requests & background checks	1,798	1,600	1,600

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 45,500 cases (based on the latest 5-year average).
- Intake and process annual revenue from judgments of approximately \$2.8 million.
- Serve defendants five days a week (not including holidays), from 8:00 a.m. to 4:45 p.m.
- Offer on-going special sessions to better serve at-risk populations already being served by other community agencies, such as: The Guest House of Milwaukee, the Veteran's Administration, the Benedict Center, the Salvation Army, the Community Reintegration Center, and the St. Charles Youth and Family Services through the Positive Outcomes Program (POP).
- Conduct ongoing night court pre-trial sessions on the third Wednesday of every month. These sessions, which are more convenient for some defendants, were offered on 10 dates in 2024 with a total of 24 sessions serving 348 defendants (495 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, participation in/completion of Alcohol and Other Drug Abuse (AODA) or mental health treatment programs.

CAPITAL PROJECTS

The 2026 capital budget allocates \$370,000 for the Court's new case management system. The vendor has been selected, and the project will start in January 2026. Anticipated completion: Q1 of 2028.

Updates on Previously Awarded Capital Fund Requests include:

- IT Infrastructure and Courtroom Updates
 - All computers are being replaced, and moving forward staff will use laptops exclusively. This shift will reduce the total number of devices and lower hardware costs, with full implementation by Q4 2025.
- SQL Migration, Website Upgrade, and Case Management Software Replacement
 - Previous goals, including the migration to Microsoft SQL and website updates, were successfully completed. Remaining funds are now being allocated to the Court's new management system.

COMMUNITY ENGAGEMENT

The Court is committed to equal access to justice, services, and impartial adjudication of cases for all defendants. Highlights of the Court's engagement with the community include:

- Building relationships with 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.
- Providing community court sessions throughout the area, including Veteran Stand Down efforts throughout the city of Milwaukee and Clement J. Zablocki Veterans Affairs Medical Center (VA), and the Positive Outcomes Program (POP) with various youth at St. Charles Youth and Family Services.
- Offering virtual Court sessions through partnership with the Library, which provides laptops and conference room reservations at four branch locations.

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

	2024 Actual Expenditures	2025 Adopted Budget	2026 Adopted Budget	Change 2026 Adopted Versus 2025 Adopted
<u>Personnel</u>				
FTEs - Operations & Maintenance	68.06	193.20	194.52	1.32
FTEs - Other	180.44	62.30	59.98	-2.32
Total Positions Authorized	291	290	290	0
<u>Expenditures</u>				
Salaries and Wages	\$5,208,286	\$15,255,342	\$14,927,619	\$-327,723
Fringe Benefits	2,317,685	6,864,904	6,717,429	-147,475
Operating Expenditures	1,821,928	1,642,844	1,774,844	132,000
Equipment	0	0	0	0
Special Funds	2,269,838	2,261,653	2,461,653	200,000
Total	\$11,617,737	\$26,024,743	\$25,881,545	\$-143,198
ARPA Salary Allocation	\$8,469,882	\$0	\$0	\$0
ARPA Fringe Allocations	3,759,621	0	0	0
Total + ARPA	\$23,847,240	\$26,024,743	\$25,881,545	\$-143,198
<u>Revenues</u>				
Charges for Services	\$14,912,805	\$13,585,500	\$14,391,000	\$805,500
Licenses and Permits	11,254,386	11,125,000	11,281,000	156,000
Intergovernmental Aids	1,900,391	1,900,000	2,100,000	200,000
Total	\$28,067,582	\$26,610,500	\$27,772,000	\$1,161,500

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 revitalization by enforcing standards for buildings, property, and land use. The department utilizes 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, creating an attractive environment for investment and fostering reinvestment in neighborhoods. DNS also helps reduce property loss and fire-related deaths by conducting fire prevention inspections of residential and commercial properties and enforcing related building codes.

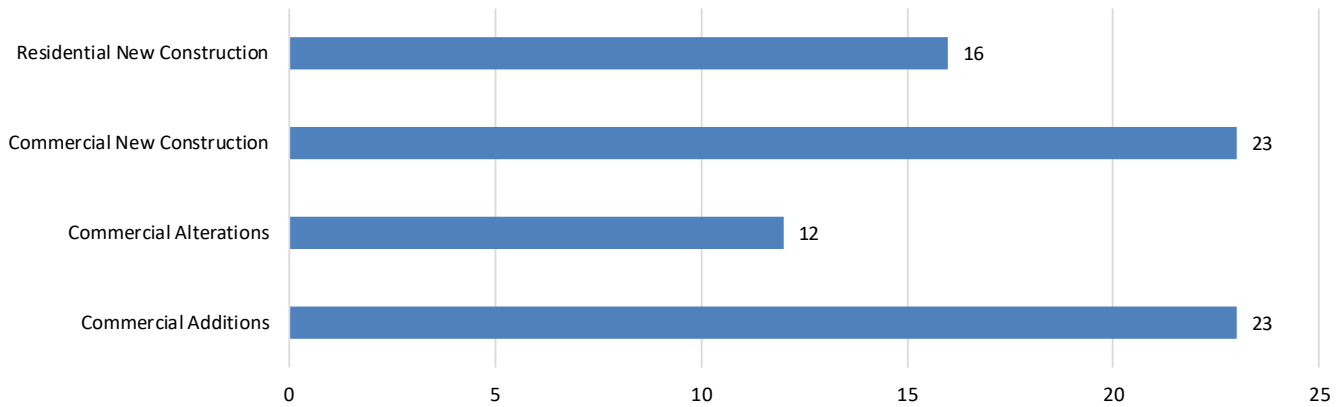
Description of Services Provided	Operating and SPA Budget*	Capital Budget	Grant Budget	FTEs
Development Center: Oversees plan examination and permit issuance activities to ensure that all building designs comply with building, fire, and zoning codes.	\$4,510,640	-	-	33.00
Construction Inspection Services: Oversees all construction trade inspections for commercial, industrial, and residential buildings and sites to ensure compliance with applicable codes.	\$7,112,215	-	-	83.00
Commercial Inspection Services: Ensures that commercial properties are maintained in accordance with established fire and commercial building code requirements. This division also includes Condemnation Services, which evaluates residential and commercial properties for potential demolition.	\$3,401,236	\$2,225,000	-	30.00
Residential Inspection Services: Inspects residential properties, including one- and two-family homes, condominiums, and apartments, to enforce the Milwaukee Code of Ordinances, along with applicable local, state, and national fire codes. Through code enforcement, Special Enforcement Inspectors address neighborhood issues, mitigate nuisance activities, and achieve compliance with maintenance violations using a multifaceted approach.	\$6,378,873	-	\$2,440,650	80.50
Court Services: Supports inspectors by facilitating the enforcement of correction orders, referring non-compliant property owners to court when necessary.	\$865,321	-	-	7.00
Administrative Services: Oversees the department's business and administrative operations.	\$3,743,260	\$1,000,000	-	21.00
Total	\$26,011,545	\$3,225,000	\$ 2,440,650	254.50

*SPA total \$130,000

Key Performance Measures	2024 Actual	2025 Projected	2026 Planned
Average days to respond to complaints	7	10	10
Orders issued	28,873	34,000	34,000

Key Performance Measures	2024 Actual	2025 Projected	2026 Planned
Number of permits issued	28,261	28,000	28,000
Number of properties that received compliance loans	56	55	55

Average # of Business Days for Plan Reviews



* data collected 1/1/25 to 6/30/25

SERVICE HIGHLIGHTS

- DNS's Intern Program trains individuals from the community to become full-time Code Enforcement Inspectors. Interns conduct pre-foreclosure and graffiti inspections, receive formal classroom training at MATC, and undergo in-house field training provided by DNS. Since 2011, 42 interns have successfully completed the internship program and were promoted to full-time employment in the City.
- DNS maintains a website (www.Milwaukee.gov/dumping) where citizens can report illegal dumping and provide timely, actionable information. This allows DNS to respond to citizen concerns effectively.
- DNS operates 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 actionable tips. Since the program's launch in 2018, 106 rewards have been issued.
- The 2026 budget includes over \$2,200,000 in the Animal Pound Contract special fund, representing the City's contribution to the Milwaukee Area Domestic Animal Control Commission (MADACC).
- The Vandalism Abatement Fund, formerly known as the Graffiti Abatement Fund, supports various expenses related to the prevention and abatement of vandalism. Funding for 2026 increases by \$10,000, from \$65,000 to \$75,000.
- The Maintenance of Essential Utility Service Special Purpose Account is funded at \$55,000 for 2026. This account enables DNS to cover unanticipated costs, ensuring that residents maintain access to basic services in residential properties.

STRENGTHEN COMMUNITY HOUSING STABILITY

Neighborhood Stability and Homeownership

The Department of Neighborhood Services is committed to strengthening neighborhood stability by supporting homeownership and improving the quality of housing. By addressing factors such as housing age, property maintenance, and market conditions, the department promotes safer, more attractive neighborhoods that benefit all residents and increase property values.

Supporting Homeowners and Preventing Foreclosure

The Compliance Loan Program helps homeowners maintain their properties and avoid tax delinquency or foreclosure by providing accessible, interest-free loans to correct building code issues. This approach helps long-term homeowners protect their investments and remain in their homes, which supports overall neighborhood vitality.

Home Repair Assistance

The Neighborhood Improvement Project offers repair services to qualified homeowners to address safety and health issues such as electrical, plumbing, heating, and structural repairs. By ensuring homes meet municipal codes and are safe to live in, the program contributes to the well-being of families and the community.

Reducing Evictions and Promoting Education

Recognizing the challenges many renters and landlords face, the department offers educational programs to promote responsible renting and property management. The Rent for Success tenant training empowers renters with knowledge of their rights and responsibilities, while the Landlord Training Program helps property owners maintain safe, well-managed properties that comply with local laws.

CAPITAL PROJECTS

The 2026 Capital Budget includes \$3,225,000 for 2 capital projects;

- **Concentrated Blight Elimination** - As part of the Mayor's Raze and Revive Program, this initiative targets the removal of blighted properties to support neighborhood revitalization and reinvestment. Vacant structures that are abandoned or poorly maintained contribute to neighborhood decline, strain City resources, and pose risks to public health, safety, and welfare. Program funds are used to demolish blighted residential and commercial buildings. Under State Statute, a structure may receive a raze order if the cost to bring it into code compliance exceeds 50% of its assessed value. As of July 2025, DNS has identified 90 residential and commercial structures that meet this threshold and have active raze files or orders. The department's 2026 Capital Improvement allocation of \$2,225,000 will help maintain the demolition pipeline and prevent further delays for demolition in 2026.
- **Compliance Loan Program (CLP)**- A total of \$1 million in capital funds is allocated to the Compliance Loan Program, which helps homeowners avoid fines and court enforcement by offering a resource-based program. The program is designed to keep residents in their homes while addressing code violations. A total of 56 loans, totaling \$903,229 were approved in 2024. DNS plans to award 55 Compliance Loans in 2026.

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

	2024 Actual Expenditures	2025 Adopted Budget	2026 Adopted Budget	Change 2026 Adopted Versus 2025 Adopted
<u>Personnel</u>				
FTEs - Operations & Maintenance	1,948.53	2,443.76	2,324.95	-118.81
FTEs - Other	110.23	117.87	81.50	-36.37
Total Positions Authorized	2,666	2,668	2,526	-142
<u>Expenditures</u>				
Salaries and Wages	\$175,020,011	\$195,185,772	\$190,364,638	\$-4,821,134
Fringe Benefits	72,737,652	93,689,171	91,375,026	-2,314,145
Operating Expenditures	19,645,898	22,961,670	25,055,571	2,093,901
Equipment	2,047,095	1,791,000	2,889,000	1,098,000
Special Funds	231,586	377,600	427,600	50,000
Total	\$269,682,242	\$314,005,213	\$310,111,835	\$-3,893,378
ARPA Salary Allocation	\$5,946,254	\$0	\$0	\$0
ARPA Fringe Allocations	\$2,412,124	\$0	\$0	0
Total + ARPA	\$278,040,620	\$314,005,213	\$310,111,835	\$-3,893,378
<u>Revenues</u>				
Intergovernmental	\$960,630	\$1,263,000	\$1,036,000	\$-227,000
Charges for Services	5,953,281	5,490,800	7,198,000	1,707,200
Total	\$6,913,911	\$6,753,800	\$8,234,000	\$1,480,200

SUMMARY OF SERVICES DELIVERED BY THIS DEPARTMENT

As the City of Milwaukee's lead law enforcement agency, the Milwaukee Police Department (MPD) is primarily responsible for mitigating crime and disorder in the city. MPD remains steadfast in its commitment to constitutional policing, and employing community oriented, problem oriented and intelligence-led initiatives. As such, the department continues to develop strong partnerships garner support with community members, faith-based organizations, non-profit organizations, as well as other local, state and federal partners. Finally, the department actively promotes trust, transparency, efficiency, and accountability to the community. Our services include the following areas:

Description of Services Provided	Operating Budget	Capital Budget	Grant Budget	FTEs
Provide leadership to proactively support the Department's focus on crime reduction and disorder.	\$15,505,592	-	-	75.77

Description of Services Provided	Operating Budget	Capital Budget	Grant Budget	FTEs
Respond to and prevent criminal activity at a district level and conduct specialized patrols.	\$186,067,101	\$5,000,000	\$4,995,072	1,528.03
Conduct city-wide investigations of criminal activity.	\$62,022,367	-	-	508.37
Oversee and manage the daily operations of the Department.	\$46,516,775	-	-	294.29
Total	\$310,111,835	\$5,000,000	\$4,995,072	2,406.45

Key Performance Measures	2024 Actual	2025 Projected	2026 Planned
Decrease part one crime by 10% annually	-3%	-10%	-10%
Achieve a 75% homicide clearance rate*	78%	78%	75%
Guns seized.	2,899	3,300	3,300

* The projected 2025 homicide clearance rate reflects August 20, 2025 data. The previous homicide clearance rate goal of 70% has been updated to 75% to reflect current trends.

Part 1 Crime Data - January 1, 2020 - June 30, 2025										
Offense	2020	2021	2022	2023	2024	Jan - June 2023	Jan - June 2024	Jan - June 2025	Jan - June 23-25 Change	Jan - June 24-25 Change
Murder	190	195	214	172	132	74	62	71	-4%	15%
Rape	492	506	483	487	472	251	215	222	-12%	3%
Robbery	2,088	2,078	1,807	1,932	1,965	890	913	740	-17%	-19%
Aggravated Assault	7,238	7,520	7,144	6,909	6,690	3,519	3,334	2,741	-22%	-18%
Human Trafficking	30	12	30	35	37	18	19	26	44%	37%
Total Violent Crime	10,038	10,311	9,678	9,535	9296	4,752	4,543	3,800	-20%	-16%
Burglary	3,463	2,833	2,333	2,421	2,274	1,174	948	929	-21%	-2%
Larceny Theft	8,557	10,244	8,746	8,078	7,539	4,042	3,521	3,311	-18%	-6%
Motor Vehicle Theft	4,509	10,483	8,100	6,276	6,402	2,958	2,898	2,660	-10%	-8%
Arson	288	246	255	200	192	110	98	76	-31%	-22%
Total Property Crime	16,817	23,806	19,434	16,975	16,407	8,284	7,465	6,976	-16%	-7%
Total Part 1 Crime	26,855	34,117	29,112	26,510	25,703	13,036	12,008	10,776	-17%	-10%

* Crime data were obtained from the DCS fact table and OMAP Homicide database for the time period of January 1 - June 30, 2020-2025. Homicide, rape, aggravated assault, human trafficking count victims; robbery, burglary, larceny theft, motor vehicle theft, and arson count distinct offenses.

SERVICE HIGHLIGHTS

- The 2026 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 2025 funding levels.

- Reduce violent crime through implementation of the 2025 Violent Crime Reduction Plan, to include enhanced guardianship that focuses on more visible police presence and positive community interactions that are designed to mitigate opportunities for crime to occur.
- 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.
- 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 Juneteenth celebration, National Night Out, Coffee with a Cop, Faith in Blue and other initiatives like the Milwaukee Police Athletic League (MPAL).
- Leverage technology as a force multiplier to assist in solving crime and creating safer neighborhoods, including strategic surveillance as a deterrent in areas with concentrated criminal activity and vehicles involved in suspected crimes.
- Continue to support the City of Milwaukee *"Vision Zero Action Plan"* via proactive enforcement of reckless driving, increased police presence, and equipment designed to provide mobile vehicle barrier solutions to protect people at public street events across the city.
- Increase the boundaries of the department's gunshot detection system (GSDS) by two miles allowing for the expansion of the department's rapid response protocol to areas of detected gun shots. Target firearm-related criminal behavior by continuing to deploy 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.
- In partnership with the Fire and Police Commission, implement a strategic branding/ marketing campaign with Safeguard, Inc. to increase police officer applicant recruitment through online resources, social media content, website creation and data/google analytics.
- Continued focus on retention strategies centered on professional development, recognition, wellness, and a positive culture.
- Build the department's police aide program by increasing the number of authorized positions by 30. Work with the community and the Milwaukee Public Schools to recruit youth leaders into the program and set a goal of hiring 20 police aides in 2026. This program has been an important strategy and pipeline for police officer recruitment and long-term officer retention. In addition, provide funding for five community service officers in 2026.
- Create a School Resource Division to strengthen the coordination and management of the department's School Resource Officer Program within Milwaukee Public Schools. This division's leadership structure shall include a Captain of Police, Police Lieutenant and Police Sergeants to compliment/support the 25 officers mandated by Act 12.
- Deploy and evaluate the use of unmanned aerial systems equipment and technology (drones) Pilot Program as a first responder to improve responsiveness to critical incidents, active threats, and natural disasters.
- Implement the new L3Harris P25 700 MHz simulcast radio system to improve public safety communications. This public safety radio upgrade will provide faster emergency response for the Milwaukee community and provide clearer, more reliable radio coverage citywide, even inside dense buildings. The system's interoperability across agencies means police, fire, and EMS can coordinate seamlessly during major incidents.

- Expand the Domestic Violence High Risk Team (DVHRT), a multidisciplinary partnership and U.S. Department of Justice best practice, to address domestic violence cases at highest risk for lethality to maximize safety for survivors and accountability for offenders.
- 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.
- Adjust the department's sworn position authority to reflect Act 12 mandates, which results in eliminating 192 long standing unfunded positions. This change includes a reduction of 170 police officer positions, 16 detective positions, 4 forensic investigator positions, one latent print examiner position, and one court liaison officer position.
- Allocate funds received through the federal Equitable Sharing Program (Asset Forfeiture) to support citywide public safety and neighborhood initiatives. An average of approximately \$1.1 million 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 \$4.5 million in reimbursed police support for enhanced security at sporting events, festivals, runs, and other events that both promote and support the City of Milwaukee.
- A culturally competent and diverse workforce is a critical strategy to building trust and legitimacy with all members of the community.
- Deploy data-based analysis and intelligence-led 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 its community engagement efforts and our ongoing constitutional policing efforts.

CAPITAL PROJECTS

The 2026 Capital Budget includes \$5,000,000 for two capital project accounts, including:

- Police Facilities Maintenance Program (\$3.0 million) – funding for deferred maintenance and repair projects at the Department's district stations and other facilities. Projects include: HVAC upgrade at District 3/Data Communications Center, deferred maintenance for non-parking lot concrete repairs, surface lot, catch basins and sidewalk deferred maintenance at districts 4, 5 and 6, and parking structure repairs at District 3/Data Communications Center.
- Police Vehicles (\$2.0 million) – funding for \$2 million of the Department's \$5,000,000 annual vehicle replacement plan. This level of funding will provide resources to purchase approximately 28 vehicles.
- Joint Public Safety Radio Project – funding to complete project provided through 2024 carryover funding; therefore, no new 2026 capital budget appropriation is required.

PORT MILWAUKEE

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

BUDGET SUMMARY

	2024 Actual Expenditures	2025 Adopted Budget	2026 Adopted Budget	Change 2026 Adopted Versus 2025 Adopted
Personnel				
FTEs - Operations & Maintenance	21.00	21.00	21.00	0.00
FTEs - Other	0.00	0.00	0.00	0.00
Total Positions Authorized	35	35	38	3
Expenditures				
Salaries and Wages	\$1,749,665	\$1,867,480	\$1,808,444	\$-59,036
Fringe Benefits	778,666	840,366	813,800	-26,566
Operating Expenditures	1,510,930	1,366,716	1,292,523	-74,193
Equipment	0	0	0	0
Special Funds	3,128,675	4,417,606	3,146,052	-1,271,554
Total	\$7,167,936	\$8,492,168	\$7,060,819	\$-1,431,349
ARPA Salary Allocation	\$0	\$0	\$0	\$0
ARPA Fringe Allocations	0	0	0	0
Total + ARPA	\$7,167,936	\$8,492,168	\$7,060,819	\$-1,431,349
Revenues				
Charges for Services	7,402,702	8,492,168	7,060,819	-1,431,349
Total	\$7,402,702	\$8,492,168	\$7,060,819	\$-1,431,349

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.	\$549,686	-	-	3.00
Port Infrastructure & Maintenance - Provide land, infrastructure, and operational support to businesses, tenants, and partners.	\$4,402,354	\$2,900,000	\$800,000	15.00

Description of Services Provided	Operating Budget	Capital Budget	Grant & Aid Budget	FTEs
General Fund Support – Summerfest Lease Transfer	\$1,847,418	-	-	0.00
Administration & Financial Services – Supports business operations with accounting, financial management & analysis, contract compliance, human resource and reporting functions.	\$261,361	-	-	3.00
Total	\$7,060,819	\$2,900,000	\$800,000	21.00

KEY PERFORMANCE MEASURES

Indicators	2024 Actual	2025 Projected	2026 Planned
Percent of department expenses covered by revenue	100.57%	100%	100%
Percentage change in municipal port tonnage	-5%	0%	0%
Number of cruise ship visits	27	22	56
Number of cruise passengers	13,568	11,137	18,486

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;
- Expanding maritime export and import activity connected to multimodal shipping; and
- Community and school engagement to promote maritime career awareness

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, as well as support the City's broader goal of inclusive economic growth. 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 2026 capital budget provides \$1,300,000 including \$800,000 in grant funding 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 2026 capital budget provides \$1,000,000 million 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 2026 capital budget provides \$500,000 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 2026 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 2026 capital budget includes \$600,000 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 2026 capital budget provides \$200,000 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 have been awarded, and work is underway. Dock construction began in 2025 and is scheduled to be completed for the 2026 cruise season.

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

	2024 Actual Expenditures	2025 Adopted Budget	2026 Adopted Budget	Change 2026 Adopted Versus 2025 Adopted
<u>Personnel</u>				
FTEs - Operations & Maintenance	21.17	44.00	45.00	1.00
FTEs - Other	17.62	0.00	0.00	0.00
Total Positions Authorized	44	44	45	1
<u>Expenditures</u>				
Salaries and Wages	\$1,475,540	\$2,547,924	\$2,568,205	\$20,281
Fringe Benefits	673,132	1,146,566	1,155,692	9,126
Operating Expenditures	326,270	345,000	345,000	0
Equipment	0	0	0	0
Special Funds	0	0	0	0
Total	\$2,474,942	\$4,039,490	\$4,068,897	\$29,407
ARPA Salary Allocation	\$1,008,755	\$0	\$0	\$0
ARPA Fringe Allocations	\$441,245	\$0	\$0	\$0
Total + ARPA	\$3,924,942	\$4,039,490	\$4,068,897	\$29,407
<u>Revenues</u>				
Charges for Services	\$2,268,924	\$1,591,000	\$2,100,000	\$509,000
Licenses and Permits	3,132,743	3,167,000	3,068,000	-99,000
Miscellaneous Revenue	0	0	0	0
Total	\$5,401,667	\$4,758,000	\$5,168,000	\$410,000

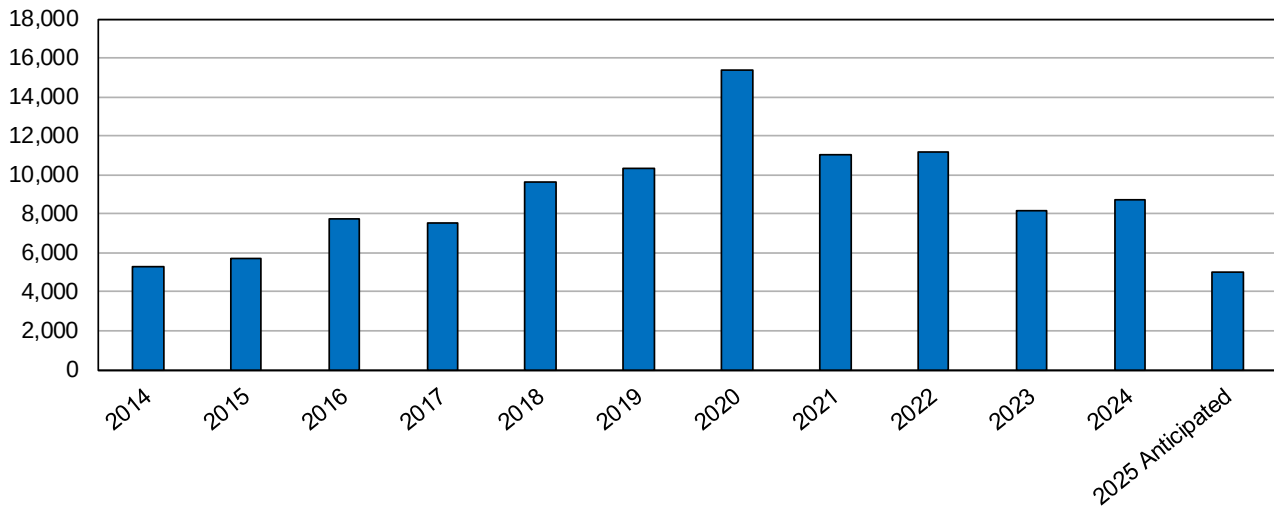
SUMMARY OF SERVICES DELIVERED BY THIS DEPARTMENT

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 contract 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 Budget	Capital Budget	Grant Budget	FTEs
Develop and implement administrative policies and procedures	\$1,036,049	-	-	11.00
Human resource services and payroll for DPW and enterprise funds	\$1,201,758	-	-	16.00
Administer contracts, including the Small Business Enterprise program and the Residential Preference Program	\$138,304	-	-	2.00
Process and respond to open records requests	\$314,829	-	-	3.00
Process permit requests and coordinate special event logistics	\$1,004,485	-	-	7.00
Conduct safety trainings, oversight, and workplace compliance	\$373,472	-	-	6.00
Total	\$4,068,897	\$0	\$0	45.00

KEY PERFORMANCE MEASURES

Workdays lost to injury



SERVICE HIGHLIGHTS

- Began the new Transportation Roadbuilding Advancement Certified Apprenticeship Program, which placed six young adults into positions in DPW Infrastructure – Streets.
- Utilized the Workforce Innovation and Opportunity Act to place six young adults into general labor positions, primarily in DPW Infrastructure – Streets, Sewers, and Electrical Services.
- 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.

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

	2024 Actual Expenditures	2025 Adopted Budget	2026 Adopted Budget	Change 2026 Adopted Versus 2025 Adopted
<u>Personnel</u>				
FTEs - Operations & Maintenance	261.00	239.54	242.64	3.10
FTEs - Other	299.54	417.55	413.45	-4.10
Total Positions Authorized	561	798	792	-6
<u>Expenditures</u>				
Salaries and Wages	\$15,227,699	\$27,077,099	\$24,803,953	\$-2,273,146
Fringe Benefits	6,818,488	12,184,695	11,057,639	-1,127,056
Operating Expenditures	15,797,165	14,229,000	16,263,000	2,034,000
Equipment	788,683	530,000	312,000	-218,000
Special Funds	0	0	0	0
Total	\$38,632,035	\$54,020,794	\$52,436,592	\$-1,584,202
ARPA Salary Allocation	\$8,855,151	\$0	\$0	\$0
ARPA Fringe Allocation	3,873,727	0	0	\$0
Total + ARPA	\$51,360,913	\$0	\$0	\$-1,584,202
<u>Revenues</u>				
Charges for Services	\$13,323,455	\$14,033,000	\$14,398,000	\$365,000
Miscellaneous	659,980	382,000	386,000	4,000
Total	\$13,983,435	\$14,415,000	\$14,784,000	\$369,000

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	\$15,461,325	\$40,875,000	\$50,400,000	253.50
Transportation Operations Engineering, Design, Construction Management, and Maintenance	\$20,660,331	\$39,830,000	-	260.09
Bridges Engineering, Design, Operations, and Maintenance	\$10,132,509	\$5,900,000	\$7,400,000	88.25

Description of Services Provided	Operating Budget	Capital Budget	Grant Budget	FTEs
Facilities Engineering, Design, Construction Management, and Maintenance	\$6,182,427	\$6,600,000	-	54.25
Total	\$52,436,592	\$93,205,000	\$57,800,000	656.09

Key Performance Measures	2024 Actual	2025 Projected	2026 Planned
Percentage of bridges with sufficiency rating greater than 50	95.6%	95.6%	95.6%
Miles of Protected Bikeways (lanes or trails) added	5.3	9.5	9.6
Lane miles of street with useful life improved through local street, major street, and high impact street programs	84	100	85
Street lights converted from series to multiple circuitries	557	652	596

SERVICE HIGHLIGHTS / CAPITAL PROJECTS

The Infrastructure Services Division (ISD) is responsible for designing, constructing, and maintaining much of the public infrastructure in the City's rights of way and for some city-owned buildings. Activities include resurfacing or reconstructing existing pavement; enhancing transportation safety through infrastructure modifications; rehabilitating, maintaining, and operating bridges; replacing and maintaining street lighting, traffic signals, signage, and pavement markings; rehabilitating and maintaining many city-owned buildings and facilities; and constructing and maintaining sewers and green infrastructure (through the Sewer Maintenance Fund). These activities promote quality of life and 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.

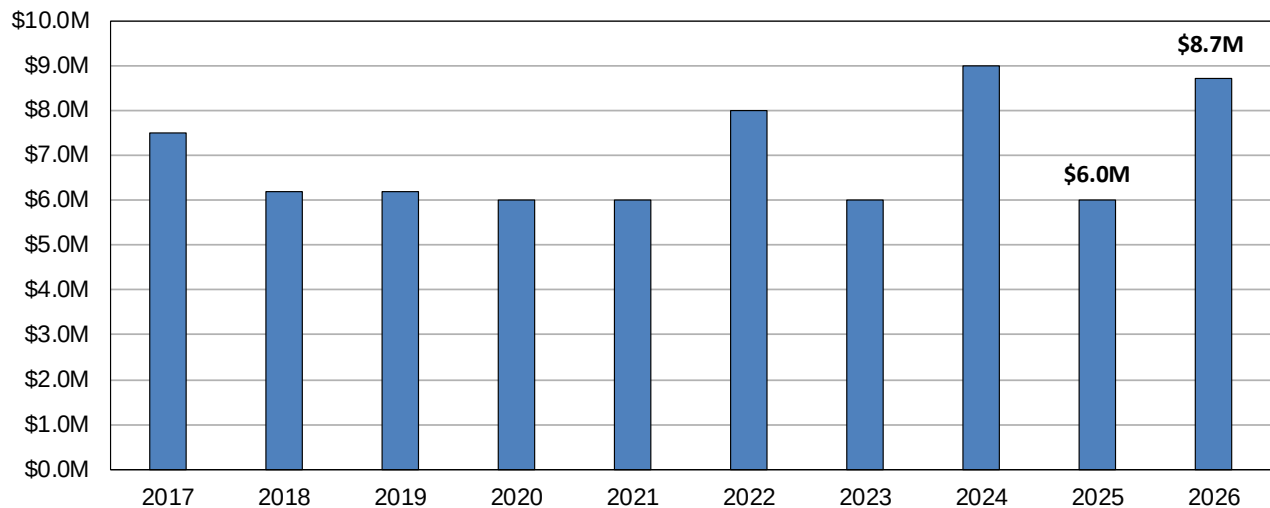
With continued challenges related to reckless driving and the city’s commitment to Vision Zero and Complete Streets, these capital programs are also central to the Division’s goal of implementing transportation infrastructure that promotes safer driving and protects all users, whether they are walking, 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 reconstructed or resurfaced 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 2026 budget includes \$68.5 million for the major street program, of which \$18.1 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 3,498 lane 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 2026, \$8.7 million is included in the budget for the resurfacing and reconstruction of local streets. Funding sources include \$7.7 million in levy-supported borrowing and \$1,000,000 from special assessments of property owners. The funding will improve approximately 5.5 lane miles of local streets. The \$7.7 million allocation includes \$1 million for capital maintenance which includes activities such as crack filling, sealing, and joint repair; and \$700,000 to offset assessments for community-led traffic calming projects.

Local Streets Program: Annual Allocation

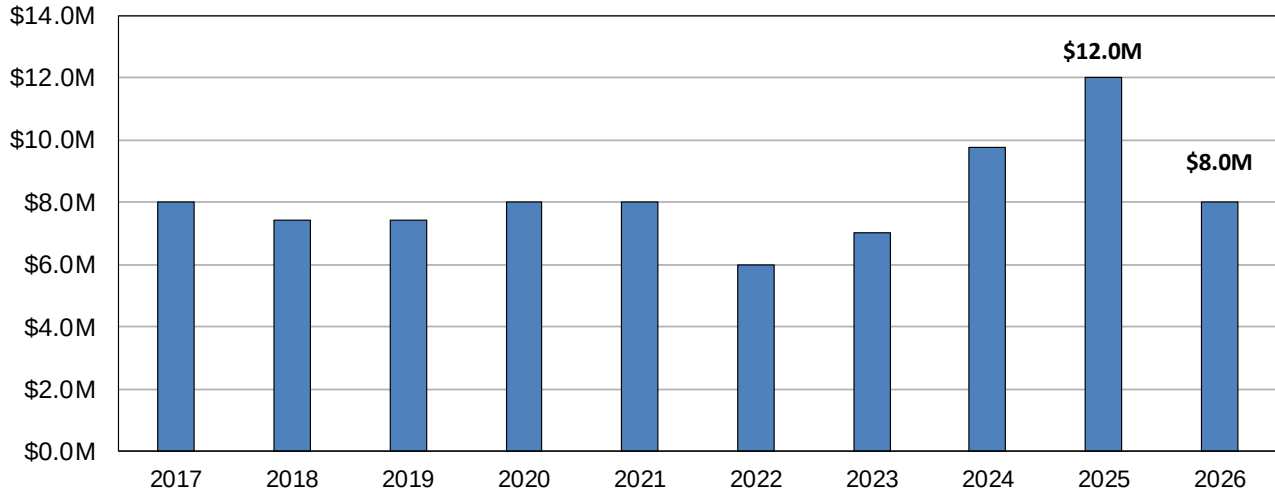


In 2023, Street Maintenance invested equipment funding into their emulsion storage tank in the Field Headquarters yard. The functionality of this tank is necessary to support the operation of road patching vehicles. These vehicles are a one-person operation that clean, prepare, patch, and seal potholes. Studies have shown that this operation provides longer-lasting patches than traditional practice. DPW has three patching vehicles currently operating and plans for a fourth to be available in 2026.

High Impact Streets: The high impact street program uses a curb-to-curb asphalt resurfacing approach that improves eight lane-miles of roadway for the same cost as one lane-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 2026 capital budget includes \$8 million of levy-supported borrowing for the high impact street program. It is anticipated that 56 lane-miles of city streets will be improved in 2026.

High Impact Streets Program: Annual Allocation

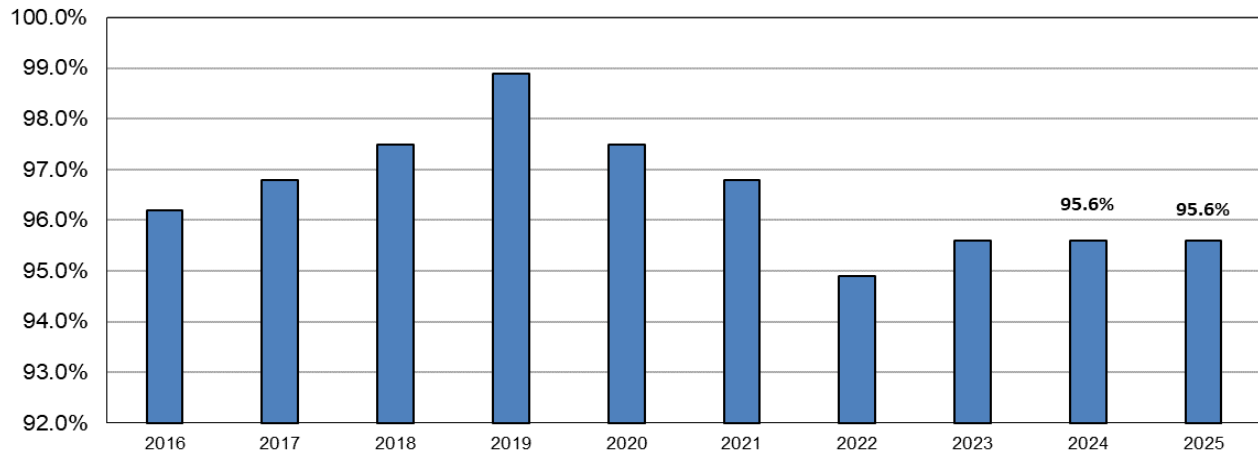


DPW incorporates curb ramp repair into the high impact street program. Whenever a street is resurfaced or reconstructed, any curb ramp at adjacent intersections that does not meet current applicable standards will be replaced. This improves the accessibility and usability of the pedestrian walkway system 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 2026 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.

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 2026 budget, the major bridge program is funded at \$8.8 million including \$1.4 million in local funding and \$7.4 million in grant and aid funds.

Percentage of Bridges with Condition Rating Greater than 50



In 2026, funding is provided to continue the rehabilitation of the Holton Street Viaduct, 16th Street Bascule Bridge conversion, and the Cherry Street Bascule Bridge.

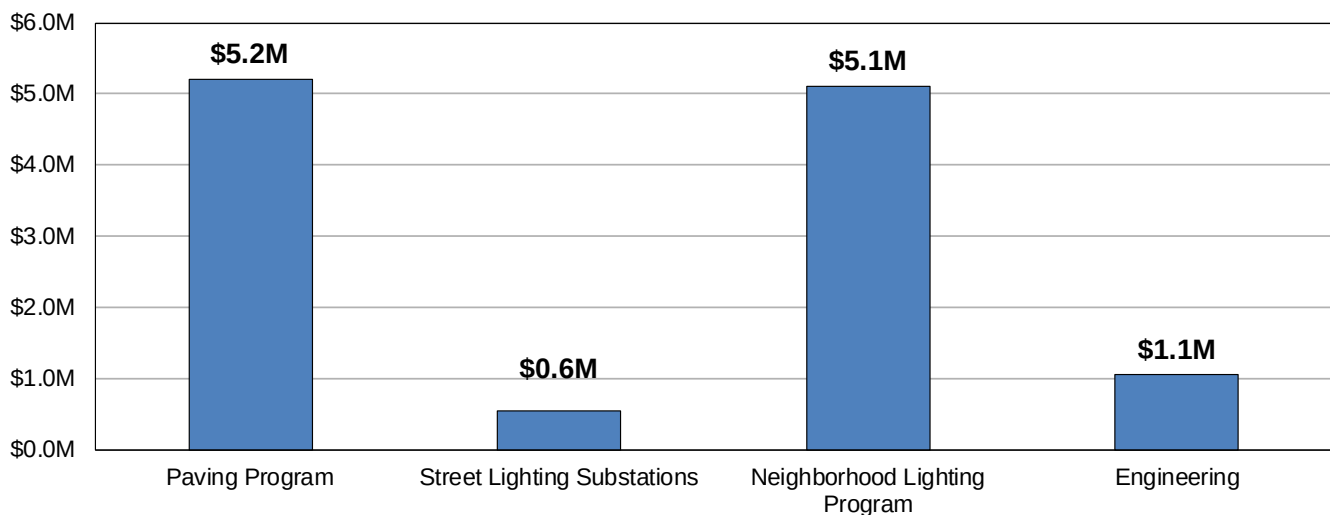
Bridge conditions are measured using a sufficiency rating ranging from 0 to 100. Ratings are conducted every two years through physical bridge safety inspections. Bridges classified as structurally deficient are inspected annually. Structurally deficient means the deck, superstructure, or substructure is in poor condition. In 2025, 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 2017 and 2025, the City has invested more than \$60.0 million in both the Local and Major Bridge programs. The 2026 budget provides \$4.5 million in capital funding for local bridge projects and \$1.4 million for major bridge projects. Investment in bridge rehabilitation and replacement has significantly increased the percentage of bridges with a condition rating greater than 50. In 2026, funding is provided for expansion joint replacements at the 27th Street and 16th Street Viaducts, the removal of the 31st Street Pedestrian Bridge, and the first portion of construction funding for the Highland Avenue Vertical Lift Bridge. Additional funding will be utilized for design of additional repairs to the 16th Street Viaduct, upgrades to movable structures, 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 2025, the city conducted 15,956 bridge raisings to accommodate water traffic.

Alley Reconstruction: The alley reconstruction program replaces aging alleys. The 2026 capital budget includes \$900,000 of new borrowing and \$450,000 of special assessment authority for the alley reconstruction program. This amount will fund approximately six or seven alley reconstruction projects.

Street Lighting: The city owns and operates nearly 77,000 street lights. The 2026 street lighting program includes \$11.9 million in capital funding, a \$1.4 million increase from the 2025 budget. This includes \$500,000 revenue from savings due to reduced electricity usage resulting from use of LED and \$11.4 million in levy-supported borrowing.

Street Lighting Program by Function



The 2026 street lighting program includes \$5.2 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 2026 street lighting program includes approximately \$5.1 million for the Neighborhood Lighting Program, which includes upgrades to street and alley lighting, removal of series circuitry, and LED street light conversions. In 2026, DPW estimates that the circuits serving approximately 596 fixtures will be replaced, not including those modernized through paving projects. At least 12,000 units are expected to be converted to LED in 2026 using a combination of city and federal funding sources. DPW anticipates completing the conversion of 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.

In addition, the street lighting program includes \$600,000 for the upgrade of street lighting substations and \$1.1 million for program engineering.

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 2026, \$4.1 million in capital funds support the traffic control program, an increase of \$760,000 from the 2025 budget. In 2026, 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 2026 budget includes \$3.5 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 more than \$3.0 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 2026, 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 2026 budget includes \$1.4 million in new borrowing to develop and enhance bicycle and pedestrian infrastructure in the city and implement recommendations of the Milwaukee Pedestrian Plan. This includes funding for infrastructure improvements such as road diet projects, Safe Routes to School implementation, planning and studies, and bicycle and shared mobility parking.

Sidewalks: In 2026, \$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 \$1,000,000 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 \$875,000. 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 2026, \$1.45 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 2026 capital budget includes \$1.3 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 2026, \$6.6 million is allocated to DPW facilities projects which is a \$500,000 decrease from 2025.

Environmental Remediation Program: Funding of \$150,000 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 2026 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 2026 budget includes \$1.8 million for projects to maintain watertight integrity, improve energy efficiency and provide for safe conditions in city facilities. The 2026 facilities exterior program includes \$200,000 for paving and retaining walls, \$100,000 for façade critical examinations and exterior inspections, \$100,000 for security fencing and gates, \$150,000 for Anderson Municipal Building exterior repairs, \$250,000 for Police property warehouse roof replacement, \$150,000 for Sanitation Central II exterior repairs, \$250,000 for Sanitation Central II roof replacement, \$150,000 for Wisconsin Avenue bridge house exterior repairs, \$50,000 for City Hall exterior repair designs, \$200,000 for overhead garage door replacements, and \$200,000 for emergency repairs.

Facilities Systems Program: The 2026 budget includes \$2.0 million for facility systems improvements. The 2026 facilities systems program includes \$200,000 for Northwest Transfer Station scale replacement, \$250,000 for Northwest Garage rooftop unit replacement, \$500,000 for fire alarm system upgrades, \$250,000 for Zeidler Municipal Building domestic water high pressure system upgrade, \$200,000 for City Hall 3-way valve and pump replacements, \$200,000 for building automation system upgrades, \$200,000 for emergency mechanical repairs, and \$200,000 for emergency electrical repairs.

Facilities Security Upgrade: The 2026 budget includes \$250,000 for upgrade and replacement of control panels and security cameras.

MKE Plays Initiative: The 2026 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.

Space Planning, Alterations, and Engineering: The 2026 budget includes \$900,000 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 2026 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.

WORKFORCE DEVELOPMENT

In 2025, DPW-Infrastructure established new internship opportunities that provide career development training and support various workforce development initiatives. The department plans to continue these workforce development initiatives in 2026 and the following provides a summary of some of these efforts:

Engineering Intern: Interns assist engineers, architects, engineering technicians, public works inspectors, and bridges and buildings inspectors with various engineering and construction inspection tasks. Three Intern positions have been filled in 2025 and the department plans to fill seven positions in 2026.

College Intern - Employ Milwaukee: In partnership with Employ Milwaukee's Paid Work Experience Program DPW- Infrastructure hosts local college students in engineering, professional, scientific, and technical careers. This program offers another pipeline of local talent to gain meaningful internship experience.

University of Wisconsin - Milwaukee (UWM) - Panther Edge Internship: DPW-Infrastructure hosts UWM students in Office Assistant, HVAC Maintenance Technician Assistant, and Central Drafting & Records internship positions.

Regional Internships in Science and Engineering (RISE) Internship Program: Program identifies local college students that wish to participate in an engineering internship and receiving leadership development training. The RISE Internship is sponsored by Milwaukee Metropolitan Sewerage District.

YouthBuild Pre-Apprenticeship - Employ Milwaukee: DPW-Infrastructure hosts young adults participating in Transportation Roadbuilding Advancement Pre-Apprenticeship - YouthBuild programming. Trainees gain valuable on-the-job training experiences, while attending classes to earn a high school diploma, as well as other career credentials, through program partners.

Milwaukee Public Schools: In partnership with Golda Meir High School's - Project Lead the Way DPW-Infrastructure hosts a hands-on field day and career exposure event for high school students interested in pursuing a career in engineering. The event includes activities, presentations, speakers and more. Staff from the DPW-Infrastructure attend UWM sponsored events, including the annual MPS Skilled Trade & Technical Career Fair.

Local Job Fairs: Attendance at local Common Council, City of Milwaukee, and other community sponsored job fairs will continue in 2026. These events allow DPW-Infrastructure staff to serve as ambassadors to City employment, engaging job seekers in Public Works and city-wide employment opportunities, as well as providing information related to the City's application and hiring processes.

DPW Career Development - Training Series: In 2026 DPW-Infrastructure will continue to co-host Interview & Resume Workshops, as part of our internal career development training series. The workshops are designed to provide staff with information, tips, resources and more.

Milwaukee Area Technical College (MATC) Leadership Program: DPW-Infrastructure staff will continue to participate in the leadership development training series MATC Workforce Solutions Team. Public Works staff will receive training in a variety of topics to including, Leadership Principles, Management Essentials, and Emotional Intelligence.

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

	2024 Actual Expenditures	2025 Adopted Budget	2026 Adopted Budget	Change 2026 Adopted Versus 2025 Adopted
<u>Personnel</u>				
FTEs - Operations & Maintenance	635.45	678.24	667.74	-10.50
FTEs - Other	44.19	67.76	67.26	-0.50
Total Positions Authorized	807	780	771	-9
<u>Expenditures</u>				
Salaries and Wages	\$45,792,535	\$45,911,841	\$46,183,572	\$271,731
Fringe Benefits	19,681,919	20,660,328	20,782,608	122,280
Operating Expenditures	15,569,852	15,507,411	15,986,670	479,259
Equipment	4,198,949	2,244,700	2,623,500	378,800
Special Funds	21,645,625	23,494,356	22,786,864	-707,492
Total	\$106,888,880	\$107,818,636	\$108,363,214	\$544,578
ARPA Salaries	\$0	\$0	\$0	\$0
ARPA Fringe Benefits	0	0	0	0
Total + ARPA	\$106,888,880	\$107,818,636	\$108,363,214	\$544,578
<u>Revenues</u>				
Charges for Services	\$91,079,192	\$95,257,000	\$99,583,000	\$4,326,000
Miscellaneous	1,589,179	1,370,000	1,500,000	130,000
Total	\$92,668,371	\$96,627,000	\$101,083,000	\$4,456,000

SUMMARY OF SERVICES DELIVERED BY THIS DEPARTMENT

Description of Services Provided	Operating Budget	Capital Budget	Grant Budget	FTEs
Refuse Services	\$49,738,829	\$1,724,745	-	318.65
Recycling Services	\$8,469,246	\$382,328	\$1,650,000	74.60
Snow and Ice Services	\$13,835,588	\$2,050,025	-	69.77
Forestry Services	\$24,565,574	\$7,999,924	\$ 261,633	219.06
Fleet Services	\$11,753,977	\$2,102,978	-	52.92

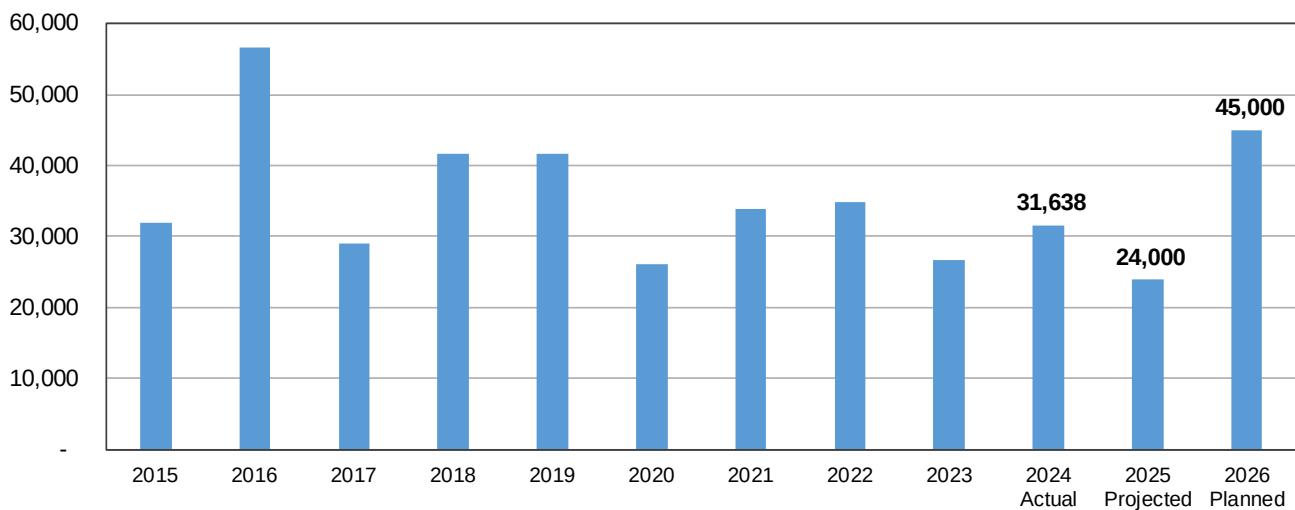
Description of Services Provided	Operating Budget	Capital Budget	Grant Budget	FTEs
Total	\$108,363,214	\$14,260,000	\$1,911,633	735.00

Key Performance Measures	2024 Actual	2025 Projected	2026 Planned
Tons of Rock Salt Used	31,638	24,000	45,000
Tons of Recycling Diverted from Landfill	25,753	27,000	28,500
Tons of Solid Waste Diverted from Landfill	58,482	58,000	60,000
Number of Trees Pruned	16,350	19,000	22,000
Number of Trees Planted	3,462	4,125	4,125
Fleet Availability	92.1%	85.0%	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 2026 budget provides the Operations Division with \$108.4 million in operating funds, \$1.9 million in grant and aid funding, and \$14.3 million in capital funds.

Snow & Ice Services: Rock Salt (Tons)

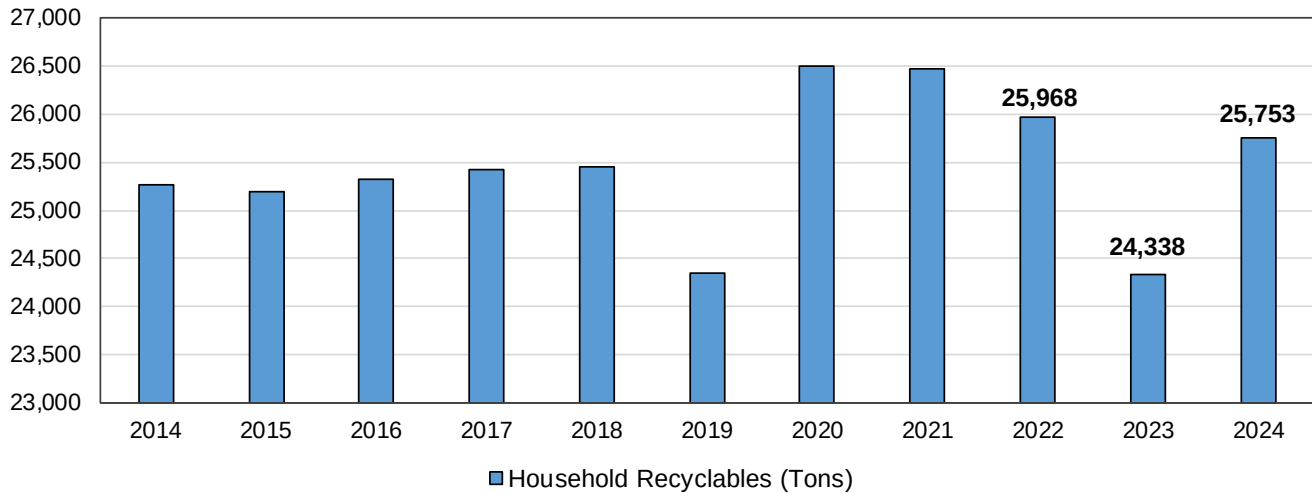


Snow and Ice Control Operations: The snow and ice control program aims to remove snow and ice as quickly and economically as possible to restore safe travel with minimal economic losses. A well-run snow and ice removal program adds value by supporting the year-round operation of the regional economy

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 2026 budget includes approximately \$15.8 million for snow and ice control operations, supporting, on average, 24 general ice control operations and 3 full plowings.

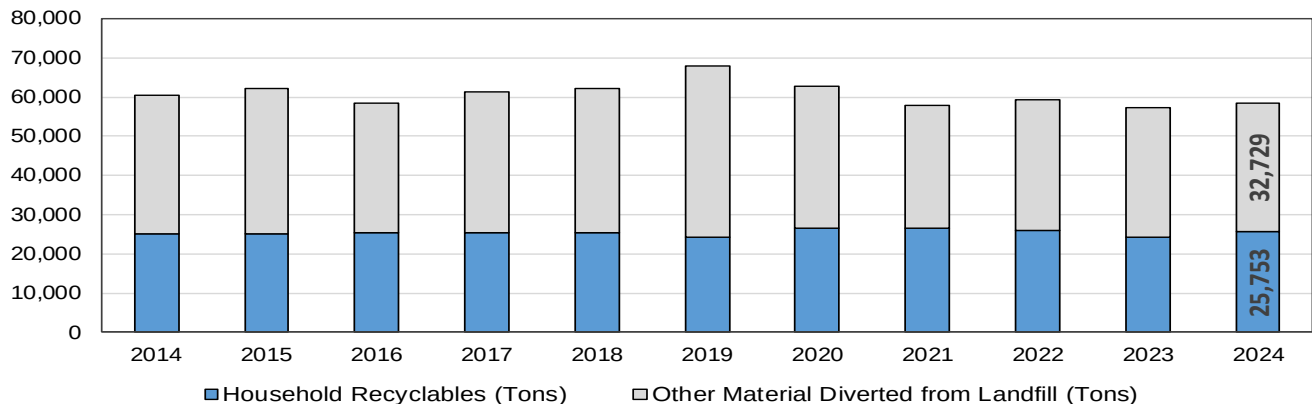
Sanitation Operations: Sanitation is responsible for solid waste collection, recycling, street sweeping, brush collection, code enforcement, vacant lot maintenance, and snow and ice control. These services sustain neighborhoods, protect the environment from harmful chemicals, and protect city residents 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 country's highest state-collected landfill disposal fees.

Recycling Services: Tons of Recycling Diverted From Landfill



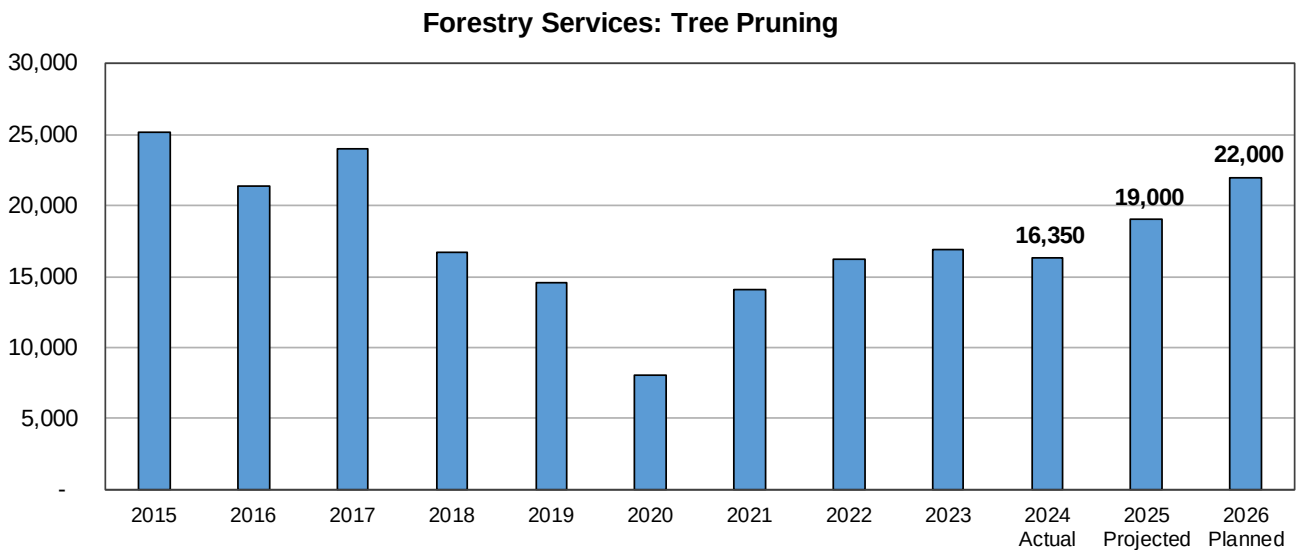
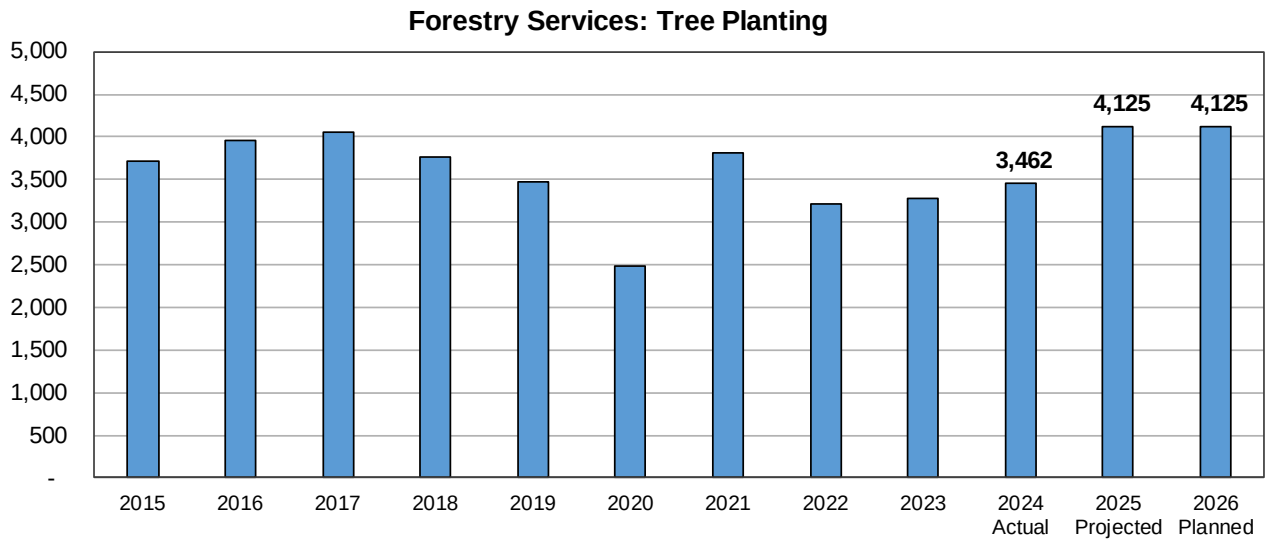
Approximately 27.5% of solid waste is currently diverted from landfills via recycling, composting, or reusing discarded items. This level of waste diversion is possible because of program changes implemented by DPW. The Sanitation Section will continue efforts to promote waste reduction, reuse, recycling, and composting.

Refuse Services: Tons of Solid Waste Diverted From Landfills



DPW collects waste weekly from approximately 187,000 households. In 2024, approximately 154,400 tons of residential solid waste was collected and landfilled. In addition, 58,482 tons of residential waste were also diverted from landfills. This included 25,753 tons of household recyclables, and 32,729 tons of compostable materials, logs, and other materials.

Forestry Operations: Forestry is responsible for tree and landscape management. Forestry maintains up to 194,021 tree sites, 120 miles of boulevards, and 160 acres of nursery and greenhouse providing 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 stormwater runoff. Forestry is responsible for maintaining approximately 4,095 vacant lots and foreclosed properties.



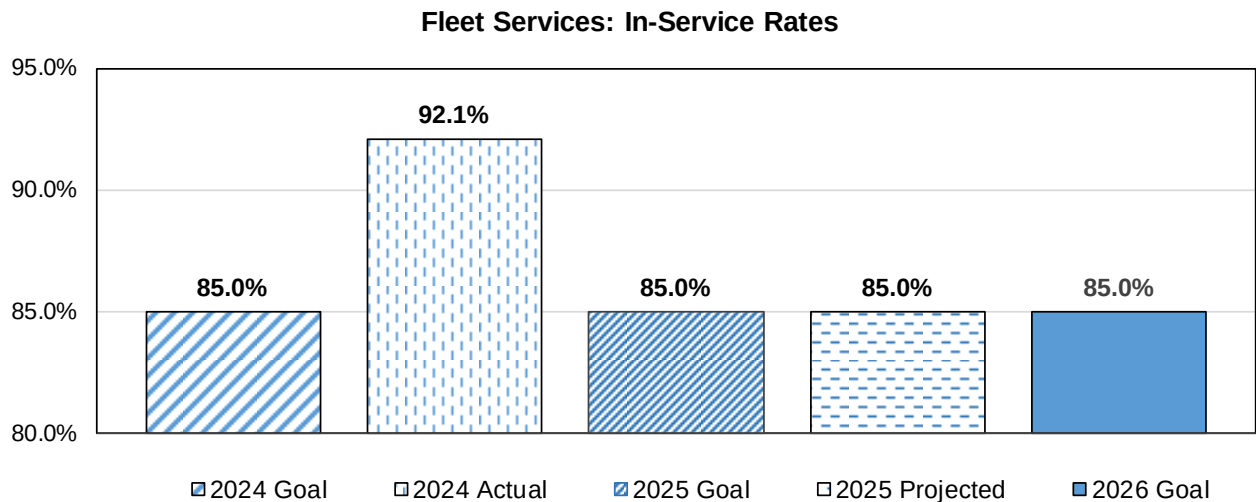
Emerald Ash Borer (EAB) threatens the state's ash tree population. The city has approximately 25,521 ash street trees under treatment for EAB. Pesticide treatments in advance of an EAB attack have proven highly effective in protecting ash trees. A comprehensive cost-benefit study completed in 2015 estimates 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 data modeling and partnering with community organizations, the city plans to increase the following activities:

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

All work locations for tree maintenance & hazardous tree removal; tree planting; public outreach and education; and workforce development are prioritized based on community need.

Fleet Operations: Fleet Operations maintains and operates the department’s centralized fleet of 3,057 pieces of rolling stock and 2,019 related components, totaling 5,076 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, which 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 90 CNG refuse packers in service. Based on recent fuel prices, the current fleet of CNG packers will generate fuel savings of approximately \$163,000 in 2026.



Strong Neighborhoods Plan: The Operations Division operates programs related to the Strong Neighborhoods Plan that work to improve the overall condition of Milwaukee’s neighborhoods. The 2026 budget includes \$3.4 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 3,196 city-owned vacant lots and nearly 899 improved properties.

Residential Disposal Costs: In 2026, the funding for landfill waste will be \$12.1 million. Landfill tonnage costs are budgeted for 240,000 tons at \$50.44 per ton.

Replacement Fleet Equipment: The 2026 budget provides \$1.8 million in replacement equipment funding, including \$1.5 million for additional refuse packers, \$180,000 for electric fleet vehicle purchases, \$75,000 for replacing vehicle repair equipment, and \$45,000 for electric vehicle chargers.

FEES

Solid Waste Fee: The 2026 solid waste fee per quarter will increase by 4% to \$67.95 per residential unit. The annual impact on households with one garbage cart will be \$271.80, generating approximately \$50.5 million.

Snow and Ice Control Fee: The 2026 snow and ice control fee will increase by 3.5% to \$1.19 per foot of street frontage. The annual cost for a homeowner with a typical property with 40 feet of street frontage is \$47.60. The fee will generate approximately \$11.7 million.

Cart Fee: Approximately 12% of city residents have two or more garbage carts. In 2026, city residents with two or more garbage carts will be assessed a fee quarterly of \$20.31 for each garbage cart after the first cart. This policy only applies to garbage carts and encourages residents to throw away less while recycling more. Residents can receive additional recycling carts and service upon request at no extra charge.

CAPITAL PROJECTS

Tree Planting and Production: The 2026 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 428 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. Currently, a 96.5% 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 have contributed to a net loss of urban tree canopy. Loss in tree canopy adversely impacts property values and neighborhood quality, stormwater mitigation, energy consumption, and air quality.

Stump Removal: The 2026 capital budget provides \$1,300,000 to support the City's stump removal program. Funding will facilitate the removal of approximately 2,600 contracted stumps in 2026.

Concealed Irrigation and Landscaping: The 2026 capital budget provides \$420,000 for boulevard irrigation system replacements and 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 2026 capital budget includes \$930,000 for the treatment of ash trees. Treatable ash trees are injected with a pesticide to protect against the Emerald Ash Borer beetle. The program aims to treat one-third of the city's 25,521 ash trees annually.

Major Capital Equipment: The 2026 capital budget includes \$10,000,000 for major capital equipment that cost 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.

Sanitation Transfer Station Scale Replacement: The 2026 capital budget includes \$120,000 for the replacement of one transfer station scale.

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 2026 budget provides over \$50.7 million of funding for miscellaneous special purpose accounts and total funding of over \$187.3 million for all special purpose accounts. Highlights of the changes to 2026 miscellaneous special purpose accounts (SPAs) include:

Alternative Transportation for City Employees: This account is increased by \$3,000 to \$65,000 in 2026. This account pays for part of the cost for employees to use Milwaukee County Transit System buses.

Audit Fund: This account pays for the cost of contracting for a private audit of the city's Annual Comprehensive Financial Report, among other activities. The 2026 budget provides funding of \$325,000, an increase of \$23,000.

City Memberships: This account pays for the City's membership in various organizations that promote municipal interests. The 2026 budget provides funding of \$148,000, an increase of \$14,398 from 2025.

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 2026 to decrease the city's potential financial risk from court judgments. Actual expenditure in 2024 was over \$5.9 million.

Insurance Fund: This account provides funding for insurance premiums for city policies. In 2026, the account is increased by over \$744,000 to about \$3.5 million. This funding amount reflects anticipated insurance premium payments in 2026.

Land Management: This account supports the maintenance and management costs of RACM and city owned improved property, with the goal of preserving property for sale and return to private ownership. Funding of \$1 million is provided in 2026, an increase of \$100,000 from 2025 to better reflect actual costs.

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 \$45,000 to \$900,000, reflecting anticipated long-term disability rates in 2026.

Municipal Court Intervention Program: This account provides funding for support services that offer alternatives to fines or incarceration for individuals who cannot afford to pay municipal citations. In 2026, funding will be reduced by \$456,318 due to the department's implementation of a new in-house program.

Vandalism Abatement Fund: Formerly known as the Graffiti Abatement Fund, this fund supports various expenses related to the prevention and abatement of vandalism. Funding for 2026 increases by \$10,000, from \$65,000 to \$75,000. The additional funding will support proactive neighborhood vandalism clean-up sweeps, which facilitate timely abatement and contribute to a reduction in vandalism complaints.

Tuition Reimbursement Fund: The city provides a Tuition Benefit Program to eligible employees to help them further develop skills related to their current job or a reasonable promotional opportunity within city government. The amount of tuition benefits available to each employee depends upon the particular employee group to which they belong. The account is increased by \$50,000 to \$750,000 in 2026.

Violence Interruption: This account supports the Office of Community Wellness and Safety's violence interruption initiative. Local residents in priority neighborhoods outlined in the Blueprint for Peace are trained as violence interrupters. Interrupters seek to prevent violence by mediating conflicts likely to result in gun violence or other serious injury. Funding of \$750,000 is provided in 2026, an increase of \$75,000 from 2025.

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 \$27.6 million is provided in 2026.

SPECIAL PURPOSE ACCOUNTS SUMMARY

	2024	2025	2026	Change
	Actual	Adopted	Adopted	2026 Adopted
<u>Special Purpose Accounts Miscellaneous</u>	<u>Expenditures</u>	<u>Budget</u>	<u>Budget</u>	<u>Versus</u>
				<u>2025 Adopted</u>
Alternative Transportation for City Employees	\$54,863	\$62,000	\$65,000	\$3,000
Annual Payment to Department of Natural Resources	7,039	7,100	7,100	0
Audit Fund	302,000	302,000	325,000	23,000
Boards and Commissions Reimbursement Expense	8,273	16,000	16,000	0
Care of Prisoners Fund	0	1,000	1,000	0
Children's Savings Accounts	0	25,000	25,000	0
City Collection Contract	925,245	1,055,000	1,055,000	0
City Memberships	127,918	133,602	148,000	14,398
Contribution Fund General	0	3,100,000	3,100,000	0
Crisis Response-Trauma Informed Care Counseling	280,165	205,000	205,000	0
Damages and Claims Fund	5,964,927	1,900,000	2,500,000	600,000
Economic Development Committee Fund	34,613	20,000	20,000	0
E-Government Payment Systems	194,300	175,000	200,000	25,000
Employee Resource Group Fund	468	5,000	15,000	10,000
Employee Training and Safety Fund	76,904	90,000	90,000	0
Firemen's Relief Fund	237,549	270,000	262,500	-7,500
Flexible Spending Account	55,505	60,000	60,000	0
Graffiti Abatement Fund	71,056	65,000	0	-65,000
Vandalism Abatement Fund	0	0	75,000	75,000
Group Life Insurance Premium	4,048,384	4,200,000	4,200,000	0
Housing Authority Maintenance Support Fund	250,000	250,000	0	-250,000
Insurance Fund	2,151,279	2,727,967	3,471,976	744,009
Land Management	787,202	900,000	1,000,000	100,000
Long Term Disability Insurance	890,141	855,000	900,000	45,000
Maintenance of Essential Utility Services	8,315	55,000	55,000	0
Milwaukee Arts Board Projects	249,438	250,000	250,000	0
Milwaukee Fourth of July Commission	130,413	100,000	125,000	25,000
MKE Community Excellence Fund	58,332	70,000	70,000	0
MMSD User Charge	0	61,606,382	64,898,945	3,292,563
Less Recover MMSD User Charge	0	-61,606,382	-64,898,944	-3,292,562
Municipal Court Intervention Program	487,000	487,000	30,682	-456,318
Outside Counsel/Expert Witness Fund	259,658	119,661	119,661	0

SPECIAL PURPOSE ACCOUNTS

	2024 Actual <u>Expenditures</u>	2025 Adopted <u>Budget</u>	2026 Adopted <u>Budget</u>	Change 2026 Adopted Versus 2025 Adopted
<u>Special Purpose Accounts Miscellaneous</u>				
Reimbursable Services Advance Fund	0	50,000,001	50,000,001	0
Less Recover Reimbursable Services Advance Fund	0	-50,000,000	-50,000,000	0
Remission of Taxes Fund	676,750	1,500,000	1,000,000	-500,000
Reserve for 27th Payroll	0	1,800,000	1,800,000	0
Retirees Benefit Adjustment Fund	14,084	25,000	15,000	-10,000
Tuition Reimbursement Fund	723,465	700,000	750,000	50,000
Unemployment Compensation Fund	233,368	400,000	350,000	-50,000
Violence Interruption	661,159	675,000	750,000	75,000
Wages Supplement Fund	0	24,268,413	27,636,193	3,367,780
Opioid Settlement Fund	334,205	0	0	0
Total Miscellaneous SPAs	<u>\$20,304,018</u>	<u>\$46,874,744</u>	<u>\$50,693,114</u>	<u>\$3,818,370</u>
Board of Zoning Appeals	\$129,407	\$622,248	\$666,733	\$44,485
Workers' Compensation Fund	\$11,069,610	\$11,000,000	\$12,000,000	\$1,000,000
<u>Employee Health Care Benefits</u>				
Administration Expenses	\$4,982,471	\$6,200,000	\$5,400,000	\$-800,000
UHC Choice Plus (formerly Claims)	5,185,677	3,600,000	5,800,000	2,200,000
Wellness Program	2,198,566	2,900,000	2,900,000	0
Dental Insurance	1,682,094	1,800,000	1,900,000	100,000
UHC Choice "EPO" (formerly HMOs)	96,799,681	107,777,000	107,424,500	-352,500
High Deductible Health Plan	275,284	150,000	500,000	350,000
Total Employee Health Care Benefits	<u>\$111,123,773</u>	<u>\$122,427,000</u>	<u>\$123,924,500</u>	<u>\$1,497,500</u>
Grand Total Special Purpose Accounts	\$142,626,808	\$180,923,992	\$187,284,347	\$6,360,355

SPECIAL PURPOSE ACCOUNT BOARD OF ZONING APPEALS

BUDGET SUMMARY

	2024 Actual Expenditures	2025 Adopted Budget	2026 Adopted Budget	Change 2026 Adopted Versus 2025 Adopted
<u>Personnel</u>				
FTEs - Operations & Maintenance	2.72	5.33	5.33	0.00
FTEs - Other	2.61	0.00	0.00	0.00
Total Positions Authorized	12	12	12	0
<u>Expenditures</u>				
Salaries and Wages	\$76,444	\$396,378	\$395,471	\$-907
Fringe Benefits	30,451	178,370	177,962	-408
Operating Expenditures	22,512	47,500	93,300	45,800
Equipment	0	0	0	0
Total	\$129,407	\$622,248	\$666,733	\$44,485
ARPA Salary Allocation	\$192,662	\$0	\$0	\$0
ARPA Fringe Allocations	71,362	0	0	0
Total + ARPA	\$393,431	\$622,248	\$666,733	\$44,485
<u>Revenues</u>				
Licenses and Permits	\$271,447	\$335,000	\$410,000	\$75,000
Total	\$271,447	\$335,000	\$410,000	\$75,000

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 appeals of city zoning ordinance rulings.

Key Performance Measures	2024 Actual	2025 Projected	2026 Planned
Decision letters mailed within 10 working days of BOZA hearing	86%	100%	100%
Add BOZA hearings to Legistar	NA	NA	January 2026
Average length of time of a case from open to complete	85 days	99 days	75 days

SERVICE HIGHLIGHTS

The Board of Zoning Appeals (BOZA) continues to play a vital role in Milwaukee's economic development by fostering a development-friendly environment. The City encourages investment by making the zoning appeals process straightforward and consistent. BOZA hears approximately 700 cases per year and collaborates with multiple City departments to thoroughly evaluate and process zoning appeals. The Board ensures that development proposals

respect and enhance the urban environment, while granting variances and other exceptions to zoning codes that facilitate both new development and redevelopment of existing properties and buildings.

In December 2024, the City adopted files 240371 and 241253, which strengthen BOZA’s commitment to transparency, efficiency, and community engagement in the zoning appeals process. As part of these files, the notification radius for hearing notices was expanded, and the recipient list was broadened to now include all occupants – as well as owners - of properties within that radius. These changes enhance public outreach and ensure that more community members are informed of upcoming BOZA hearings.

Information about these hearings continues to be shared with community groups and leaders through the City’s E-notify system. Interested residents can also subscribe to E-notify to receive updates on zoning appeal requests filed in their neighborhoods.

In 2026, BOZA will continue to work closely with City departments to create process efficiencies that support business growth while preserving the quality and character of Milwaukee’s urban environment. BOZA remains committed to improving communication with applicants and residents and to refining procedures that shape how businesses and citizens engage with City government.

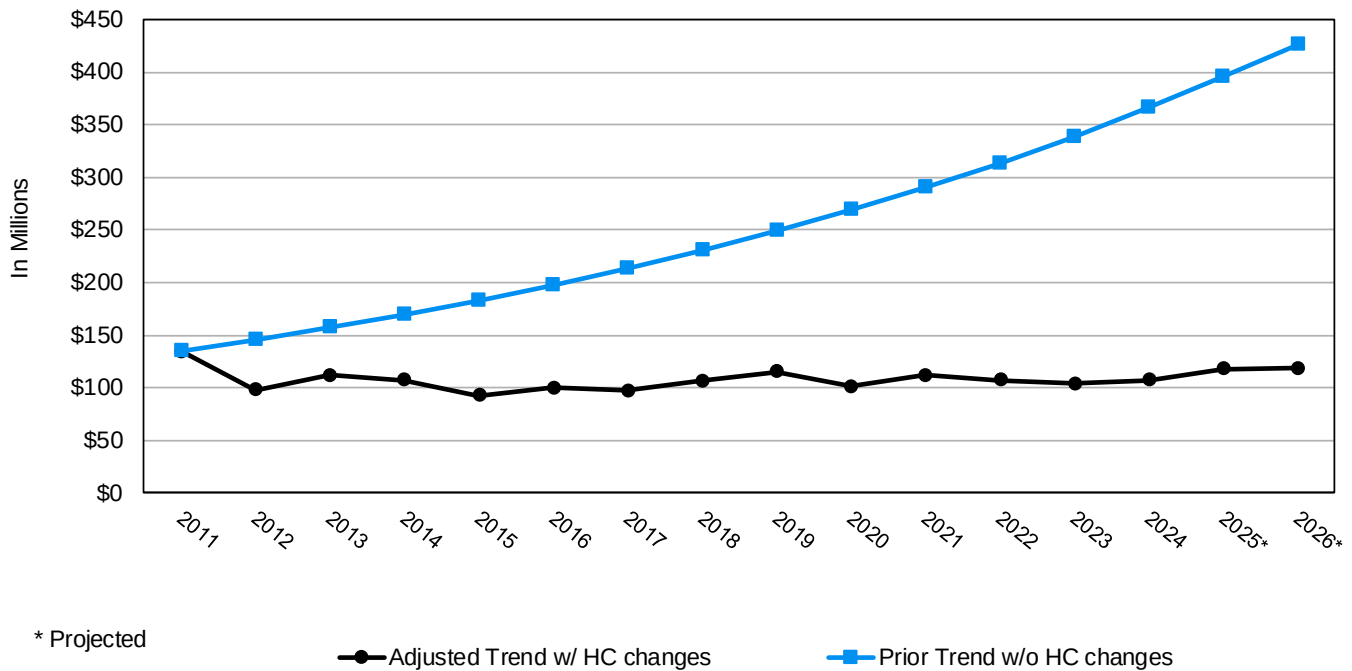
SPECIAL PURPOSE ACCOUNT EMPLOYEE HEALTH CARE BENEFITS

SUMMARY OF EXPENDITURES

	2024 Actual Expenditures	2025 Adopted Budget	2026 Adopted Budget	Change 2026 Adopted Versus 2025 Adopted
UHC Choice Plus PPO	\$5,185,677	\$3,600,000	\$5,800,000	\$2,200,000
UHC Choice EPO	96,799,681	107,777,000	107,424,500	-352,500
HDHP	275,284	150,000	500,000	350,000
Dental Insurance	1,682,094	1,800,000	1,900,000	100,000
Wellness Program	2,198,566	2,900,000	2,900,000	0
Administrative Expense	4,982,471	6,200,000	5,400,000	-800,000
Total	\$111,123,773	\$122,427,000	\$123,924,500	\$1,497,500

These employee healthcare special purpose accounts fund three self-insured health plans – Choice Plus PPO, Choice EPO, and a High Deductible Health Plan—as well as dental coverage, administrative costs, and the City’s comprehensive Wellness Program. The Employee Benefits Division within the Department of Employee Relations (DER) oversees these accounts, managing all associated benefits, programs, and services to ensure employees have access to high-quality healthcare and to promote a healthy, engaged, and productive municipal workforce.

Health Care Expenditure Trend



Prior to 2012, total health care expenditures were increasing at a rate of 8 to 9% annually, reaching almost \$139 million in 2011. 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. 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.

The City continues to self-insure its health plans for employees and retirees and has established a reserve fund to manage the risks of fluctuating health care costs. This fund provides protection if annual expenditures exceed budgeted amounts. To date, the City has not purchased stop-loss insurance, as its plan experience has not required it, but it will continue to evaluate the need for such coverage periodically.

The Department of Employee Relations (DER) takes a collaborative approach to guiding decisions and shaping programs. The Wellness and Prevention Labor Management Committee reviews all benefit and wellness initiatives, monitoring trends and addressing issues affecting programs and employees. DER also engages with employee wellness champions through the Wellness Promotion Committee, which provides feedback and serves as a sounding board for new ideas. Regular meetings with health and wellness vendor partners identify best practices, address participation barriers, and maintain program consistency. This transparent, inclusive process builds trust and ensures the City's wellness programs are effective and designed with employees in mind.

Medicare Advantage

In 2026, eligible City of Milwaukee retirees will move to a UnitedHealthcare Medicare Advantage plan, a private plan combining hospital, medical, and extra benefits. The switch is expected to save the City more than \$1 million over the next two years. Retirees will see an average annual savings of \$2,700, including zero premiums excluding prescription drugs, and a dramatically reduced deductible. Added benefits include hearing aids, house calls, meal services, a rewards program, and free gym access. The plan also offers a broader provider network and the option to return to the previous plan if needed.

Workplace Clinic

The Workplace Clinic offers free, convenient healthcare to employees, spouses, and eligible dependents to improve health and manage costs. Starting in 2025, employees can schedule primary care appointments directly through the Clinic, providing a more cost-effective alternative to market-rate care. Preventive services now include age- and gender-specific screenings, while enhanced maintenance care helps manage chronic conditions and coordinates specialist access. The Clinic also continues to provide free school physicals, sports physicals, and vaccinations. Outreach has expanded with at-home mailers, a new Blood Pressure Outreach Program with home monitors, and enhanced diabetes support led by Clinic providers.

Health Appraisals/ Healthy Rewards

The City of Milwaukee's annual health appraisal includes biometric screenings, lab tests, and health education, and is optional but required to earn Healthy Rewards incentives and avoid monthly health insurance fees. Within the past year, accessibility has been improved by removing the 10-point minimum for entry into the Healthy Rewards Program, increasing availability of Spanish-translated materials, and offering virtual translation services at health appraisal appointments. The program also features participant feedback opportunities through both an interest assessment and a satisfaction survey.

Wellness Classes

In 2025, the City expanded wellness initiatives to increase accessibility and impact, growing events from 147 to over 163 with added evening, afternoon, and Saturday options, and new locations including the Election Commission Warehouse, DPW, and MFD. New offerings include customized wellness programs for a diverse workforce, ergonomics education for all roles, enhanced mental health education, and a reimagined Wellness Champion Program to better promote health and wellness benefits.

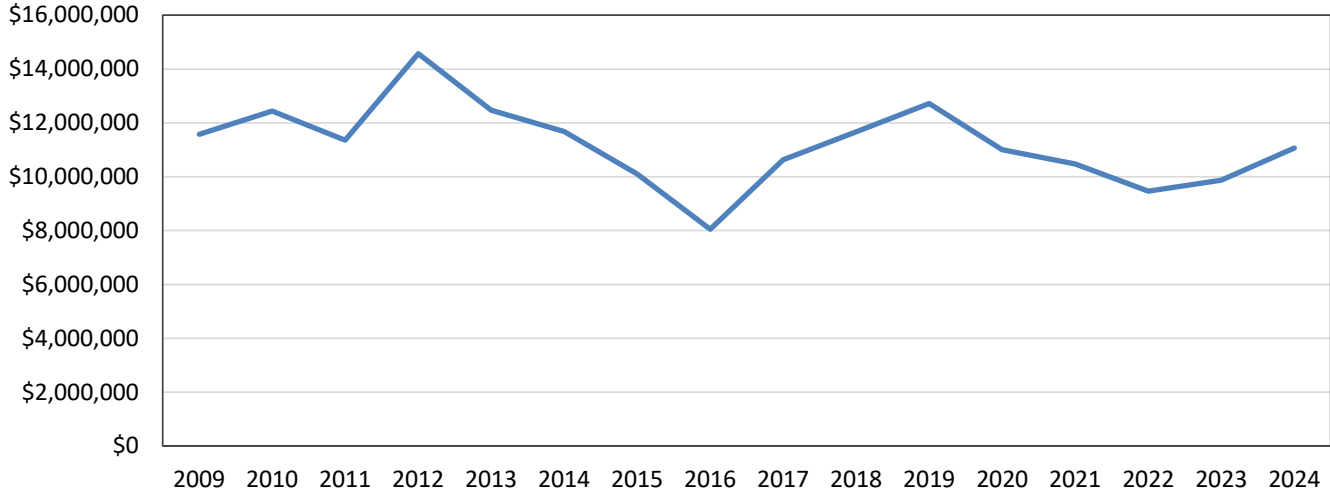
SPECIAL PURPOSE ACCOUNT WORKER'S COMPENSATION

SUMMARY OF EXPENDITURES

	2024 Actual Expenditures	2025 Adopted Budget	2026 Adopted Budget	Change 2026 Adopted Versus 2025 Adopted
Worker's Compensation	\$11,069,610	\$11,000,000	\$12,000,000	\$1,000,000
TOTAL	\$11,069,610	\$11,000,000	\$12,000,000	\$1,000,000

The Worker's Compensation Special Purpose Account, administered by the Department of Employee Relations (DER), funds the City's statutory obligations under the State Worker's Compensation Act. The 2026 budget for this account is \$12 million. In 2024, expenditures rose to just over \$11 million, representing a 12% increase compared to 2023 and slightly exceeding the 2025 adopted budget of \$11 million. Expenditure trends in 2025 suggest further growth is likely. These increases are primarily driven by decreased vacancy rates, which results in greater employee exposure to workplace injury, as well as medical costs that continue to rise at a pace exceeding general inflation.

Workers Compensation Expenditures



Third Party Administrator

The City's Worker's Compensation program is self-funded and administered in partnership with CorVel Corporation. CorVel has served the City of Milwaukee for many years, providing expertise in claims management, bill review, and access to its Preferred Provider Organization (PPO) network. With a proactive, employee-centered approach, CorVel prioritizes timely and appropriate medical care to support injured workers. The Department of Employee Relations (DER) collaborates closely with CorVel to ensure efficient claims administration and to help employees recover from workplace injuries and return to full health as quickly and safely as possible.

The Team

Under the direction of the Worker's Compensation and Safety Manager, the City's five-member Worker's Compensation team oversees the reporting and processing of workplace injuries, working closely with the City's third-party administrator, CorVel Corporation, to ensure claims are handled efficiently. The team facilitates timely access to appropriate medical care, administers benefits such as injury pay, and supports employees throughout their recovery and return-to-work process. In addition, the team partners with departments to promote safety, manage workplace risks, and maintain compliance with state law while balancing fiscal responsibility and a strong commitment to employee health and well-being.

Safety Initiatives

Beyond responding to injuries, the Worker's Compensation team dedicated to preventing them. Through targeted safety trainings, educational programs, and proactive risk management initiatives, the team's Risk Management and Safety Officer coordinates trainings to help employees recognize hazards, adopt safe work practices, and reduce the likelihood of accidents. DER continually evaluates and updates practices, collaborating with departments to implement injury prevention strategies, update safety plans, and provide ongoing training. These efforts ensure that the City maintains a safe work environment while effectively managing the financial impact of workplace injuries.

Trainings coordinated in 2024 and 2025 include:

- 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
- Introduction to Workplace Bullying
- Hands Only CPR and AED Training
- Unintentional Still Hurts for Managers and Employees-Overcoming Unconscious Bias

These programs provide employees with practical safety skills, from preventing physical injuries and responding to emergencies to defensive driving and self-defense. They also address mental and emotional well-being through mental health awareness, de-escalation strategies, trauma-informed care, workplace bullying, and unconscious bias. Together, they equip staff to stay safe, handle challenging situations, and foster a healthier, more resilient workplace.

Pilot Program

In January 2025, Workers' Compensation, in partnership with the Milwaukee Fire Department, launched a new program to support employees injured on the job. Employees submit an internal injury report and have the opportunity to work with an Athletic Trainer to assess injuries, set recovery goals, and strengthen unaffected areas. Claims are filed only if recovery is slow or additional care is needed. Early results show a significant impact: the first quarter of 2025 saw a 54% reduction in claims and a substantial decrease in associated costs compared to the same time frame in 2024. Work schedules are adjusted to accommodate training, and the program promotes whole-body wellness, including mental health, through coordination with external providers. Workers' Compensation plans to expand this program to additional departments in the future.

FRINGE BENEFIT OFFSET

BUDGET SUMMARY

	2024 Actual Expenditures	2025 Adopted Budget	2026 Adopted Budget	Change 2026 Adopted Versus 2025 Adopted
Fringe Benefit Offset	<u>\$-156,082,894</u>	<u>\$-223,561,193</u>	<u>\$-225,321,709</u>	<u>\$-1,760,516</u>
Total	\$-156,082,894	\$-223,561,193	\$-225,321,709	\$-1,760,516

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 2026 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 the 2026 budget amounts to approximately \$225.3 million.

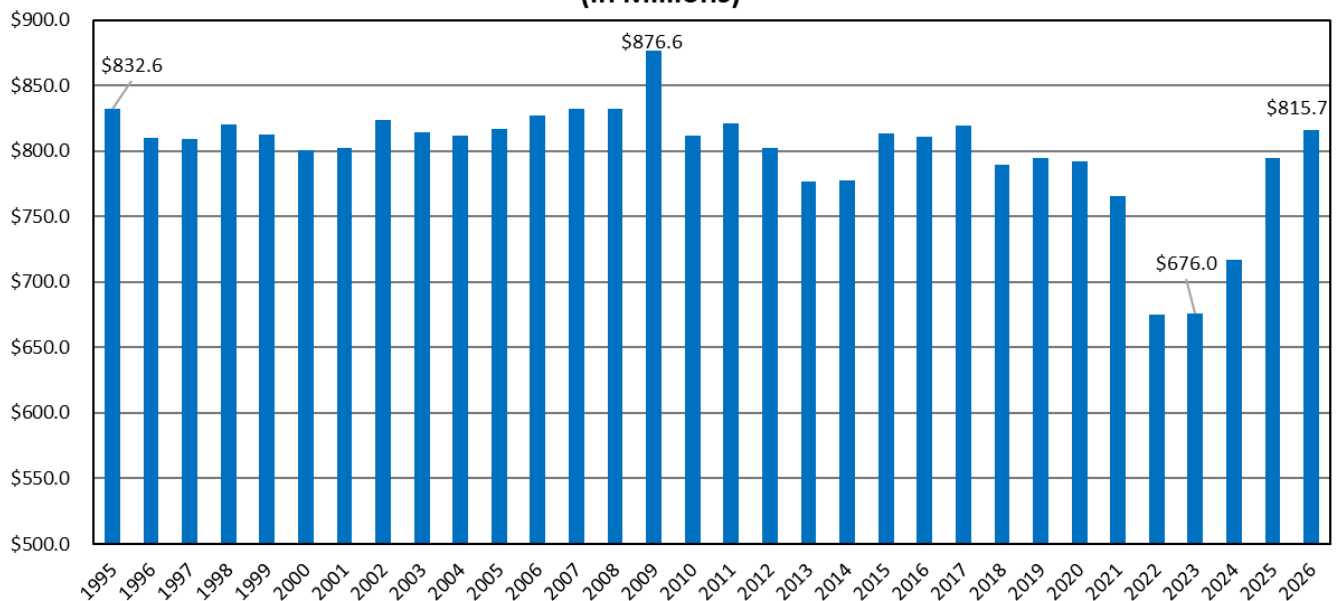
SOURCE OF FUNDS FOR GENERAL CITY PURPOSES

Each year, the Comptroller's Office develops revenue estimates for the upcoming budget year. When finalized, these estimates determine the property tax levy and reserve fund withdrawals needed to offset budgeted expenditures. In 2026, the city anticipates generating approximately \$815.7 million in revenue for general city purposes. The chart below provides a breakdown of these revenues by major category.

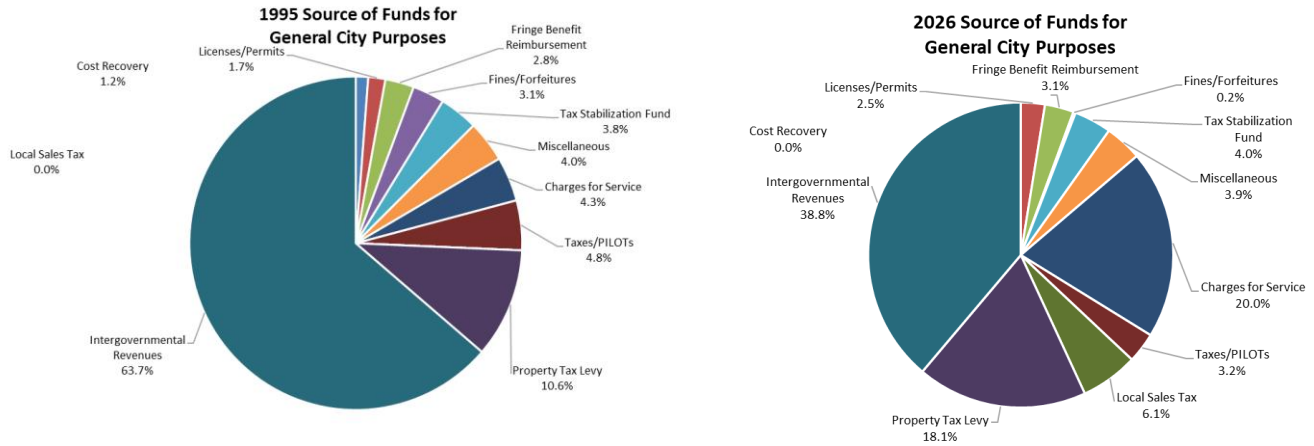
Revenue diversification and enhancement provides the city with the means to retain existing service levels. Property tax increases continue to be limited by state legislation but the 2026 budget continues to see benefits from recent changes to the City's overall revenue structure. State Shared Revenue is expected to increase by \$8.4 million over 2025 and by \$35.0 million over 2023, the last year before Wisconsin Act 12 provided additional shared revenue. 2026 marks the third year of the City's two percent sales tax, which will result in an estimated revenue of \$206.2 million. Approximately \$49.7 million of the sales tax will be used in the general fund to maintain and increase police and fire department service levels. The remainder of the sales tax revenue will be a source of revenue for the City's pension obligations.

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 for general city purposes in 1995 equaled \$414.1 million, which would be \$832.6 million in 2026 when adjusted for inflation, \$16.9 million higher than the estimated 2026 revenues for general city purposes.

**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 2026 budget. A noticeable shift in intergovernmental revenues, 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 funds for general city purposes versus 38.8% in 2026.

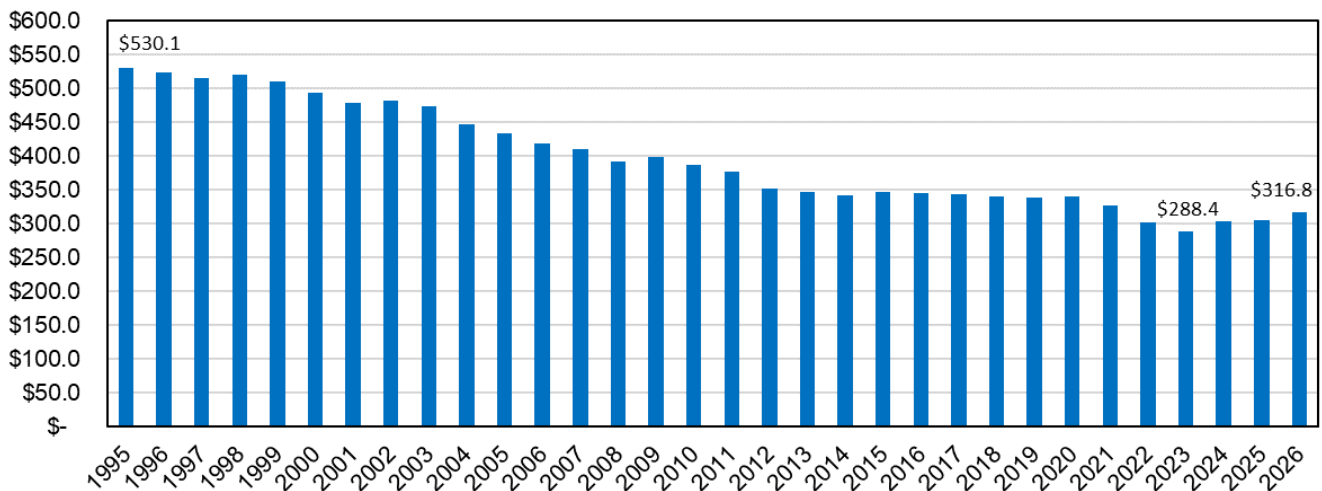


Over the same time period, the city's reliance on property taxes increased from 10.6% to 18.1%. The city has increased its efforts to diversify revenues by increasing charges for service as a percentage of revenue from 4.3% to 20.0%.

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 2026 budget, intergovernmental revenues total \$316.8 million, an increase of \$11.3 million from 2025.

The largest amount of state aids received by the city comes in the form of State Shared Revenue. In 2026, the city expects to receive \$254.5 million of State Shared Revenue; an increase of \$8.4 million from 2025. 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 2026, the city will experience a \$196.6 million decrease in state shared revenue and a \$213.3 million decrease in all intergovernmental revenues since 1995, when adjusting for inflation.

Inflation-Adjusted Intergovernmental Revenue



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 2026, these aids total \$30.9 million, an increase of \$796,000 from 2025.

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.

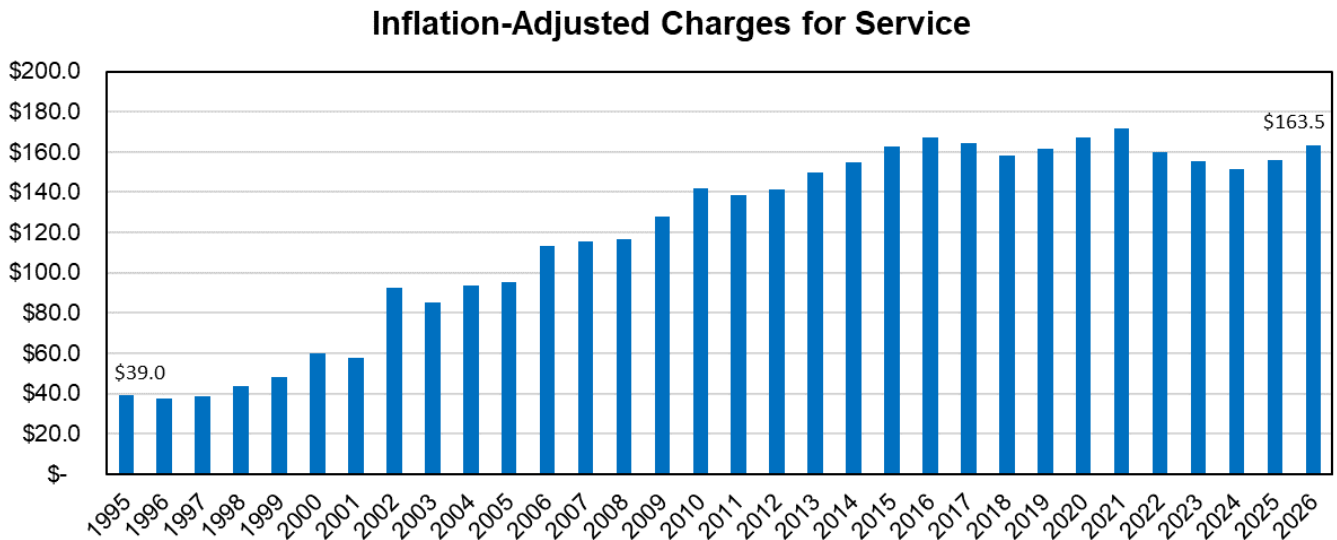
Funds are distributed by the percentage of excess property tax levy which means the higher you tax the more money you receive. Milwaukee has done an excellent job of controlling its property tax levy, causing the expenditure restraint aids to remain relatively flat. The estimate for 2026 is \$10.0 million, an increase of \$195,000 from 2025.

Property Taxes: The property tax levy will provide \$147.3 million in revenue for the general city purposes budget in 2026. In 2026, the total city tax levy will be \$336.8 million; a \$12.7 million increase in the tax levy from 2025.

Taxes and Payments in Lieu of Taxes: The 2026 budget includes an estimated \$75.9 million in revenue attributable to taxes and payments in lieu of taxes (PILOTs), an increase of \$2.4 million from 2025. These funds include:

- Local sales tax;
- Revenues raised by non-property tax levies;
- Trailer park taxes;
- Principal, interest, and penalties on delinquent taxes;
- TID excess revenue; and
- Payments in lieu of taxes from governmental and quasi-governmental agencies.

Charges for Services: The 2026 budget includes \$163.5 million in revenue from charges for services, an increase of \$7.7 million from 2025. 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 by \$124.5 million since 1995 after adjusting for inflation.



Fees for solid waste, snow and ice, street lighting, and sewer maintenance are charged to city property owners according to usage. The solid waste fee is a charge that recovers approximately 87% 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 2026, the solid waste fee will increase from \$261.36 per year for residential units to \$271.80, a 4% increase. In 2026 the annual extra garbage cart fee will increase from \$78.12 per cart above one cart per household to \$81.24, a 4% increase from 2025. There is no charge for additional recycling carts. Combined, these fees will generate an estimated \$52.4 million in 2026.

The snow and ice fee will increase from \$1.15 per foot of property frontage to \$1.19 per frontage foot, a 3.5% increase from 2025. In 2026, the fee will generate an estimated total of \$11.7 million.

Forestry stormwater management costs will continue to be recovered through the stormwater fees via a \$27.1 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 \$1.08 in 2025 to \$1.12 per frontage foot on streets served by the City's streetlights, a 3.7% increase. This fee is estimated to generate \$10.3 million in 2026.

Miscellaneous Revenues: Miscellaneous revenues include a fund 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 2026, these revenues are expected to total \$32.1 million, a decrease of \$6.0 million from 2025. The primary changes are not transferring money from the Transportation Fund to the General Fund and a more conservative estimate for investment returns. These are partially offset by an increase in the Vehicle Registration Fee from \$30 to \$41.

Fines and Forfeitures: Revenue of \$2.0 million related to fines and forfeitures is included in the 2026 budget, a decrease of \$500,100 from 2025. Fines and forfeitures are payments received from individuals as penalties for violating municipal ordinances.

Licenses and Permits: In 2026, revenue from licenses and permits is estimated at \$20.8 million, an increase of \$905,000 from 2025. These funds include charges administered by various departments for legal permission to engage in a business, occupation, or other regulated activity.

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 \$25.0 million in 2026, the same as in 2025.

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 December 31, 2024 was \$142.1 million. The 2026 budget includes a withdrawal of \$32.3 million from the Tax Stabilization Fund, the same as in 2025.

SOURCE OF FUNDS FOR GENERAL CITY PURPOSES

	2024 Actual <u>Expenditures</u>	2025 Adopted <u>Budget</u>	2026 Adopted <u>Budget</u>	Change 2026 Adopted Versus <u>2025 Adopted</u>
<u>Taxes and Payments in Lieu of Taxes</u>				
Housing Authority	\$0	\$1,000,000	\$1,000,000	\$0
Parking	1,503,242	1,529,000	1,569,000	40,000
Water Works	14,312,256	13,000,000	15,000,000	2,000,000
Trailer Park Taxes	93,895	90,000	90,000	0
Payment in Lieu of Taxes Other	388,391	370,000	380,000	10,000
PILOT Wisconsin Center District	0	0	500,000	500,000
Interest/Penalties on Taxes	2,327,439	1,913,000	2,327,000	414,000
TID Excess Revenue	0	3,600,000	5,037,000	1,437,000
Other Taxes	185,295	312,000	316,000	4,000
Local Sales Tax	44,653,090	51,636,947	49,662,544	-1,974,403
Total Taxes	\$63,463,608	\$73,450,947	\$75,881,544	\$2,430,597
<u>Licenses and Permits</u>				
<u>Licenses</u>				
Dog and Cat	\$93,687	\$94,000	\$94,000	\$0
Food City Clerk	2,409,037	2,300,000	2,750,000	450,000
Food Health Dept.	237,008	200,000	220,000	20,000
Health Dept. Non-Food	35,760	20,000	25,000	5,000
Scales	372,993	364,000	364,000	0
Miscellaneous City Clerk	2,356,372	2,227,000	2,530,000	303,000
Miscellaneous Neighborhood Services	173,897	238,000	206,000	-32,000
Ambulance Service License	4,620	5,000	5,000	0
Miscellaneous Dept. Public Works Administration	11,214	12,000	12,000	0
<u>Permits</u>				
Board of Zoning Appeals	\$271,447	\$335,000	\$410,000	\$75,000
Zoning Change Fees	38,250	45,000	40,000	-5,000
Building	5,724,767	6,037,000	5,791,000	-246,000
Electrical	2,443,898	2,000,000	2,420,000	420,000
Elevator	402,307	500,000	400,000	-100,000
Occupancy	420,140	520,000	520,000	0
Plumbing	1,338,376	1,000,000	1,120,000	120,000
Miscellaneous Neighborhood Services	144,525	150,000	209,000	59,000
Sign and Billboard	91,068	170,000	105,000	-65,000
Special Events	182,071	232,000	244,000	12,000
Miscellaneous Dept. of Public Works	341,972	220,000	344,000	124,000
Special Privilege Misc. Neighborhood Services	298,441	300,000	300,000	0
Sprinkler Inspection	216,967	210,000	210,000	0
Use of Streets Excavating	2,597,486	2,703,000	2,468,000	-235,000
Total Licenses and Permits	\$20,206,303	\$19,882,000	\$20,787,000	\$905,000

SOURCE OF FUNDS FOR GENERAL CITY PURPOSES

	2024 Actual <u>Expenditures</u>	2025 Adopted <u>Budget</u>	2026 Adopted <u>Budget</u>	Change 2026 Adopted Versus 2025 Adopted
<u>Intergovernmental Revenue</u>				
Fire Insurance Premium	\$1,900,391	\$1,900,000	\$2,100,000	\$200,000
Local Street Aids	30,196,651	30,118,000	30,914,000	796,000
Payment for Municipal Services	2,358,149	2,387,000	4,300,000	1,913,000
State Payments Police	960,630	1,263,000	1,036,000	-227,000
State Shared Revenue (General)	241,268,764	246,169,000	254,543,000	8,374,000
Other State Payments	50,823	7,000	7,000	0
Expenditure Restraint Aid	9,827,488	9,827,000	10,022,000	195,000
Computer Exemption Aid	6,699,124	6,699,000	6,699,000	0
Personal Property Exempt Aid	1,409,541	1,410,000	1,414,000	4,000
WI Act 12 Personal Property Aid	0	4,803,000	4,840,000	37,000
Video Service Provider Aid	920,227	920,000	920,000	0
Total Intergovernmental Revenue	\$295,591,788	\$305,503,000	\$316,795,000	\$11,292,000
<u>Charges for Services - General Government</u>				
City Attorney	\$921,973	\$720,000	\$1,304,000	\$584,000
Dept. of Employee Relations	342,810	307,000	349,000	42,000
City Treasurer	116,869	132,000	132,000	0
Common Council City Clerk	199,335	228,000	203,000	-25,000
Cable Franchise Fee	2,536,600	2,776,000	2,600,000	-176,000
Comptroller	497,342	480,000	480,000	0
Municipal Court	829,959	1,002,000	818,000	-184,000
Assessor	1,744,873	1,250,000	1,250,000	0
Dept. of City Development	110,350	8,000	108,000	100,000
Dept. of Administration	55,132	87,000	81,000	-6,000
Fire Dept.	7,842,342	8,406,000	7,653,000	-753,000
Ground Emergency Medical Transportation	0	0	1,800,000	1,800,000
Police Dept.	5,953,281	5,490,800	7,198,000	1,707,200
Dept. of Neighborhood Services	11,822,889	10,285,500	11,046,000	760,500
Building Razing	374,396	375,000	375,000	0
Fire Prevention Inspections	2,336,882	2,600,000	2,600,000	0
Placard Fee	3,240	5,000	5,000	0
IT/Training Surcharge Dept. of Neighborhood Services	375,398	320,000	365,000	45,000
Dept. of Public Works Operations Buildings and Fleet	2,087,726	2,470,000	2,220,000	-250,000
Dept. of Public Works Infrastructure Division	3,756,920	4,111,000	4,090,000	-21,000
Dept. of Public Works Operations Division Forestry	790,559	590,000	590,000	0
Harbor Commission	7,402,702	8,492,168	7,060,819	-1,431,349

SOURCE OF FUNDS FOR GENERAL CITY PURPOSES

	2024 Actual <u>Expenditures</u>	2025 Adopted <u>Budget</u>	2026 Adopted <u>Budget</u>	Change 2026 Adopted Versus <u>2025 Adopted</u>
Dept. of Public Works Administrative Services	2,268,924	1,591,000	2,100,000	509,000
Dept. of Public Works Operations Div. Sanitation	5,947,222	5,186,000	5,535,000	349,000
Solid Waste Fee	47,816,492	48,613,000	50,555,000	1,942,000
Extra Garbage Cart Fee	1,790,000	1,656,000	1,868,000	212,000
Snow and Ice Control Fee	11,088,478	11,270,000	11,662,000	392,000
Forestry Stormwater Management	21,528,729	25,442,000	27,121,000	1,679,000
Apartment Garbage Pickup	29,986	30,000	32,000	2,000
Health Dept.	862,186	817,000	783,000	-34,000
Public Library	136,159	144,000	138,000	-6,000
County Federated System	667,884	927,000	1,028,000	101,000
Street Lighting Fee	9,566,535	9,922,000	10,308,000	386,000
Total Charges for Services	\$151,804,173	\$155,733,468	\$163,457,819	\$7,724,351
<u>Fines and Forfeitures</u>				
Municipal Court	\$1,932,744	\$2,500,100	\$2,000,000	\$-500,100
Other	10,994	0	0	0
Total Fines and Forfeitures	\$1,943,738	\$2,500,100	\$2,000,000	\$-500,100
<u>Miscellaneous Revenue</u>				
Transfer from other funds	\$1,748	\$6,000,000	\$0	\$-6,000,000
Interest on Overdue Invoices	418,403	80,000	80,000	0
Interest on Investment	12,444,039	7,283,000	5,163,000	-2,120,000
Contributions	1,973,999	3,100,000	3,100,000	0
DOA Property Sales	313,362	330,000	492,000	162,000
DCD Property Sales	1	0	0	0
DPW-ISD Facilities-Rent	648,986	382,000	386,000	4,000
Comptroller-Rent	78,605	80,000	80,000	0
DCD Rent	48,891	30,000	32,000	2,000
DOA Rent/Leases	67,895	70,000	70,000	0
Sale Recyclable Materials	1,416,936	1,370,000	1,350,000	-20,000
Alternative Fuel Tax Credits	172,243	0	150,000	150,000
Other Miscellaneous	-2,929,696	1,166,600	1,435,000	268,400
Insurance Recovery	0	10,000	10,000	0
Potawatomi	6,191,507	6,200,000	6,200,000	0
Harbor Commission Transfer	1,710,753	3,055,000	1,847,000	-1,208,000
Vehicle Registration Fee	8,822,256	9,000,000	11,750,000	2,750,000
Total Miscellaneous Revenue	\$31,379,928	\$38,156,600	\$32,145,000	\$-6,011,600

SOURCE OF FUNDS FOR GENERAL CITY PURPOSES

	2024 Actual <u>Expenditures</u>	2025 Adopted <u>Budget</u>	2026 Adopted <u>Budget</u>	Change 2026 Adopted Versus <u>2025 Adopted</u>
<u>Fringe Benefits</u>				
Fringe Benefit Offset	\$69,169,589	\$25,000,000	\$25,000,000	\$0
Total Fringe Benefits	\$69,169,589	\$25,000,000	\$25,000,000	\$0
<u>Total General Fund Revenue</u>	\$633,559,127	\$620,226,115	\$636,066,363	\$15,840,248
Amount to be Raised Pursuant to 18-02-6	96,730,870	174,611,410	179,607,020	4,995,610
Less:				
Tax Stabilization Fund Withdrawal (Sustainable)	0	32,300,000	32,300,000	0
Tax Stabilization Fund Withdrawal (Revenue Anticipation)	0	0	0	0
Property Tax Levy	96,730,870	142,311,410	147,307,020	4,995,610
Total Sources of Funds for General City Purposes	\$730,289,997	\$794,837,525	\$815,673,383	\$20,835,858

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

	2024 Actual Expenditures	2025 Adopted Budget	2026 Adopted Budget	Change 2026 Adopted Versus 2025 Adopted
<u>Firemen's Pension Fund</u>				
Lump Sum Supplement Contribution	\$18,000	\$18,000	\$15,000	\$-3,000
Subtotal	\$18,000	\$18,000	\$15,000	\$-3,000
<u>Policemen's Pension Fund</u>				
PABF Payroll	\$2,500	\$0	\$0	\$0
Lump Sum Supplement Contribution	2,000	0	0	0
Subtotal	\$4,500	\$0	\$0	\$0
<u>Employees' Retirement Fund</u>				
Employer's Pension Contribution	\$180,351,600	\$177,996,815	\$193,885,382	\$15,888,567
Employer's Pension Contribution - WRS	1,620,890	5,195,594	10,300,000	5,104,406
Non-City Employers Normal Cost Increase	6,337,993	6,840,826	5,731,724	-1,109,102
Employer's Pension Contribution - Employers' Reserve Fund	0	0	0	0
Administration	19,569,954	24,526,723	24,635,860	109,137
Subtotal	\$207,880,437	\$214,559,958	\$234,552,966	\$19,993,008
Social Security Tax	\$25,120,455	\$23,000,000	\$26,059,931	\$3,059,931
Deferred Compensation Plan	\$331,008	\$543,377	\$543,377	\$0
Total	\$233,354,400	\$238,121,335	\$261,171,274	\$23,049,939
<u>Revenues</u>				
Fringe Benefits Pensions	\$2,296,598	\$2,420,790	\$2,423,005	\$2,215
Charges for Service ERS	19,569,954	24,526,723	24,635,860	109,137
Charges for Service Deferred Compensation	331,008	543,377	543,377	0
Property Tax Levy	69,189,392	69,189,392	76,831,576	7,642,184
Local Sales Tax	155,968,000	141,263,053	156,537,456	15,274,403
Employer's Reserve Fund	0	0	0	0
Misc. Employees' Retirement System	185,306	178,000	200,000	22,000
Total	\$247,540,258	\$238,121,335	\$261,171,274	\$23,049,939

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). Pursuant to state law and charter ordinance the system is governed by the Annuity and Pension Board. Retirement contributions for employees of the Milwaukee Metropolitan Sewerage District, the Wisconsin Center District, Water Works, Milwaukee Public School Board (excluding teachers), and the Milwaukee Area Technical College are borne by those respective governmental units and are not included in these appropriations. There were 29,223 members and beneficiaries in the system as of January 1, 2025, including 9,119 active members, 6,203 inactive members and 13,901 retirees and other beneficiaries.

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 three members as of May 2025.

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

Employer's Pension Contribution: The 2026 budget includes the city's pension contribution of \$193.9 million to the City of Milwaukee Employees' Retirement System and an additional \$10.3 million to the Wisconsin Retirement System for a total contribution of \$204.2 million, an increase of \$21.0 million from 2025. The increase is primarily due to the hiring of additional Fire and Police as required by WI 2023 Act 12, the impact of a smoothed investment return (part of the investment loss from 2022 is being recognized) and the changes in demographic assumptions (increased wages and a lawsuit judgment being the primary drivers).

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 2026 is \$5.7 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 actuarially assumed rate of return from 7.5% to 6.8%. The 2026 budget includes \$156.5 million on sales tax revenue to fund these pension payments. As of January 1, 2025, ERS' unfunded liabilities were \$1,929,700,000, reflecting an 76.0% 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 July 31, 2025, the reserve fund had a balance of \$92.0 million. The 2026 budget does not anticipate a withdrawal from the reserve fund.

Social Security Payments: In the 2026 budget, \$26.1 million is provided for social security payments.

Administration: In the 2026 budget, ERS administrative costs are \$24.6 million.

Lump Sum Contribution for Firemen's Annuity and Benefit Fund (FABF): A total of \$15,000 is provided in the 2026 budget for a pension supplement to remaining members of this fund.

EMPLOYEES' RETIREMENT SYSTEM

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

BUDGET SUMMARY

	2024 Actual Expenditures	2025 Adopted Budget	2026 Adopted Budget	Change 2026 Adopted Versus 2025 Adopted
<u>Personnel</u>				
FTEs - Operations & Maintenance	50.66	51.00	51.00	0.00
FTEs - Other	0.00	0.00	0.00	0.00
Total Positions Authorized	59	59	59	0
<u>Expenditures</u>				
Salaries and Wages	\$5,238,083	\$5,379,533	\$5,384,455	\$4,922
Fringe Benefits	2,296,598	2,420,790	2,423,005	2,215
Operating Expenditures	12,035,273	16,013,400	15,770,400	-243,000
Equipment	0	713,000	1,058,000	345,000
Special Funds	0	0	0	0
Total	\$19,569,954	\$24,526,723	\$24,635,860	\$109,137
<u>Revenues</u>				
Charges for Services	\$19,569,954	\$24,526,723	\$24,635,860	\$109,137
Miscellaneous	185,306	178,000	\$200,000	22,000
Total	\$19,755,260	\$24,704,723	\$24,835,860	\$131,137

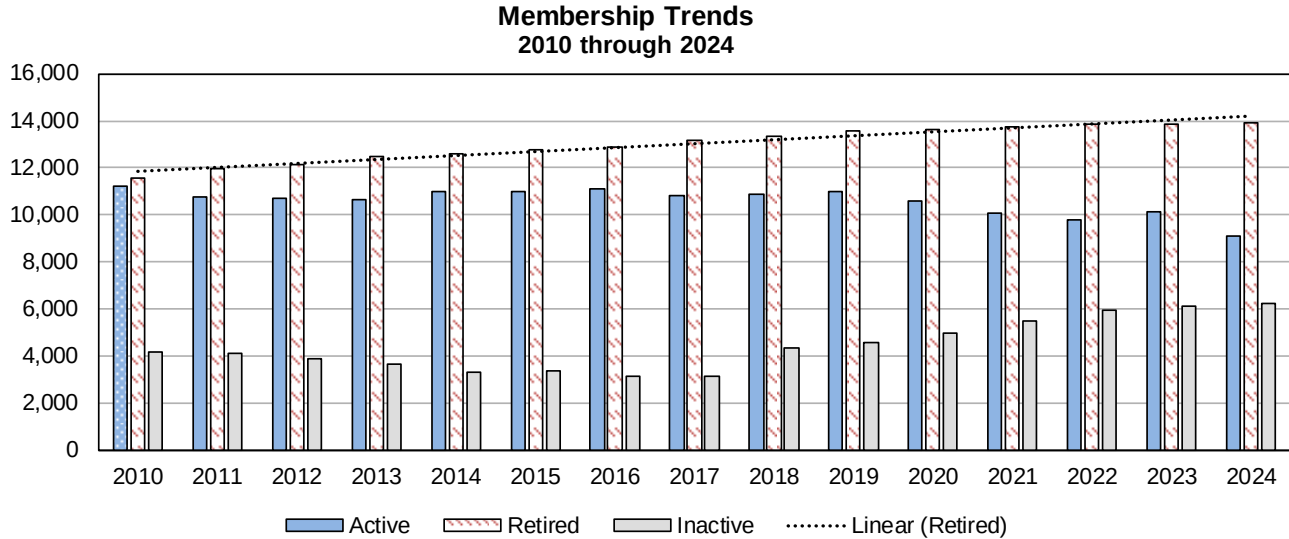
DEPARTMENT MISSION AND RELATIONSHIP TO COMMUNITY GOALS

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 provides. It also secures 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 and acts on behalf of the city as the WRS Agent for reporting as a participating employer in that plan pursuant to 2023 Wisconsin Act 12. As of January 2025, there were 29,223 members and beneficiaries in the Employees' Retirement System, of which approximately 68.8% are retirees or inactive members.

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



The ERS is a city agency governed by the Board 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, 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	2024 Actual	2025 Projected	2026 Planned
Annualized excess return above the blended benchmark index, gross of fees (over the past five years).	-0.07%	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

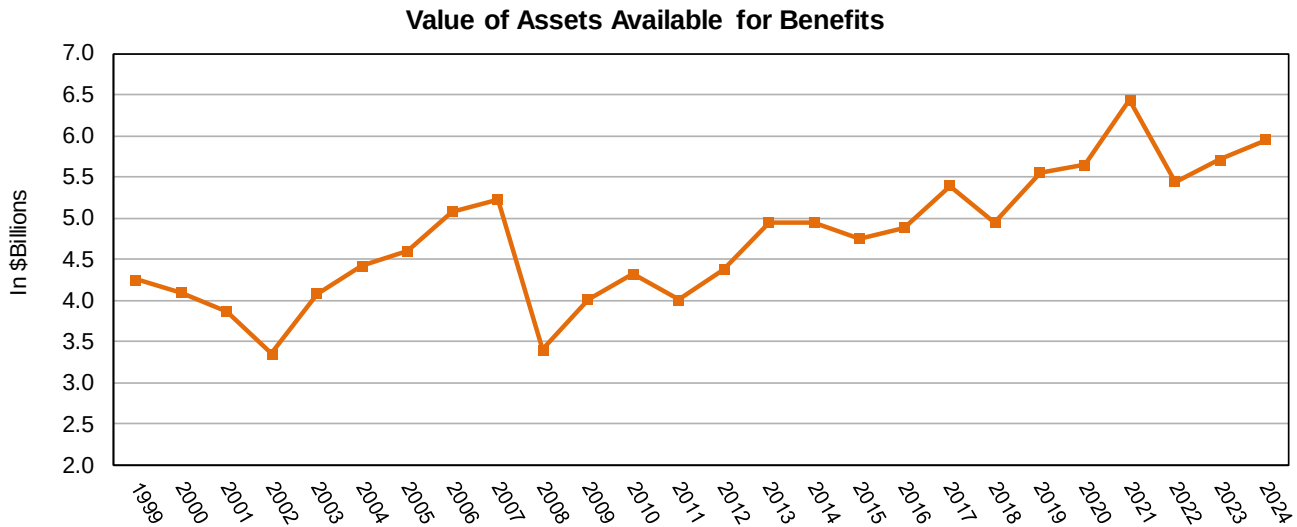
The actuarial accrued liabilities on behalf of the ERS members are approximately \$8.0 billion as of January 1, 2025.

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 2025) and a 30-year amortization period for the unfunded actuarial accrued liability (UAAL) as of January 1, 2024. A 1-year contribution lag was also included in the valuation process to allow more time for employers to budget for contributions due. For 2025, the UAAL increased to about \$1.9 billion per the independent actuary primarily due to larger than expected salary increases. The 2026 actuarial determined employer contributions increased slightly to \$239.2 million across all employers that participate in the ERS (the City's portion is about \$193.9 million).

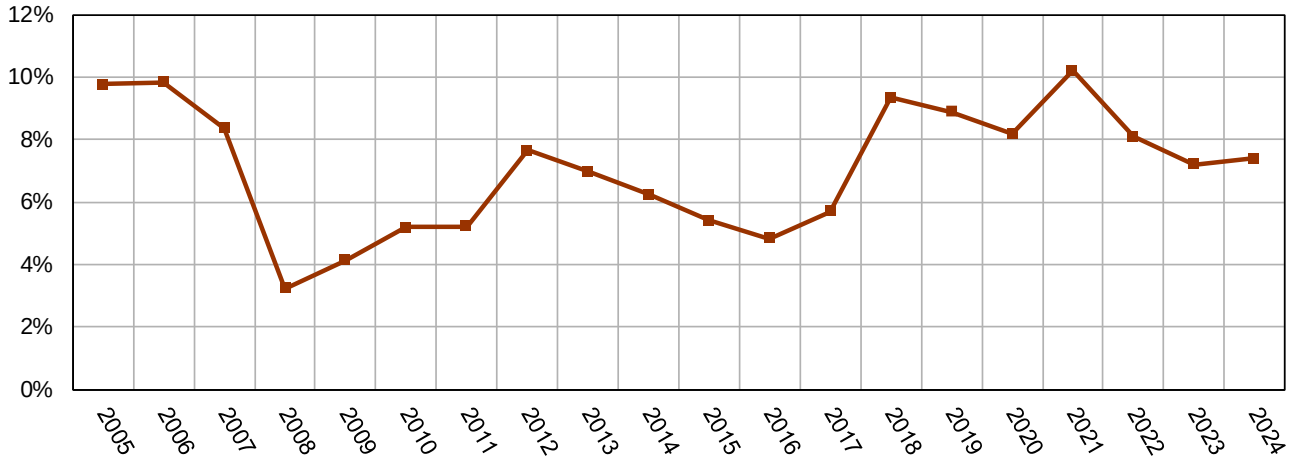
The Board works with its investment consultant and staff to identify a prudent long-term investment strategy that balances the prospects for achieving its long-term return target with the expected year-to-year downside risks. To better understand how Act 12 might impact the Fund going forward, the Board, with the recommendation of ERS' investment consultant, started working on an asset allocation glide path analysis in 2024. Utilizing the investment consultant's capital market assumptions and the ERS' liability as forecasted by the actuary, the Board considered various options presented to them that forecast, with at least a 50% probability, that the ERS will achieve fully funded status in 30-years. The evaluation analyzed forecasted return, risk, and liquidity considerations with the goal of de-risking the investment portfolio as funding status improves. In April 2025, the Board approved a glide path that resulted in new asset allocation targets that are forecasted to achieve a return that exceeds 6.8% over the next 10-years at a lower expected volatility than the Fund's previous asset allocation targets.

The inherent volatility of capital markets has created material swings in the Fund's value in recent years. Despite this volatility, the Fund has been able to generate an annualized 5-year return of 6.9% and an annualized 10-year return of 7.4%, both net of fees.



The following 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 2024, the Fund generated a 6.8% return, net of fees, which matched the ERS' actuarial expected rate of return but underperformed its benchmark by -3.9%. The Fund's annualized 10-year return is still outperforming the Fund's benchmark, net of fees, and ranks in the top-half amongst its Public Fund peers according to the ERS' investment consultant. As of July 31, 2025, all of the markets that the Fund invests in are generating positive performance year-to-date. The Fund's year-to-date return as of July 31, 2025, is 6.2%, net of fees, which is in-line with its benchmark. The Fund's market value as of July 31, 2025 is \$6.16 billion.

During the 17-year period from 2008-2024, investment gains of approximately \$5.3 billion have contributed substantially to funding the approximately \$6.2 billion in benefit payments made during the period, aided by approximately \$1.9 billion of employer and member contributions. The most recent actuarial report projects benefit payments to be approximately \$5.8 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 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. As the "WRS Agent" for the City, the ERS also facilitates presentations by the WRS for pension benefits for those enrolled in that system (generally those employees hired on/after 1/1/2024).

ERS focuses on providing enhanced online services and business process automation. Several technology upgrade projects were completed in 2024 and more will be completed in 2025, 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 has initiated a project in 2025 to further strengthen its security 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. With Microsoft ending support for Windows 10 in 2025, a project is also underway to upgrade all desktop devices to Windows 11 to ensure continued support.

The ERS budget is funded almost entirely by pension trust fund assets, as approved by the 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 2026 budget increases by approximately \$109,000, primarily due to increased IT spending.

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

	2024 Actual Expenditures	2025 Adopted Budget	2026 Adopted Budget	Change 2026 Adopted Versus 2025 Adopted
<u>Personnel</u>				
FTEs - Operations & Maintenance	2.00	3.00	3.00	0.00
FTEs - Other	0.00	0.00	0.00	0.00
Total Positions Authorized	3	3	3	0
<u>Expenditures</u>				
Salaries and Wages	\$221,790	\$274,329	\$274,329	\$0
Fringe Benefits	99,683	123,448	123,448	0
Operating Expenditures	9,535	67,600	67,600	0
Equipment	0	3,000	3,000	0
Special Funds	0	75,000	75,000	0
Total	\$331,008	\$543,377	\$543,377	\$0
<u>Revenues</u>				
Charges for Services	\$331,008	\$543,377	\$543,377	\$0
Total	\$331,008	\$543,377	\$543,377	\$0

SUMMARY OF SERVICES DELIVERED BY THIS DEPARTMENT

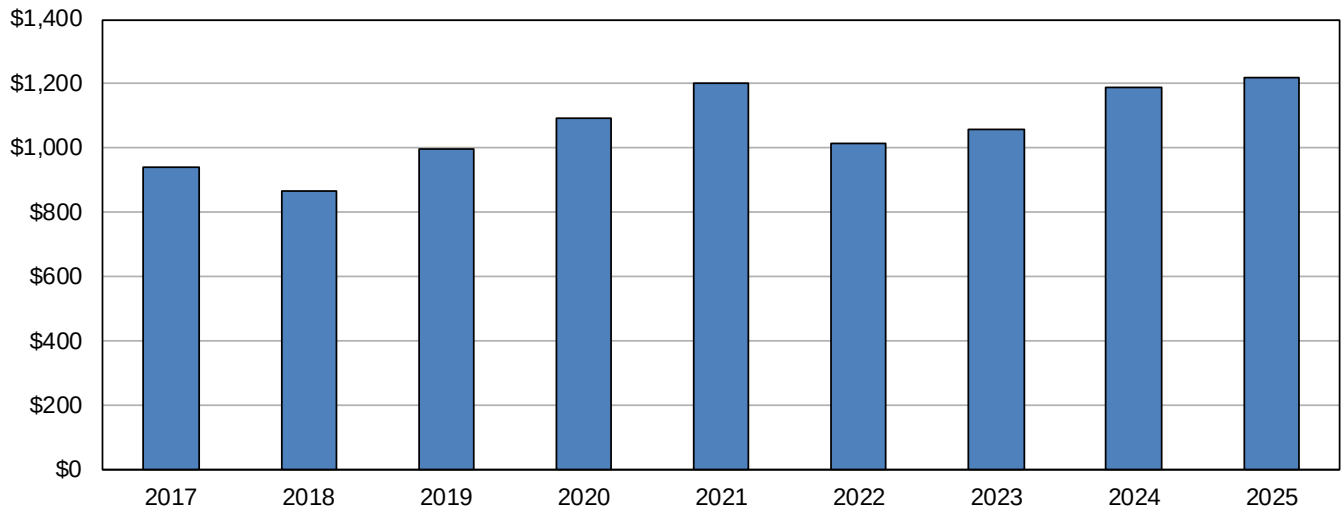
The Deferred Compensation Plan offers an optional, supplemental retirement savings plan for City of Milwaukee employees. The Plan is an Internal Revenue Code Section 457 deferred compensation plan, which allows employees to save money directly from their paycheck for retirement, and offers tax benefits 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 2025, employees could contribute up to \$23,500 (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.

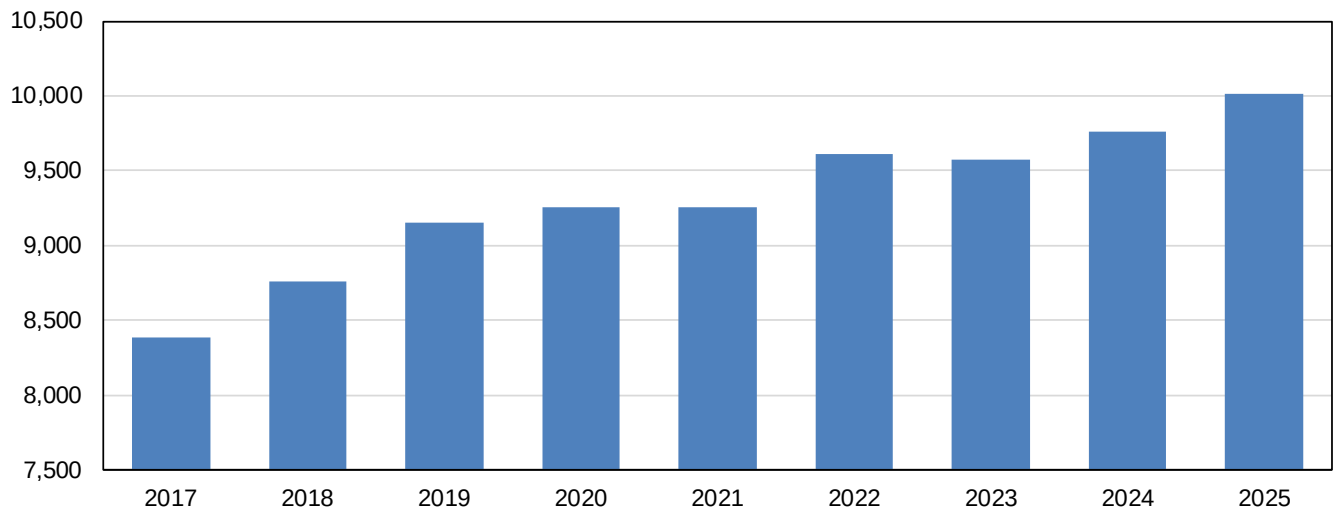
Description of Services Provided	Operating Budget	FTEs
Facilitating administration of the Deferred Compensation Plan	\$543,377	3
Total	\$543,377	3

KEY PERFORMANCE MEASURES

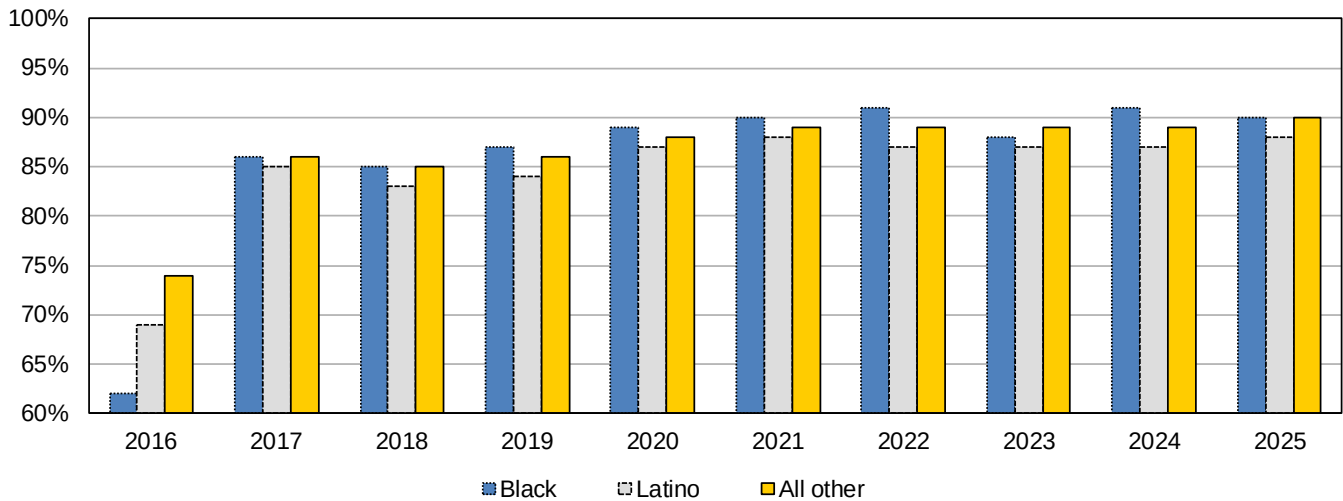
Assets (in millions)



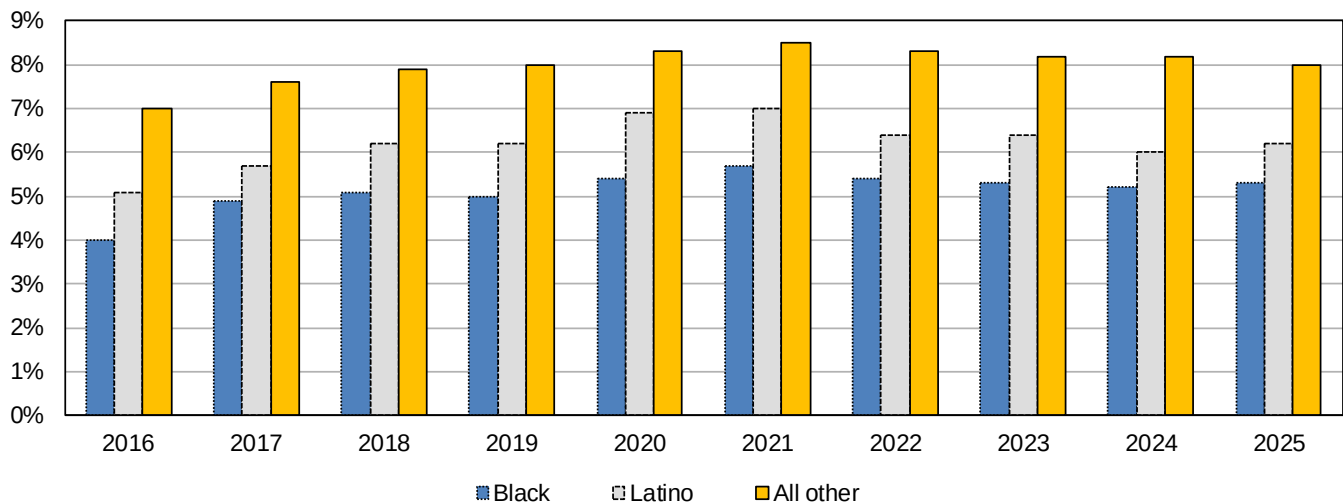
Participants



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.
- Expanded outreach efforts to target employee groups, creating more personalized experiences.
- Increased outreach efforts to new MFD and MPD protective service employees who are not subject to the City's automatic enrollment and annual re-enrollment program, resulting in increased enrollments, participation and contribution rates.

EMPLOYEE PARTICIPATION

Over the last eight-plus years the Plan has been successful in closing several disparity gaps in retirement participation and savings gaps amongst several 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 spring of 2025, the following drastic improvements have occurred: amongst Black/ African American employees the Plan participation rate has increased from 62% to 90% (for an overall increase of 45%) and the average savings rate has increased from 4% to 5.3% (for an overall increase of 33%); amongst Hispanic/Latino employees the Plan participation rate has increased from 69% to 88% (for an overall increase of 28%) and the average savings rate has increased from 5.1% to 6.2% (for an overall increase of 22%); 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 5.8% (for an overall increase of 16%).

C. CAPITAL IMPROVEMENTS

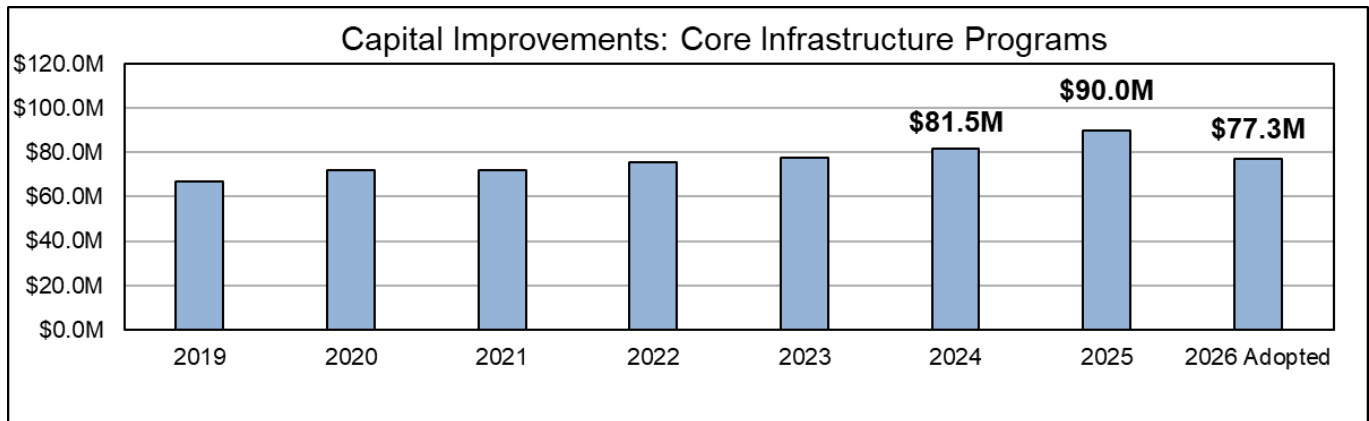
MISSION: Support the regional economy and protect the environment and public health.

DEPARTMENT MISSION AND RELATIONSHIP TO COMMUNITY GOALS

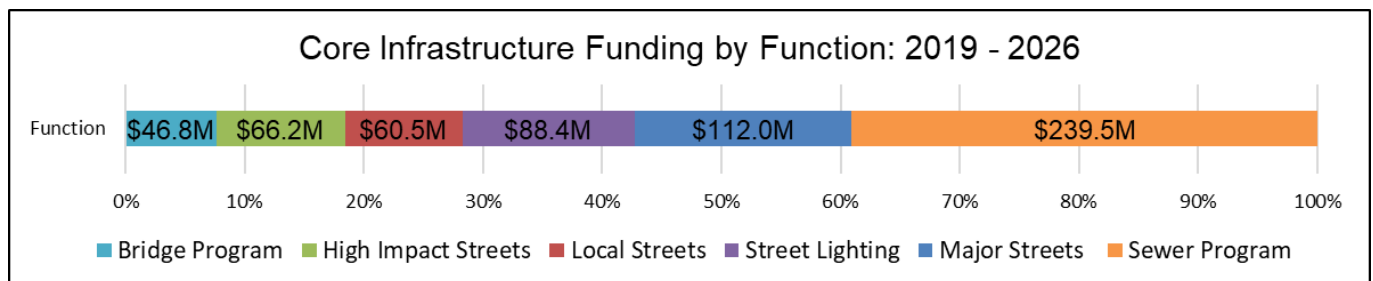
The 2026 capital improvements budget represents the initial year of a six-year capital improvements plan. The budget and plan identify the city's capital funding needs and provide funding sources to support these needs. Capital improvements generally include projects to reconstruct, rehabilitate, or 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 2026 general city capital improvements budget totals \$236,708,867 million, an increase of \$18 million from the 2025 budget. Tax levy supported general obligation (GO) debt in the 2026 budget, totals \$120.1 million. Continuing high levels of investment in core infrastructure projects is a priority of the 2026 capital budget. Core infrastructure programs including streets, bridges, street lighting, and sewers total \$77.3 million in the 2026 capital budget, a decrease of \$12.7 million or 14% from 2025.

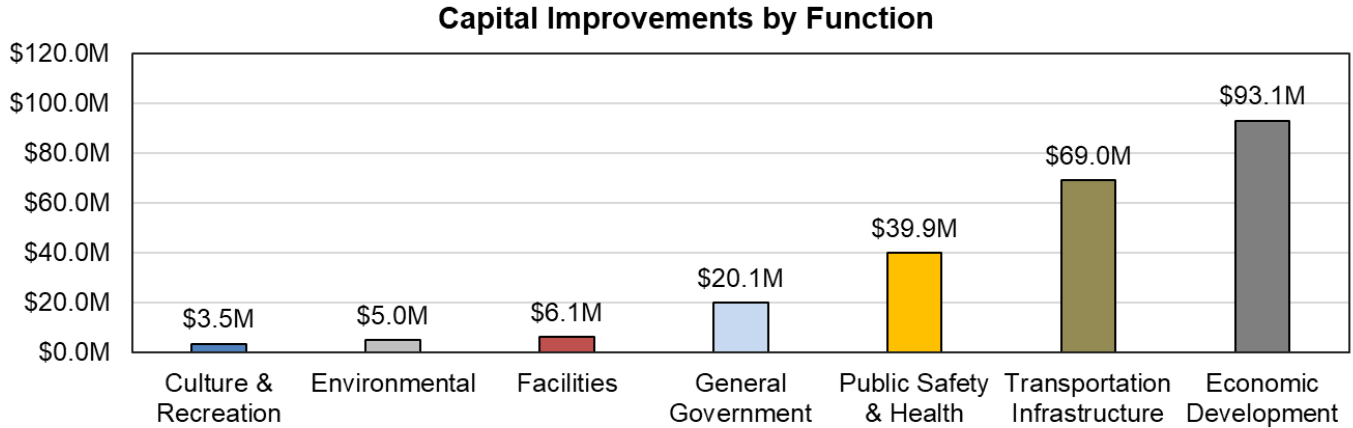


The following chart shows investments made in core infrastructure funding from 2019 to 2026.



Investments in core infrastructure programs from 2019 to 2026 total \$613 million. The following chart provides a summary of spending by core infrastructure program.

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

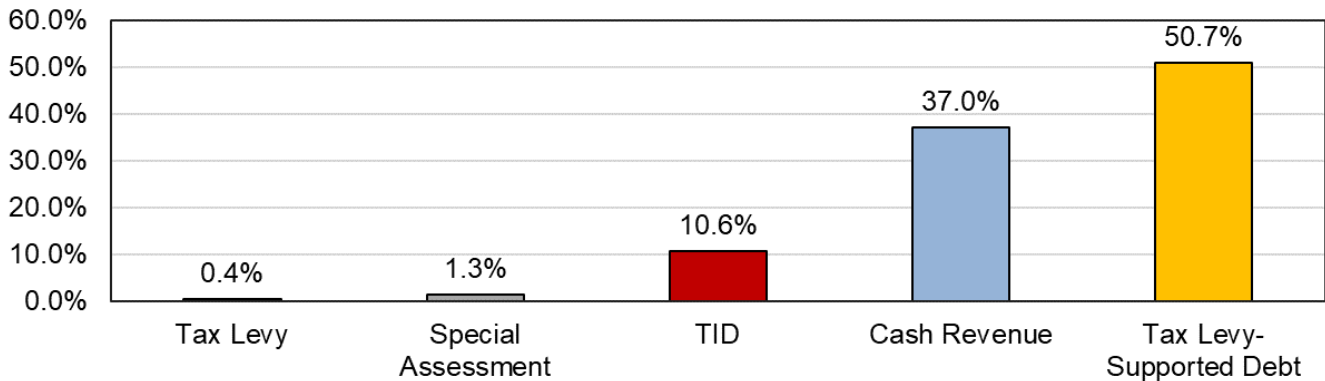


- **Culture and Recreation:** This category is the smallest and supports the MKE Plays program, which leverages private investment to create innovative play spaces in neighborhoods, library improvements, and the Municipal Art Fund. The cultural and recreation category represents 1% or \$3.5 million of the 2026 general city purposes capital budget.
- **Environmental:** The environmental category supports forestry, environmental remediation, and alternative energy 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 2026, \$6.1 million will be utilized for interior, exterior, and mechanical repairs. Facilities funding not including Fire, Police, Library, and Health accounts for 3% of the city capital budget.
- **General Government:** This category constitutes the fourth largest functional area with \$20.1 million or 8% of total funding provided for this purpose. This category consists of non-police IT projects, general departmental capital needs, and major capital equipment.
- **Public Safety & Health:** Public safety and health related projects comprise 17% or \$39.9 million of the 2026 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.
- **Transportation Infrastructure:** These projects constitute the second largest functional category, which is 29% of the general city capital budget or \$69 million. Projects include major streets, local streets, alleys, sidewalks, and street lighting among others. Including grant and aids, total transportation infrastructure spending is \$126.8 million, an increase of \$21.3 million from 2025.
- **Economic Development:** Economic development is the largest capital functional area at \$93.1 million or 39% of the general city capital budget. In 2026, the capital budget for economic development increases by \$23.6 million as grantor share reimbursable increases from \$10 million to \$35 million. Economic development programs include advanced planning, commercial investment, strong homes loan, in rem property maintenance, and homeownership development among others.

Funding Sources: The 2026 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 provides a summary funding sources for the 2026 city funded capital budget (excluding grant and aids).

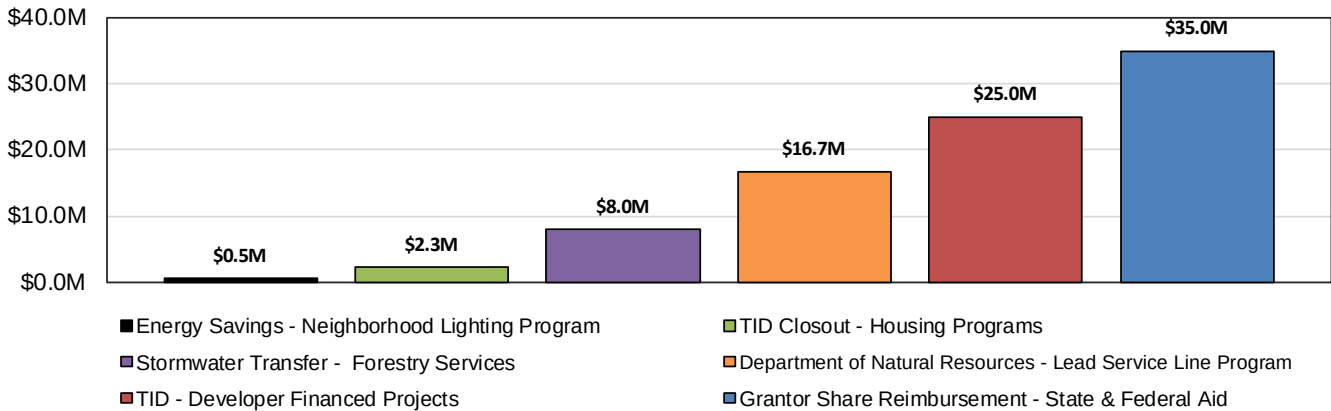
2026 Capital Improvements: Funding Sources



In 2026, the largest funding source is tax levy supported debt financing, composing 50.7% of total funding sources. Levy supported GO borrowing in the capital budget increases minimally to \$120.1 million. 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.

Cash revenues are the second largest funding source at \$87.5 million or 37% of total funding sources. Cash revenues are allocated in the following manner:

Cash Revenue



- **Grantor Share Reimbursable:** Provides funding for projects which receive partial reimbursement through various State or Federal aid programs, but require the city to front the project cost.
- **TID Developer Financed Projects:** Provides increment revenue to developer projects that stimulate economic development and promote revitalization efforts within the district.

- Department of Natural Resources - Lead Service Line Program: Provides pass-through funding to Milwaukee Water Works for the replacement of private side lateral lines. In 2026, funding supports the replacement of approximately 5,000 private side laterals.
- Stormwater Transfer: The Sewer Maintenance Fund provides a transfer of \$8 million to fund both capital forestry projects and the related equipment. Programs include Concealed Irrigation, Tree Planting & Production, Stump Removal, & Emerald Ash Borer Treatment.
- TID Closeout - Housing Programs: Funding totaling \$2.3 million is generated from the closure of Tax Increment Districts. State law requires TID closeout funds to be utilized on housing program. Programs utilizing TID closeout funds include the Housing Trust Fund, Strong Homes Loans, Milwaukee Homeowners' Fund, and In Rem Property Maintenance.
- Energy Saving - Neighborhood Lighting Program: Funding of \$500,000 is generated from energy saving after street lights have been converted to LED's. Funding will be utilized for improvements in the Neighborhood Lighting Program.

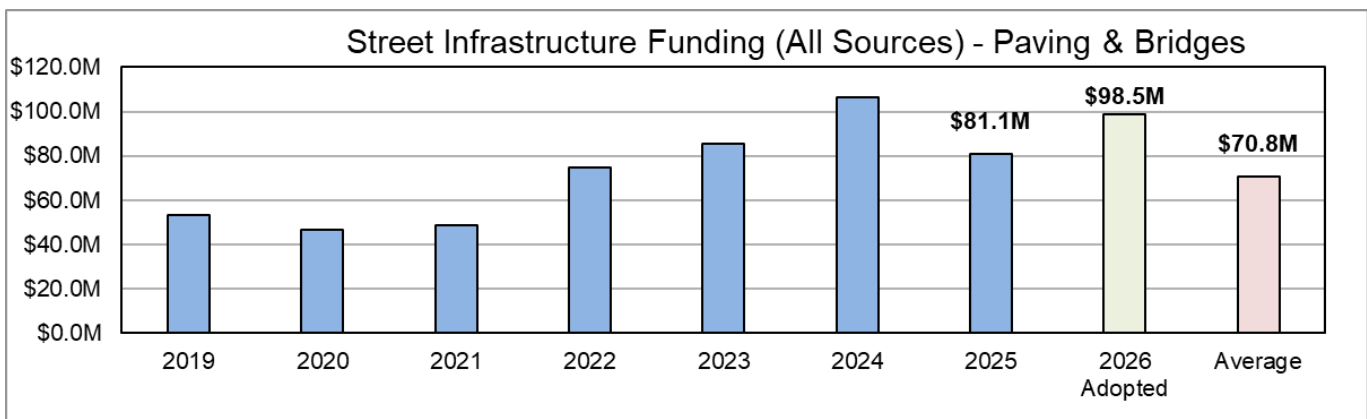
Another major source of funding for capital projects is TID borrowing, with \$25 million or 10.6% of total funding sources. TID borrowing is self-supporting because the improvements made in these districts are financed through property tax revenue generated from the incremental values resulting from the improvements.

Special assessments and tax levy supported projects are the smallest funding sources totaling a combined \$4.1 million or 1.7% of total funding sources. Special assessments are additional levy imposed on properties that directly benefit from infrastructure improvements such as sewer lines, paved streets and sidewalks. Tax levy supported projects are those projects that generally should not be financed in the capital budget. Some examples include preliminary planning (planning prior to project approval), acquisitions less than \$50,000, and short-lived assets.

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 \$57.8 million in 2026.

HIGHLIGHTS AND CHANGES

Street Infrastructure: The 2026 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 2026 budget totals \$34.8 million, a 16% decrease from the 2025 budget. The city continues to leverage State and Federal grant funding for both major street reconstruction (\$50,400,000), and Bridge Construction projects (\$7,400,000) which covers approximately 50% of project costs. In addition, Local Streets (\$8,700,000) and High Impact Paving (\$8,000,000) continue to see high levels of investments. The chart below provides a summary of historical street infrastructure funding.



City Facilities: City facility projects include various general facility maintenance programs totaling \$6.1 million in 2026. Funding includes Space Planning & Alterations (\$900,000), Facility Systems Program (\$2.0 million), ADA Compliance, (\$500,000), Facilities Exterior Programs (\$1.8 million), Facility Security Program (\$250,000), Environmental Remediation Program (\$150,000), and City Hall Central Cooling System Upgrades (\$500,000).

Public Safety Communications: In 2026, opportunities for increased efficiency and the need to upgrade existing systems continue. The single largest communications project in 2026 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 approximately \$40 million and it has had significant impacts on the city's overall capital budget. The Milwaukee Police Department will be utilizing 2024 carryover operating funds to closeout this project.

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 2026, capital equipment totals \$22 million, an increase of \$9.8 million from 2025. The 2026 budget includes \$10 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 \$10 million in 2026 to purchase engines or paramedic ambulances. Funding for the Police Department totaling \$2 million will facilitate the purchase of approximately thirty police vehicles.

Enterprise Resource System & General IT Upgrades: The 2026 budget includes a \$6 million allocation to closeout funding for the cities replacement Enterprise Resource System.

The 2026 budget also includes funding for Public Facilities Communications (\$625,000), Laptop Replacements (\$600,000), IT Upgrades (\$300,000), Cyber Security (\$200,000), and IT related Emergency Communications Upgrades (\$1,235,000). These types of projects are less visible to the public but are crucial to city operations and service delivery.

Raze & Revive: The 2026 budget will continue to prioritize the Raze & Revive Program with a total of \$3.8 million in capital funding and \$600,000 of operating funding. As the backlog of distressed properties has been reduced the Raze & Revive program will pivot to support Mayor Johnson's Year of Housing initiative which aims to promote affordable homeownership throughout the City of Milwaukee.

1. In-house Demolition: The Department of Public Works - Operations Division provides demolition services utilizing an in-house crew to remove an estimated 50 blighted building in 2026. In-house demolition is funded in the operating budget while building preparation (abatement & utility disconnect) is funded in the capital budget. The total cost to remove prepare and remove approximately 50 blighted building utilizing an in-house crew in 2026 will be \$1.4 million.
2. Contracted Demolition: The Department of Neighborhood Services manages contracted demolition services with certified contractors removing an estimated 40 blighted building in 2026. Both contracted demolition and building preparation (abatement & utility disconnect) are funded with a capital allocation. The total cost to prepare and remove approximately 40 blighted building utilizing contractors in 2026 will be \$1.4 million.
3. Affordable Home Construction: The third prong of the Raze & Revive program is affordable home construction. The Department of City Development will be providing gap financing to local developers to facilitate the construction of new homes for affordable homeownership on vacant lots in neighborhoods where demolition has occurred. The 2026 budget will include \$1.6 million in gap financing to accomplish this effort.

In total, the Raze & Revive program expects to remove a total of 90 blighted properties and construct 14 new affordable homes on vacant lots in 2026.

Summary of Departmental Appropriations
Overview of 2026 Adopted Capital Budget General City Purposes

	2025 Adopted Budget	2026 Adopted Budget	Change 2026 Adopted Versus 2025 Adopted
<u>City Funded</u>			
Special Projects	\$10,465,000	\$35,415,000	\$24,950,000
Administration, Department of	10,725,000	9,160,000	-1,565,000
Assessor	0	0	0
City Attorney	0	0	0
City Clerk	0	223,867	223,867
City Development, Department of	53,200,000	55,300,000	2,100,000
Emergency Communications, Dept. of	0	0	0
Employee Relations, Department of	0	0	0
Election Commission	80,000	900,000	820,000
Fire Department	3,247,000	13,000,000	9,753,000
Fire and Police Commission	0	0	0
Health Department	300,000	750,000	450,000
Library	2,635,000	3,000,000	365,000
Municipal Court	100,000	370,000	270,000
Neighborhood Services, Department of	3,300,000	3,225,000	-75,000
Police Department	8,550,000	5,000,000	-3,550,000
Port of Milwaukee	6,350,000	2,900,000	-3,450,000
Public Works, Department of	119,762,649	107,465,000	-12,297,649
Subtotal City Funded	\$218,714,649	\$236,708,867	\$17,994,218
<u>Grants and Aids Funding</u>			
Port of Milwaukee	\$ 800,000	\$ 800,000	\$ 800,000
Public Works, Department of	28,507,732	57,800,000	57,800,000
Subtotal Grants and Aids Funding	\$29,307,732	\$58,600,000	\$58,600,000
<u>Enterprise Funds</u>			
Transportation	\$2,338,820	\$2,092,000	\$-246,820
Sewer Maintenance	26,900,000	24,658,000	-2,242,000
Water	50,310,000	49,290,000	-1,020,000
Subtotal Enterprise Funds	\$79,548,820	\$76,040,000	\$-3,508,820
Total Capital Plan	\$327,571,201	\$371,348,867	\$73,085,398

C. CAPITAL IMPROVEMENTS

2026 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	35,000,000	35,000,000	0	35,000,000
Housing Trust Fund								
Budget	0	0	0	0	300,000	300,000	0	300,000
Capital Improvements Committee								
Budget	90,000	0	0	0	0	90,000	0	90,000
Total	\$115,000	\$0	\$0	\$0	\$35,300,000	\$35,415,000	\$0	\$35,415,000
<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	6,000,000	0	0	0	6,000,000	0	6,000,000
Laptop and Mobile Device Replacement								
Budget	0	600,000	0	0	0	600,000	0	600,000
Hardware Refresh								
Budget	0	660,000	0	0	0	660,000	0	660,000
DEC - Server Refresh								
Budget	0	400,000	0	0	0	400,000	0	400,000
DEC - Computer Replacement								
Budget	0	100,000	0	0	0	100,000	0	100,000
InfoTech IT Benchmarking								
Budget	0	75,000	0	0	0	75,000	0	75,000
Total	\$0	\$9,160,000	\$0	\$0	\$0	\$9,160,000	\$0	\$9,160,000
<u>City Clerk</u>								
Enterprise Records Management System								
Budget	\$120,000	\$0	\$0	\$0	\$0	\$120,000	\$0	\$120,000
Channel 25 Cameras								
Budget	\$0	\$103,867	\$0	\$0	\$0	\$103,867	\$0	\$103,867
Total	\$120,000	\$103,867	\$0	\$0	\$0	\$223,867	\$0	\$223,867
<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	1,000,000	0	0	0	1,000,000	0	1,000,000
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	0	0	0	0
Strong Homes Loan Program								
Budget	0	0	0	0	1,000,000	1,000,000	0	1,000,000
Homeownership Development Fund								
Budget	0	1,600,000	0	0	0	1,600,000	0	1,600,000
Milwaukee Homeowners' Fund								
Budget	\$0	\$0	\$0	\$0	\$600,000	\$600,000	\$0	\$600,000
Total	\$200,000	\$3,100,000	\$25,000,000	\$0	\$27,000,000	\$55,300,000	\$0	\$55,300,000

C. CAPITAL IMPROVEMENTS

2026 CAPITAL IMPROVEMENTS FINANCED BY CATEGORY

	Tax Levy	General Obligation	TID	Special Assessments	Cash Revenues	City Budget Total	Grant and Aid Financing	Project Total
<u>Election Commission</u>								
Express Voting machine Replacement								
Budget	\$0	\$170,000	\$0	\$0	\$0	\$170,000	\$0	\$170,000
Central Count - Move								
Budget	0	730,000	0	0	0	730,000	0	730,000
Total	\$0	\$900,000	\$0	\$0	\$0	\$900,000	\$0	\$900,000
<u>Fire Department</u>								
Fire Facilities Maintenance Program								
Budget	\$0	\$3,000,000	\$0	\$0	\$0	\$3,000,000	\$0	\$3,000,000
Major Capital Equipment								
Budget	0	10,000,000	0	0	0	10,000,000	0	10,000,000
Total	\$0	\$13,000,000	\$0	\$0	\$0	\$13,000,000	\$0	\$13,000,000
<u>Health Department</u>								
Health Facilities Maintenance Program								
Budget	\$0	\$250,000	\$0	\$0	\$0	\$250,000	\$0	\$250,000
Health Lab Improvements								
Budget	0	500,000	0	0	0	500,000	0	500,000
Total	\$0	\$750,000	\$0	\$0	\$0	\$750,000	\$0	\$750,000
<u>Library</u>								
Central Library Improvements Fund								
Budget	\$0	\$2,725,000	\$0	\$0	\$0	\$2,725,000	\$0	\$2,725,000
Neighborhood Library Improvements Fund								
Budget	0	0	0	0	0	0	0	0
Branch Library New Construction								
Budget	200,000	0	0	0	0	200,000	0	200,000
Library Security & Information Technology								
Budget	0	75,000	0	0	0	75,000	0	75,000
Total	\$200,000	\$2,800,000	\$0	\$0	\$0	\$3,000,000	\$0	\$3,000,000
<u>Municipal Court</u>								
Court Management Software Replacement								
Budget	\$0	\$370,000	\$0	\$0	\$0	\$370,000	\$0	\$370,000
Total	\$0	\$370,000	\$0	\$0	\$0	\$370,000	\$0	\$370,000
<u>Department of Neighborhood Services</u>								
Concentrated Blight Elimination								
Budget	\$0	\$2,225,000	\$0	\$0	\$0	\$2,225,000	\$0	\$2,225,000
Code Compliance Program								
Budget	0	1,000,000	0	0	0	1,000,000	0	1,000,000
Total	\$0	\$3,225,000	\$0	\$0	\$0	\$3,225,000	\$0	\$3,225,000
<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
Total	\$0	\$5,000,000	\$0	\$0	\$0	\$5,000,000	\$0	\$5,000,000
<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	1,000,000	0	0	0	1,000,000	0	1,000,000
Cruise Ship Terminal								
Budget	0	200,000	0	0	0	200,000	0	200,000
Rail Track & Service Upgrades								
Budget	0	500,000	0	0	0	500,000	0	500,000
Roadway Paving								
Budget	0	100,000	0	0	0	100,000	0	100,000
Port Utilities Upgrades								
Budget	0	600,000	0	0	0	600,000	0	600,000
Total	\$0	\$2,900,000	\$0	\$0	\$0	\$2,900,000	\$800,000	\$3,700,000

C. CAPITAL IMPROVEMENTS

2026 CAPITAL IMPROVEMENTS FINANCED BY CATEGORY

	Tax Levy	General Obligation	TID	Special Assessments	Cash Revenues	City Budget Total	Grant and Aid Financing	Project Total
<u>Department of Public Works</u>								
<u>Operations Division</u>								
<u>Sanitation Section</u>								
Transfer Station Scale Replacement								
Budget	\$0	\$110,000	\$0	\$0	\$0	\$110,000	\$0	\$110,000
Sanitation Projects Total	\$0	\$110,000	\$0	\$0	\$0	\$110,000	\$0	\$110,000
<u>Forestry Section</u>								
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	1,300,000	1,300,000	0	1,300,000
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	\$4,150,000	\$4,150,000	\$0	\$4,150,000
<u>Fleet Section</u>								
Major Capital Equipment								
Budget	\$0	\$6,150,076	\$0	\$0	\$3,849,924	\$10,000,000	\$0	\$10,000,000
Fleet Projects Total	\$0	\$6,150,076	\$0	\$0	\$3,849,924	\$10,000,000	\$0	\$10,000,000
Operations Division Total	\$0	\$6,260,076	\$0	\$0	\$7,999,924	\$14,260,000	\$0	\$14,260,000
<u>Department of Public Works</u>								
<u>Infrastructure Services Division</u>								
<u>Bridge Program</u>								
Bridge - State and Federal Funded								
Budget	\$0	\$1,400,000	\$0	\$0	\$0	\$1,400,000	\$7,400,000	\$8,800,000
Bridge - Reconstruction Local								
Budget	0	4,500,000	0	0	0	4,500,000	0	4,500,000
Bridge Program Total	\$0	\$5,900,000	\$0	\$0	\$0	\$5,900,000	\$7,400,000	\$13,300,000
<u>Paving Program</u>								
Streets - State and Federal Funded								
Budget	\$0	\$17,900,000	\$0	\$200,000	\$0	\$18,100,000	\$50,400,000	\$68,500,000
Streets - Reconstruction Local								
Budget	0	7,700,000	0	1,000,000	0	8,700,000	0	8,700,000
Streets - High Impact Program								
Budget	0	8,000,000	0	0	0	8,000,000	0	8,000,000
Streets - New Street Construction Program								
Budget	0	400,000		300,000	0	700,000	0	700,000
Alley Reconstruction Program								
Budget	0	900,000	0	450,000	0	1,350,000	0	1,350,000
Paving Program Total	\$0	\$34,900,000	\$0	\$1,950,000	\$0	\$36,850,000	\$50,400,000	\$87,250,000
<u>Other Infrastructure Projects</u>								
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	11,400,000	0	0	500,000	11,900,000	0	11,900,000
Street Improvements - Traffic Control Facilities								
Budget	0	4,100,000	0	0	0	4,100,000	0	4,100,000
Street Light & Traffic Light Knockdowns								
Budget	0	3,500,000	0	0	0	3,500,000	0	3,500,000
Multimodal Transportation (C)								
Budget	0	1,400,000	0	0	0	1,400,000	0	1,400,000
Street Improvements - Underground								
Budget	0	1,450,000	0	0	0	1,450,000	0	1,450,000
Underground Electrical Manholes								
Budget	0	1,300,000	0	0	0	1,300,000	0	1,300,000
Lead Service Line Replacement Program								
Budget	0	0	0	840,000	16,740,000	17,580,000	0	17,580,000
Bike Infrastructure								
Budget	0	750,000	0	0	0	750,000	0	750,000
Other Infrastructure Projects Total	\$0	\$25,400,000	\$0	\$1,215,000	\$17,240,000	\$43,855,000	\$0	\$43,855,000

C. CAPITAL IMPROVEMENTS

2026 CAPITAL IMPROVEMENTS FINANCED BY CATEGORY

	Tax Levy	General Obligation	TID	Special Assessments	Cash Revenues	City Budget Total	Grant and Aid Financing	Project Total
Buildings Projects								
Space Planning Facilities								
Budget	\$270,000	\$630,000	\$0	\$0	\$0	\$900,000	\$0	\$900,000
Facilities System Program								
Budget	0	2,000,000	0	0	0	2,000,000	0	2,000,000
Environmental Remediation Program								
Budget	0	150,000	0	0	0	150,000	0	150,000
ADA Compliance Program								
Budget	0	500,000	0	0	0	500,000	0	500,000
Facilities Exterior Upgrades Program								
Budget	0	1,800,000	0	0	0	1,800,000	0	1,800,000
Facilities Security Program								
Budget	0	250,000	0	0	0	250,000	0	250,000
Municipal Services Building Repairs								
Budget	0	0	0	0	0	0	0	0
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
Municipal Services Building - New Construction								
Budget	0	0	0	0	0	0	0	0
Buildings Projects Total	\$270,000	\$6,330,000	\$0	\$0	\$0	\$6,600,000	\$0	\$6,600,000
Infrastructure Services Division Total	\$270,000	\$72,530,000	\$0	\$3,165,000	\$17,240,000	\$93,205,000	\$57,800,000	\$151,005,000
Capital Projects Grand Total	\$905,000	\$120,098,943	\$25,000,000	\$3,165,000	\$87,539,924	\$236,708,867	\$58,600,000	\$295,308,867

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

Economy	
Per Capita Effective Buying Income (% of National)	69%
Market Value Per Capita	\$82,197
Financial Performance	
Operating Result as % of Revenue	4.9%
Operating Result Three-year Average %	2.2%
Reserves and Liquidity	
Available Reserves as % of Operating Revenue	12.1%
Available Reserves (\$000s)	\$85,822
Debt and Liabilities	
Debt Service as a Percentage of Expenditures	19.3%
Net Direct Debt Per Capita	\$2,112
Pension and OPEB as a Percentage of Expenditures	15.0%
Net Pension Liabilities Per Capita	\$3,064

OVERVIEW

Debt expenditures for 2026 total \$272.2 million, a decrease of \$4.1 million from 2025. 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****CITY DEBT EXPENDITURES AND SOURCES OF FUNDS**

General City Excluding Schools and Revenue Anticipation Notes (RAN): Debt service associated with city borrowing for capital improvement projects, not including RAN borrowing, is \$166.8 million in 2026, a decrease of \$4.6 million from 2025. The property tax levy for debt service is \$106.8 million, an increase of \$2.8 million from 2025.

Milwaukee Public Schools (MPS): The debt service cost for school borrowing will be \$2.0 million in 2026, a decrease of \$13.0 million from 2025. 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 2026 budget, debt service for TIDs is \$20.0 million with revenues from tax increments supporting that debt service cost. This is a \$0.7 million increase from 2025.

Delinquent Taxes: The 2026 budget includes \$16.7 million to finance delinquent tax borrowing, which is \$.8 million less than 2025.

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 2026 debt budget, the parking fund provides \$2.3 million to finance debt service costs associated with parking capital projects.

Water Works: The 2026 debt budget does not include any payments for Water Works as all Water Works borrowings have been converted to revenue bonds.

Sewer Maintenance: The 2026 debt budget does not include any payments for Sewer Maintenance as all Sewer Maintenance borrowings have been converted to revenue bonds.

Miller Park Stadium Project: The 2026 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.

DEBT TAX LEVY STABILITY

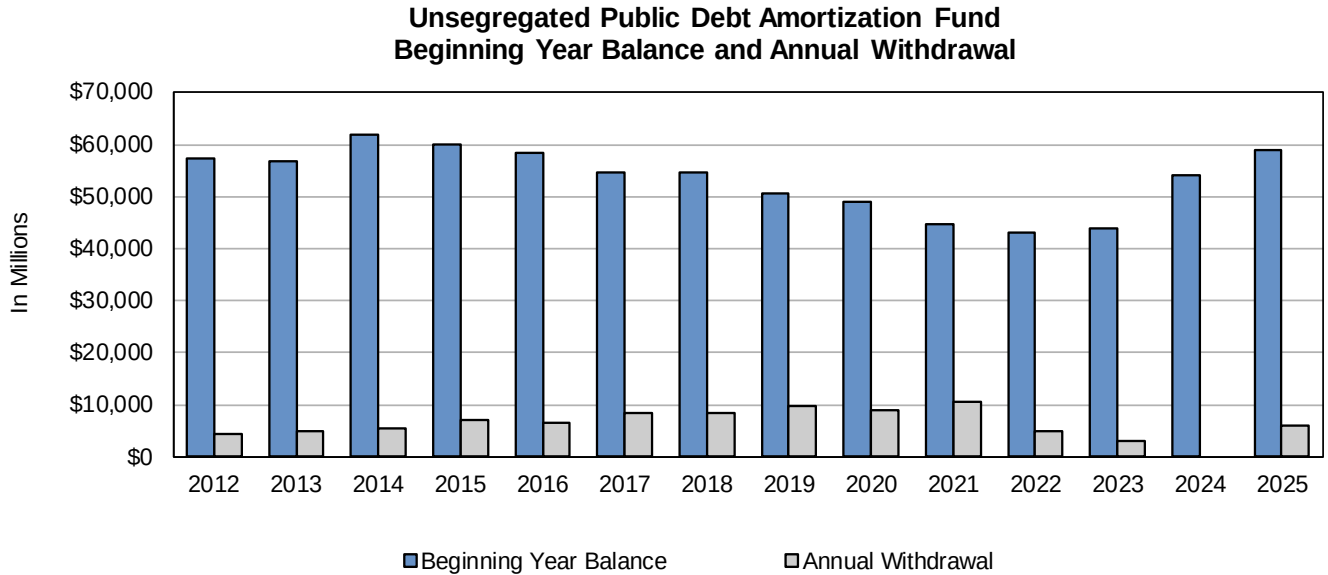
The city has structural budget problems created by limited revenue sources and substantial wage, health care benefit, and pension cost commitments. A debt stability plan requires a solid capital improvements plan. Limits on the level

	2025 Adopted Budget	2026 Adopted Budget	Change 2026 Adopted Versus 2025 Adopted
Total City Debt Expenditures	\$276,365,997	\$272,242,143	\$-4,123,854
Debt Funding Sources			
Self Supporting Debt			
Brewer MEDC Loan	\$1,063,339	\$1,063,339	\$0
Delinquent Tax Financing	17,320,533	16,681,247	-639,286
MPS Reimbursed	14,996,450	1,958,250	-13,038,200
Transportation	3,467,413	2,263,075	-1,204,338
Sewer Maintenance Fund	768,313	-	-768,313
Tax Increment Districts	19,335,148	20,027,565	692,417
Water Works	-	-	-
Subtotal	\$56,951,196	\$41,993,476	\$-14,957,720
General Obligation Debt Financing			
Other Sources of Funds	\$115,430,096	\$123,471,392	\$8,041,296
Tax Levy	103,984,705	106,777,275	2,792,570
Subtotal	\$219,414,801	\$230,248,667	\$10,833,866
Total Debt Funding Sources	\$276,365,997	\$272,242,143	\$-4,123,854

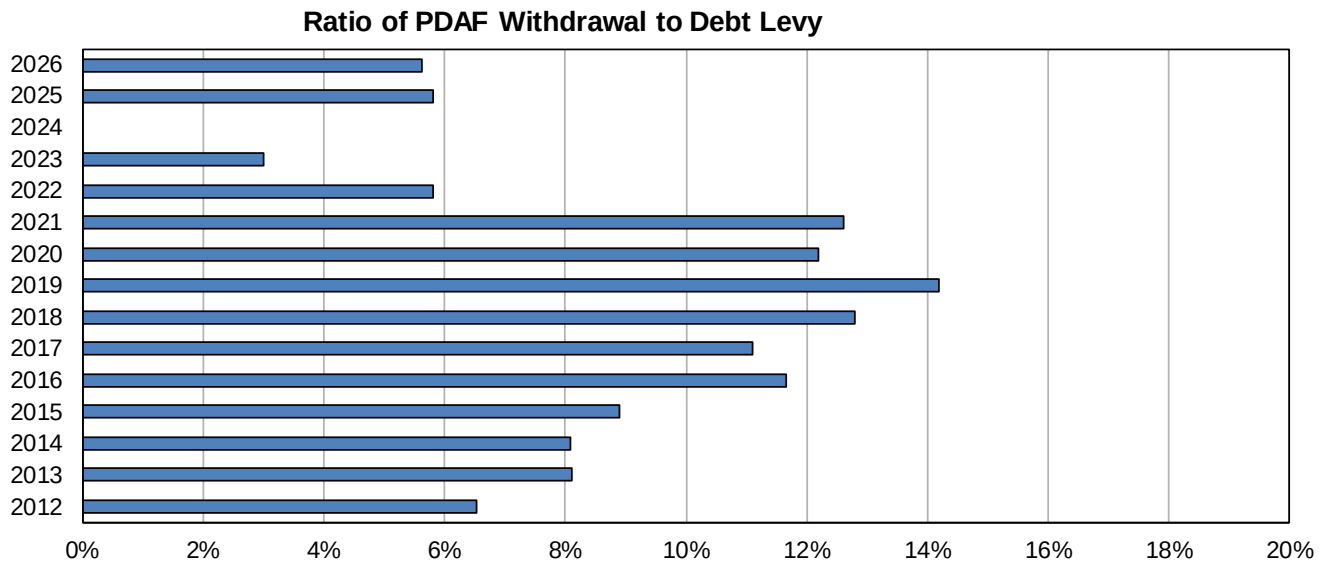
of borrowing directly influence future debt payments. Annual borrowing must be as close as possible to the level of annual debt retirements to stabilize the debt tax levy.

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 2026, which is same as the 2025 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 \$58.8 million in 2025.



The 2026 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 2025 budget reflects a 6% 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

	2024 Actual Expenditure	2025 Adopted Budget	2026 Adopted Budget	Change 2026 Adopted Versus 2025 Adopted
Common Council Contingent Fund	[\$4,818,518]	\$5,000,000	\$5,000,000	\$0
Total	[\$4,818,518]	\$5,000,000	\$5,000,000	\$0

SOURCE OF FUNDS

	2024 Actual Expenditure	2025 Adopted Budget	2026 Adopted Budget	Change 2026 Adopted Versus 2025 Adopted
Property Tax Levy	\$5,000,000	\$5,000,000	\$5,000,000	\$0
Total	\$5,000,000	\$5,000,000	\$5,000,000	\$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 83.9% of the contingent fund has been expended. Over the last five years, an average of 83.3% of the contingent fund has been expended.

SPECIAL REVENUE FUNDS

	2024 Actual Expenditures	2025 Adopted Budget	2026 Adopted Budget	Change 2026 Adopted Versus 2025 Adopted
G. Transportation Fund	\$37,343,681	\$44,677,956	\$41,223,093	\$-3,454,863
H. Grant and Aid Project Fund	296,821,989	100,132,522	83,926,856	-16,205,666
I. Economic Development Fund	0	11,000,000	15,000,000	4,000,000
J. Water Works	146,567,522	196,037,219	216,910,988	20,873,769
K. Sewer Maintenance Fund	96,360,785	113,145,501	113,561,748	416,247
M. Delinquent County Taxes Fund	10,619,045	10,586,000	9,269,370	-1,316,630
N. Settlement Fund	0	5,250,000	5,000,000	-250,000
Total	\$587,713,022	\$480,829,198	\$484,892,055	\$4,062,857

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

	2024 Actual Expenditures	2025 Adopted Budget	2026 Adopted Budget	Change 2026 Adopted Versus 2025 Adopted
<u>Personnel</u>				
FTEs - Operations & Maintenance	109.45	124.00	124.00	0.00
FTEs - Other	0.00	0.00	0.00	0.00
Total Positions Authorized	135	136	149	13
<u>Expenditures</u>				
Salaries and Wages	\$6,635,264	\$7,561,873	\$7,870,098	\$308,225
Fringe Benefits	3,052,449	3,024,750	3,148,039	123,289
Operating Expenditures	21,476,361	20,126,000	21,618,100	1,492,100
Equipment	710,467	170,000	158,000	-12,000
Special Funds	3,288,721	5,456,513	5,525,414	68,901
Deposit to Retained Earnings	0	0	811,442	811,442
Transfer to General Fund	0	6,000,000	0	-6,000,000
Total Operating	\$35,163,262	\$42,339,136	\$39,131,093	\$-3,208,043
Capital Projects	\$2,180,419	\$2,338,820	\$2,092,000	\$-246,820
Total Budget	\$37,343,681	\$44,677,956	\$41,223,093	\$-3,454,863

STATEMENT OF REVENUES

	2024 Actual Expenditures	2025 Adopted Budget	2026 Adopted Budget	Change 2026 Adopted Versus 2025 Adopted
<u>Operating Revenues</u>				
Structures & Lots	\$6,499,000	\$6,147,500	\$6,890,000	\$742,500
Meters	4,239,000	6,455,000	4,634,000	-1,821,000
Permits	3,053,500	3,849,580	3,350,000	-499,580
Towing	5,559,900	5,000,000	4,900,000	-100,000
Parking Citation Revenue	11,363,100	17,000,000	14,000,000	-3,000,000
Miscellaneous	0	100,000	5,000	-95,000
Vehicle Disposal	1,211,800	1,600,000	2,000,000	400,000
DMV Processing	80,900	16,000	30,000	14,000
Sale of Real Property	0	0	0	0
Streetcar Revenue	918,500	1,711,056	2,692,093	981,037
Dockless Scooters	0	460,000	630,000	170,000
Withdrawal From Reserves	0	0	0	0
Total Operating Revenues	\$32,925,700	\$42,339,136	\$39,131,093	\$-3,208,043
<u>Capital Financing</u>				
Permanent Improvement Reserve	\$0	\$0	\$0	\$0
Proceeds from Borrowing	2,180,419	2,338,820	2,092,000	-246,820
Retained Earnings	0	0	0	0
Total Capital Financing	\$2,180,419	\$2,338,820	\$2,092,000	\$-246,820
Total Source of Funds	\$35,106,119	\$44,677,956	\$41,223,093	\$-3,454,863

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
Department Administration	\$718,735	-	-	6.0
Parking Meter System	\$1,015,818	\$230,000	-	5.0
Parking Structures and Lots	\$3,952,013	\$1,657,618	-	1.0
Parking Enforcement and Information Desk	\$15,023,350	-	-	85.0
Tow Lot	\$5,140,737	\$29,382	-	24.0
Milwaukee Streetcar - THE HOP MKE	\$6,943,584	\$175,000	\$1,808,793	3.0
Dockless Scooter Infrastructure*	\$630,000	-	-	-
PILOTs and Payments to Debt Service	\$4,895,414	-	-	-
Total	\$38,319,651	\$2,092,000	\$1,808,793	124.0

*Offset by equivalent revenue

Key Performance Measures	2024 Actual	2025 Projected	2026 Planned
Number of parking citations issued	396,655	485,000	550,000
Number of vehicles towed to the city's tow lot	23,192	22,468	23,000
Number of night parking permits issued	122,327	123,000	123,000
Number of Street Car riders	532,660	490,000	510,000

SERVICE HIGHLIGHTS

Parking

The Parking Section of the Transportation Fund:

- Operates 4 parking structures, more than 6,000 metered parking spaces, and 40 surface parking lots,
- Issues approximately 400,000 parking citations each year,
- Tows over 20,000 illegally parked and abandoned vehicles each year, and
- Issues more than 100,000 night parking permits each year.

Parking Services continues to increase efficiency through the implementation of technology-based tools such as license plate recognition, virtual permits, smart meters and *MKE Park*. Parking Services collaborated with the Milwaukee Police Department (MPD) to create a “Hot List” to improve the effectiveness in identifying and recovering stolen vehicles. In 2018, the Department began installing new smart meters, enhancing 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 over 1 million transactions using *MKE Park* in 2024.

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.

The City Tow Lot introduced online payment options for citizens to provide a convenient option to pay towing fees, upload documents, and release their vehicle to an insurance company. Additionally, the Tow Lot has partnered with the Milwaukee Fire Department (MFD), to assess and adopt measures and policies to ensure the safe transport and storage of electric vehicles compromised in an accident.

The Milwaukee Streetcar (“The Hop”)

The Milwaukee Streetcar, known as the Hop, began operations in November 2018. The Hop creates a more connected city for residents and visitors through easy and efficient access to Milwaukee’s wonderful destinations and events. The Hop also benefits Milwaukee by supporting economic development, provides zero-tailpipe-emissions public transportation, and increased property values along the route.

Transit systems across the United States have experienced an unprecedented drop in ridership due to many riders switching to work-from-home and other forms of transportation in response the COVID-19 pandemic. Nationwide, public transit trips declined by 23% in comparison to 2019 levels. A few cities have developed best practices in returning ridership to pre-pandemic levels, which Milwaukee will incorporate into its ridership strategy. The Hop’s ridership strategy centers on these best practices, a commitment continuously improve service, and promotion of the Hop as zero-tailpipe-emissions transportation. In 2025, the Transportation Fund conducted a comprehensive evaluation of the Hop’s operations, ridership, and service to develop a new ridership strategy. Based on this assessment, the Department revised 2025 ridership projections to 490,000 trips and projects 510,000 trips for 2026.

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

	2024 Actual Expenditures	2025 Adopted Budget	2026 Adopted Budget	Change 2026 Adopted Versus 2025 Adopted
Grantor Share (Non-City)	\$296,821,989	\$100,132,522	\$83,926,856	\$-16,205,666
TOTAL	\$296,821,989	\$100,132,522	\$83,926,856	\$-16,205,666

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 2026 grant and aid budget is \$83.9 million, a \$16.21 million decrease from 2025. The majority of decrease is in unanticipated grants, though there was also a 38 percent decrease in anticipated Health grants.

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 \$39.02 million in grants in 2026, a 38% increase from 2025. However, the largest source of increase is a \$9 million U.S. Department of Energy (DOE) grant for energy benchmarking that is pending plan approval and may be rescinded.

CDGA anticipates receiving approximately \$23.9 million in grant funds. This is approximately the same as in the 2025 budget, with a slight anticipated increase in Continuum of Care funding.

The ECO office has \$12.3 million in anticipated awards, including a new \$2 million award from the U.S. Department of Transportation for Electric Vehicle charging infrastructure and. A DOE award for net zero homes and U.S. Environmental Protection Agency award for community engagement around environmental justice were both canceled in 2025. As mentioned above, the \$9 million Benchmarking and Building Performance Standards grant from EPA is at high risk of cancelation as well.

The Department of Community Wellness and Safety anticipates receiving \$2.68 million in grants in 2026 for a Violence Reduction subaward from the State and Resiliency in Communities After Stress and Trauma (from SAMHSA). They additionally anticipate receiving a \$414,000 subaward from the Department of Labor via Employ MKE through 2028.

Anticipated Department of City Development grant funding did not significantly change from 2025.

Comparison of Projected Grant Activity (Grantor Share)			
Department	2025	2026	Difference
Administration	\$28,277,308	\$36,344,486	\$8,067,178
City Development	25,000	28,500	3,500
Community Wellness and Safety	0	2,680,000	2,680,000
Fire	330,000	1,540,000	1,210,000
Health	17,036,029	10,628,009	-6,408,020
Library	1,299,600	1,485,050	185,450
Neighborhood Services	228,750	0	-228,750
Police	620,835	3,624,041	3,003,206
Public Works	2,315,000	2,596,770	281,770
Unanticipated	50,000,000	25,000,000	-25,000,000
Totals	\$100,132,522	\$83,926,856	\$-16,205,666

Fire Department grant funding is expected to increase by over 360 percent from 2025. The majority - \$1.5 million - comes from the Wisconsin Emergency Medical Services Funding Assistance Program. The department also anticipates continuing to receive small awards from the State and FEMA for emergency management.

Health Department grant funding is anticipated to decrease by about \$6.4 million, or nearly 38%, to \$10.6 million. Several large U.S. Center for Disease Control grants were canceled early in 2025, including a grant to address public health disparities and two grants for emergency lab preparedness. Several COVID response grants also expired in 2025, as well as a grant to help fund the City's doula program.

The Department of Neighborhood Services will continue to spend down a \$228,750 award from the Federal Emergency Management Agency for building resilient infrastructure and communities in 2026, received in 2025.

Library grant funding is anticipated to increase by over \$185,000 from 2025 to 2026. The Library receives two grants, the Interlibrary Loan Services grant and the Talking Book and Braille Library grant. Both awards are expected to increase in 2026.

Police Department grant funding in 2026 is listed as increasing by over \$3 million from 2025, but this may be attributable to a change in how the Department completed their forms. All known Department grants are continuing or repeated from prior years.

Department of Public Works (DPW) grant funding is anticipated to be similar in 2025 as in 2026. DPW Operations receives an annual grant to support residential recycling and waste reduction from Wisconsin Department of Natural Resources.

Unanticipated grant funding is \$25 million in 2026, a 50% decrease from 2025. The federal landscape for grant funding is expected to be lower in 2026 than under the prior administration.

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 2026 CDBG City Subawards table below.

<u>Department</u>	<u>Activity</u>	<u>2026 Allocation</u>
Administration	CDBG Administration	\$1,120,000
	Continuum of Care Planning	30,000
	Equal Rights Comission	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 *2026 Plan and Budget Summary*.

I. ECONOMIC DEVELOPMENT FUND

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

BUDGET SUMMARY

	2024 Actual Expenditures	2025 Adopted Budget	2026 Adopted Budget	Change 2026 Adopted Versus 2025 Adopted
Business Improvement Districts	\$0	\$0	\$0	\$0
Excess TID Revenue	0	11,000,000	15,000,000	4,000,000
Total	\$0	\$11,000,000	\$15,000,000	\$4,000,000

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 close Tax Increment Districts 39 (Hilton Hotel Parking Ramp), 42 (Midtown Center), 46 (Grand Avenue/New Arcade), and 51 (Granville Station) in 2025, generating \$15 million in revenue, some of which will be distributed to other taxing jurisdictions.

SERVICES

For information, there are 32 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 2026:

2026 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 #43 South 27 th Street
BID #9 735 North Water Street	BID #48 Granville
BID #10 Avenues West	BID #49 Reed Street Yards
BID #11 Brady Street Business Area	BID #50 Cristol Corridor
BID #13 Oakland Avenue	BID #51 Harbor District
BID #15 Riverwalk	BID #53 Deer District
BID #16 West North Avenue	BID #54 Fond du Lac Ave
BID #19 Villard Avenue	NID #1 The Brewery
BID #20 East North Avenue	NID #3 Washington Park
BID #21 Downtown Management District	NID #4 Sherman Park
BID #25 Riverworks	NID #5 Heritage Heights
BID #26 The Valley	NID #6 Historic Garden Homes
BID #27 West Burleigh Street	NID #7 Harambee
BID #28 North Avenue Gateway	NID #9 Havenwoods
BID #31 Havenwoods	NID #10 Riverview
BID #32 North Avenue Marketplace	NID #11 River Ridge
BID #35 Becher/Kinnickinnic River	NID #12 Lindsay Heights
BID #37 30 th Street Industrial Corridor	
BID #38 Cesar Chavez Drive	

J. WATER WORKS

MISSION: Protect and maintain the water system for present and future generations and invest in our people to ensure efficient, equitable, and reliable water service.

BUDGET SUMMARY

	2024 Actual Expenditures	2025 Adopted Budget	2026 Adopted Budget	Change 2026 Adopted Versus 2025 Adopted
<u>Personnel</u>				
FTEs-Operations and Maintenance	402.88	417.04	418.04	1.00
FTEs-Other	21.54	13.20	13.20	0.00
Total Positions Authorized	436	444	443	-1
<u>Expenditure Authorizations</u>				
Salaries and Wages	\$27,293,610	\$30,060,883	\$30,416,478	\$355,595
Fringe Benefits	14,099,255	15,122,526	16,314,200	1,191,674
Operating Expenditures	75,505,302	86,564,254	104,723,830	18,159,576
Equipment	3,781,447	5,843,425	4,438,100	-1,405,325
Special Funds	1,903,684	8,136,131	11,728,380	3,592,249
Total	\$122,583,298	\$145,727,219	\$167,620,988	\$21,893,769

CAPITAL BUDGET SUMMARY

	2024 Actual Expenditures	2025 Adopted Budget	2026 Adopted Budget	Change 2026 Adopted Versus 2025 Adopted
<u>Capital Budget</u>				
Mains Program	\$16,672,931	\$30,000,000	\$29,570,000	\$-430,000
Plants and Other	7,311,293	20,310,000	19,720,000	-590,000
Total Capital Budget	\$23,984,224	\$50,310,000	\$49,290,000	\$-1,020,000
<u>Capital Financing</u>				
Retained Earnings/Cash	\$0	\$0	\$0	\$0
Bond Issue	23,912,901	50,300,000	49,280,000	-1,020,000
Assessments	0	5,000	5,000	0
Developer Financed	71,323	5,000	5,000	0
Total Capital Financing	\$23,984,224	\$50,310,000	\$49,290,000	\$-1,020,000

STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN RETAINED EARNINGS

	2024 Actual Expenditures	2025 Adopted Budget	2026 Adopted Budget	Change 2026 Adopted Versus 2025 Adopted
<u>Revenues</u>				
Operating	\$115,870,347	\$103,481,400	\$106,896,216	\$3,414,816
Non-Operating	1,140,204	7,167,000	6,765,000	-402,000
Developer Capital and Assessments	71,323	10,000	10,000	0
Bond Issue	23,912,901	50,300,000	49,280,000	-1,020,000
LSL Replacement- City Share	7,655,502	13,200,000	16,740,000	3,540,000
LSL Replacement- Utility Share	0	16,250,000	26,470,000	10,220,000
LSL Replacement- Special Assess	180,430	800,000	840,000	40,000
Withdrawal From Retained Earnings	0	4,828,819	9,909,772	5,080,953
Total Revenues	\$148,830,707	\$196,037,219	\$216,910,988	\$20,873,769
<u>Expenditure Authorizations</u>				
Operating	\$122,583,298	\$145,727,219	\$167,620,988	\$21,893,769
Capital Funding	23,984,224	50,310,000	49,290,000	-1,020,000
Deposit To Retained Earnings	0	0	0	0
Total Authorizations & Deposits	\$146,567,522	\$196,037,219	\$216,910,988	\$20,873,769

SUMMARY OF SERVICES DELIVERED

Description of Services Provided	Operating Budget	Capital Budget	Grant Budget	FTEs
Provide in-person and call center customer service and billing for all Municipal Services charges	\$2,906,033	-	-	24.00
Maintain small, medium, and large water meters for accurate billing of water usage by residential, commercial, industrial, and public authority customers	\$7,981,222	-	-	60.50
Maintain the water distribution system (leak investigation, main break repair, repair and maintenance of hydrants, valves, and air vents)	\$72,639,599	\$29,570,000	-	137.99
Operate water treatment plants and pumping and storage facilities	\$30,600,452	\$19,720,000	-	97.25

Description of Services Provided	Operating Budget	Capital Budget	Grant Budget	FTEs
Provide water quality monitoring for regulatory compliance and internal standards	\$3,369,129	-	-	26.00
Provide internal engineering services for plant facility and distribution system capital improvement projects, and support for maintenance/repair projects.	\$4,639,052	-	-	51.50
Provide administrative and operational support to all MWW sections. Includes Administration (Leadership, HR, Security, Communications), Accounting, Payroll, and IT Units	\$45,485,501	-	-	34.00
Total	\$167,620,988	\$49,290,000	\$ 0	431.24

Key Performance Measures	2024 Actual	2025 Projected	2026 Planned
Percentage of days in full compliance with Safe Drinking Water Act standards	100%	100%	100%
Rate of Return	1.24%	1.50%	1.50%
Rank of highest rate for 1 ccf of water residential customer among class AB utilities in the seven-county metro area.	22 out of 27	22 out of 27	22 out of 27
Main Breaks	440	580	450
Miles of water main replaced	10.1	11	14
Number of lead service lines replaced	2,682	3,500	5,000
Number of hydrants maintained and flushed	10,347	10,000	10,000
Number of water meters installed/exchanged	11,251	7,000	9,000

SERVICE HIGHLIGHTS

Community Goals and Department Objectives:

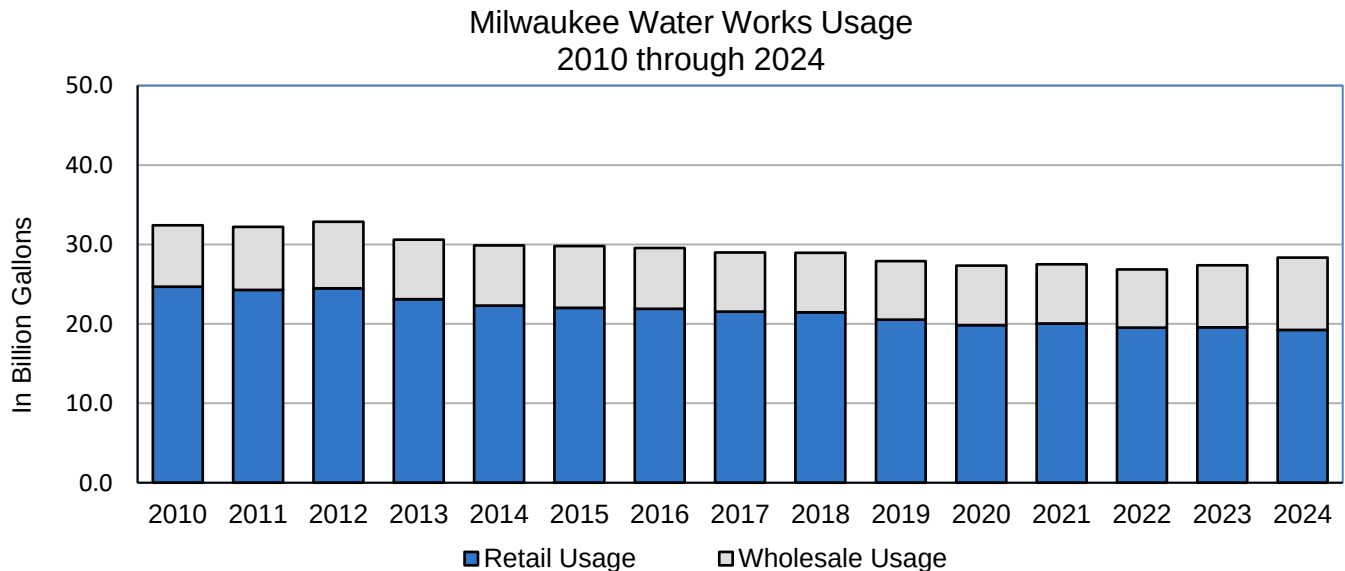
- Increase investment and economic vitality throughout the city
- Ensure the quality and safety of drinking water
- Ensure sufficient supply of water for fire protection

- 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 provides a distinct economic advantage. A sustainable drinking water supply supports industries and promotes long-term business and residential growth.

The Milwaukee Water Works (MWW) is a municipally owned water utility regulated by the Wisconsin Public Service Commission (PSC) and the Wisconsin Department of Natural Resources (DNR). From its Howard Avenue and Linnwood water treatment plants, MWW pumps and treats water from Lake Michigan for distribution throughout the area. MWW delivers water through 1,960 miles of mains to approximately 945,000 customers in the City of Milwaukee and 16 suburban communities.

Through June 2025, water consumption increased 1.1% or 155 million gallons compared to the same period in 2024. Revenue through June 2025 increased by 0.7% compared to the same period in 2024. From 2010 to 2024, total annual water consumption fell by nearly 4.1 billion gallons or 12.5%, 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 2010. The overall decline is offset, in part, by the addition of the City of Waukesha as a wholesale customer in October 2023.



Water consumption decreases, however, do not proportionally reduce the costs associated with electricity, chemicals, and the construction and maintenance of the water distribution system. In 2023 and 2024, MWW experienced rising costs in electricity, chemical, and construction.

RATES

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.

In May 2025, the Common Council authorized MWW to file a simplified rate case with the PSC. The application was approved, resulting in a 3% rate increase effective August 1, 2025. The increase to the average residential customer (using 15 ccf) was \$2 per quarter.

In 2026, MWW anticipates recovering approximately \$106.9 million of revenue through water service fees, along with \$6.8 million of non-operating revenue. In 2026, the average single-family residential customer will pay approximately \$273 for a full year of water service.

In October 2023, MWW began providing wholesale water service to the City of Waukesha. As a result, the PSC directed MWW to file a conventional rate case no later than 24 months after the start of service to Waukesha to ensure the increased revenue is reflected in the rate structure. In July of 2025, the Common Council authorized MWW to proceed with that filing. The application will be submitted in September of 2025. The rate case review process is expected to take approximately 12 to 14 months, with new rates likely to take effect in late 2026.

QUALITY AND RELIABILITY

In 2024, Milwaukee Water Works achieved its goal of providing safe, high quality drinking water and remained in full compliance with the Safe Drinking Water Act. MWW also continued participation in the Partnership for Safe Water, a voluntary program that requires rigorous evaluation of system performance metrics to ensure optimization of the water distribution system.

MWW's capital budget prioritizes funding for water main replacements, which are essential to the long-term sustainability of the system and the continued delivery of safe, high-quality drinking water to customers. This approach has been endorsed by the Capital Improvements Committee and Public Service Commission.

CAPITAL PROJECTS

The 2026 Milwaukee Water Works capital budget includes \$29.6 million for water main improvements, which will fund the replacement of 14 miles of water main. This level of main replacement supports 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 2026 capital budget also allocates \$19.7 million for improvements to MWW treatment plants, pumping and storage facilities. Proposed projects include: filter bed improvements (year 2 of 6), an electrical load center upgrade and water quality lab upgrades at Linnwood treatment plant; electrical switchgear and substation upgrades at the Howard treatment plant; roof replacement and pump improvements at the Florist pumping station; and valve rehabilitation at the Northpoint pumping station.

The 2026 budget provides funding to replace 5,000 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 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. 3,800 lead service lines are planned to be replaced in the Prioritization program.

In emergency situations, Water Works crews replace only the utility-owned portion of lead service lines to restore water service to customers in a cost effective and timely manner. 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. To protect public health, Water filter pitchers are provided to all customers undergoing lead service line replacement, minimizing the risk of lead exposure during and after the work.

The cost to replace lead service lines varies by program and ownership:

Program	Utility-Owned Portion	Privately-Owned Portion
<i>General (failures, childcares, planned)</i>	\$4,500	\$4,200
<i>Prioritization Program</i>	\$4,300	\$3,300

As of January 2024, the City fully covers the cost of replacing the privately-owned portion of a lead service line serving a childcare facility or a 1–4 unit residential property included in the City’s program.

In 2026, replacement of the privately-owned portion will be funded by:

- \$16.7 million in levy-supported City capital funds
- \$840,000 in special assessments to property owners

MWW has applied for \$58.8 million of funding through the Safe Drinking Water Loan Program (SDWLP) for SFY 2026. \$50.5 million of the funding is for lead service line replacements. The utility expects to receive principal forgiveness funding for the majority of costs related to the privately-owned section, and low interest loans for the remaining private-side and public- side costs. The funding award is expected in December 2025. Principal forgiveness will reduce City borrowing and overall costs.

K. SEWER MAINTENANCE FUND

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

BUDGET SUMMARY

	2024 Actual Expenditures	2025 Adopted Budget	2026 Adopted Budget	Change 2026 Adopted Versus 2025 Adopted
<u>Personnel</u>				
FTEs - Operations & Maintenance	77.50	115.40	115.15	-0.25
FTEs - Other	21.68	26.10	26.35	0.25
Total Positions Authorized	166	165	165	0
<u>Expenditures</u>				
Salaries and Wages	\$6,033,943	\$7,089,510	\$7,148,000	\$58,490
Fringe Benefits	2,624,315	3,190,280	3,216,600	26,320
Operating Expenditures	6,751,934	6,036,000	7,189,100	1,153,100
Equipment	1,630,649	1,704,000	1,564,000	-140,000
Special Funds	37,659,258	68,225,711	69,786,048	1,560,337
O&M Total	\$54,700,099	\$86,245,501	\$88,903,748	\$2,658,247
Capital Projects	19,474,479	26,900,000	24,658,000	-2,242,000
Deposit to Retained Earnings	22,186,207	0	0	0
Total	\$96,360,785	\$113,145,501	\$113,561,748	\$416,247
<u>Revenues</u>				
Sewer Maintenance Fee	\$33,140,777	\$32,961,495	\$35,908,928	\$2,947,433
Stormwater Management Fee	40,815,168	43,020,987	44,681,842	1,660,855
Charges for Services	2,102,650	1,681,600	1,800,000	118,400
Interest Revenue	827,384	527,400	300,000	-227,400
Miscellaneous Revenue	327	0	0	0
Proceeds from Borrowing	15,038,787	23,200,000	22,500,000	-700,000
Withdrawal from Retained Earnings	0	8,054,019	6,212,978	-1,841,041
Grant and Aid	4,435,692	3,700,000	2,158,000	-1,542,000
Total	\$96,360,785	\$113,145,501	\$113,561,748	\$416,247

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.

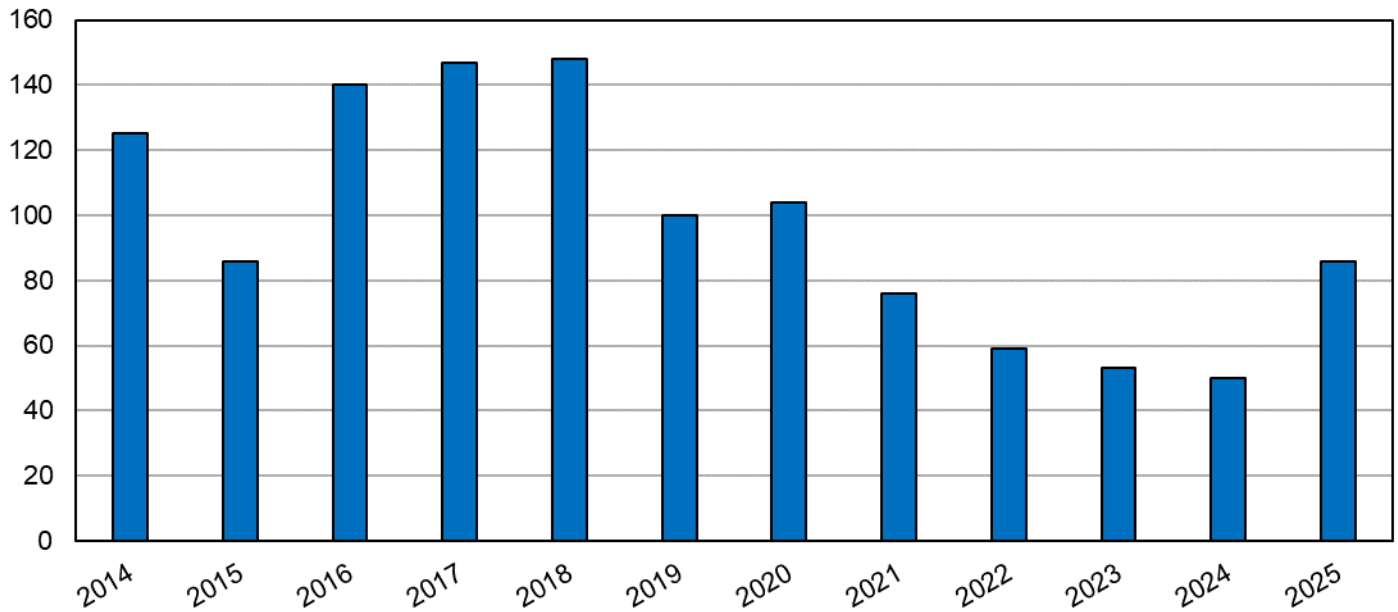
The Sewer Maintenance Fund is funded entirely through its own revenues, the bulk of which come from the Sewer and Stormwater Fees. The Sewer Maintenance Fee will increase by \$0.07 per hundred cubic feet and the Stormwater Fee

will increase by \$1.04. These fees will cost an average residential household a combined \$241.88 in 2026, up from \$232.64 in 2025, an increase of \$9.24 per year.

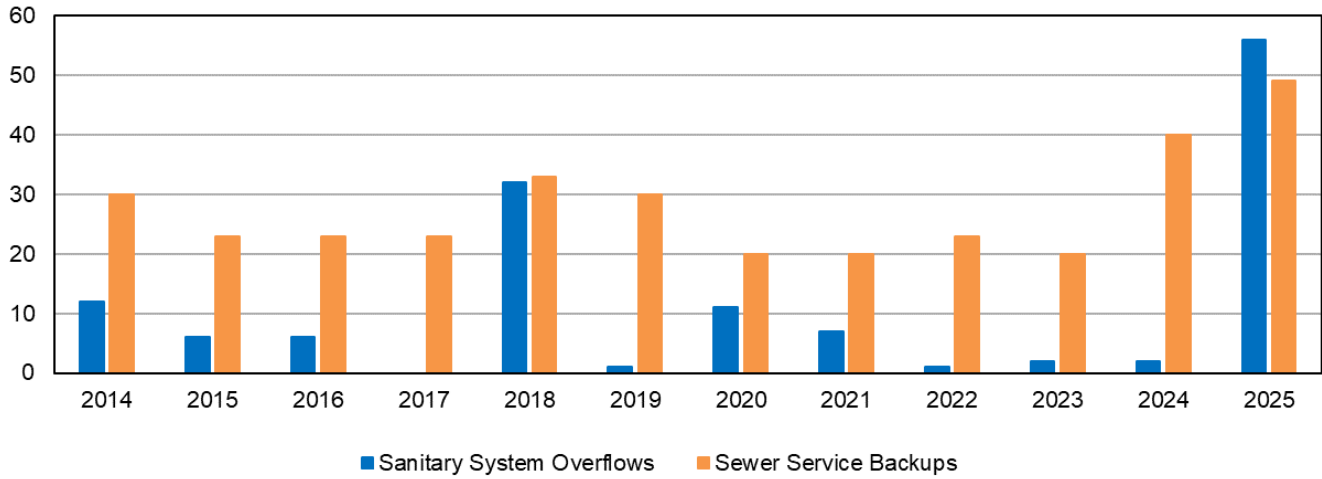
Description of Services Provided	Operating and SPA Budget	Capital Budget	Grant Budget	FTEs
Sewer Design and Construction	\$31,261,154.00	\$18,500,000	\$1,000,000	18.00
Sewer Cleaning	\$9,245,049.00	\$0	\$0	60.50
Sewer Repair and Maintenance	\$6,715,404.00	\$0	\$0	37.00
Stormwater Management	\$41,682,141.00	\$4,000,000	\$1,158,000	26.00
TOTAL	\$88,903,748.00	\$22,500,000	\$2,158,000	141.50

KEY PERFORMANCE MEASURES

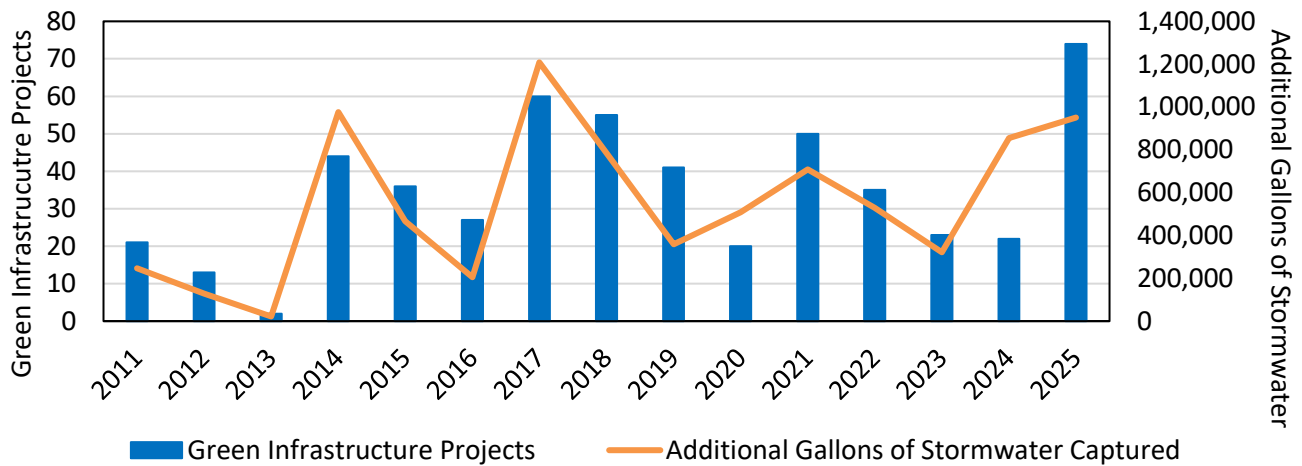
Miles of Sewer Examined or Under Contract



Sewerage Backups and Overflows



Green Infrastructure Construction



SERVICE HIGHLIGHTS

- On August 9 and 10, 2025, Milwaukee received several inches of rain over a short period of time. The storm event was generally characterized as 1,000-year (0.1% annual chance) storm event across multiple rain gauges over multiple durations. This includes 24-hour rain totals exceeding 14 inches near 81st and Florist in northwest Milwaukee. Sewer Maintenance staff received and responded to approximately 2,094 calls for backwater in basements, and 458 street ponding complaints.
- Designed and bid 10 bioswales, 28 parking lane pavers, 2 grass swales, totaling 243,679 gallons of stormwater storage as part of the Lisbon Avenue reconstruction project.
- Converted five concrete alley reconstruction projects to green alley projects throughout the City.
- Participated in MPS green school yard projects at Humboldt Park, Kagel, Riverwest Elementary, Samuel Clemens, and Walt Whitman schools.
- Utilized 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 2025 to date, 71 miles of sewers were examined, with another 3 miles to be performed internally and 15 miles performed by contract. 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 2026, the same as 2025.

Pump Facilities: The Sewer Maintenance Fund conducts monthly inspections and testing on sanitary bypass pumps and lift stations, repairing and replacing as needed. In 2024, 2025, 3 major pump stations were rehabilitated, and 14 pump stations needed to be repaired. Pump Facilities will be allocated \$500,000 in 2026, the same as in 2025.

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 2026, the same as 2025, in addition to the opportunity to compete for an additional \$1 million in grant funding from MMSD.

Green Infrastructure (Water Quality to meet Total Maximum Daily Load requirements): The Wisconsin Department of Natural Resources along with the Environmental Protection Agency (EPA) established maximum levels of suspended solids and contaminants in Milwaukee's bodies of water. To maintain and improve water quality, the Sewer Maintenance Fund is investing in Green Infrastructure, such as green alleys, bioswales, stormwater tree cells, and permeable pavers. These investments are designed to manage rainwater where it falls by capturing polluted runoff from streets and alleys, slowing it down, and storing it to reduce the amount of stormwater in the sewer system which helps to mitigate basement back-ups, and filtering contaminants before stormwater reaches local streams and rivers and ultimately Lake Michigan. In 2026, the City continues its investment in Green Infrastructure 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 \$1.3 million in 2026 in capital borrowing and \$700,000 in a new special fund to support green infrastructure maintenance, in addition to \$1.2 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 2026, the same as in 2025.

Flood Mitigation: The Sewer Maintenance Fund is completing a retention basin near 31st and Capitol Drive to reduce localized flooding and sewage backups. Additional flood mitigation work is being planned along Sherman Boulevard starting in 2026. This new project will be largely funded with existing borrowing authority as well as a new \$1 million allocation.

WORKFORCE DEVELOPMENT

In 2025, DPW-Infrastructure established new internship opportunities, provided career development staff trainings and supported various workforce development initiatives. The following provides a summary of some of these efforts within Sewer Maintenance – Environmental and Underground:

Engineering Intern

DPW-ISD Engineering Interns assist engineers, architects, engineering technicians, public works inspectors, and bridges and buildings inspectors with various engineering and construction inspection tasks. Our Engineering Interns work during the summer and/or year-round. Sewer Maintenance – Environmental filled one Engineering Intern position this year and we plan to fill two positions next year.

College Intern - Employ Milwaukee

DPW-ISD has partnered with Employ Milwaukee's Paid Work Experience Program to host local college students in engineering and other professional/scientific/technical careers. This programming is similar to the Engineering Intern position, yet offers another pipeline of local talent to gain meaningful internship experience.

YouthBuild Pre-Apprenticeship - Employ Milwaukee

DPW-ISD hosted six young adults participating in Transportation Roadbuilding Advancement Pre-Apprenticeship - YouthBuild programming. Trainees gained valuable on-the-job training experiences, while attending classes to earn a high school diploma, as well as other career credentials, through program partners. Sewer Maintenance - Underground hosted two of the six trainees this year and intend to host trainees again next year.

Local Job Fairs

DPW-ISD regularly attend local Common Council, City of Milwaukee and other community sponsored job fairs. At these events, ISD staff serve as ambassadors to City employment, engaging job seekers in DPW and City-wide employment opportunities, as well as providing information related to the City's application and hiring processes.

DPW Career Development - Training Series

DPW-ISD co-hosted Interview & Resume Workshops, as part of our internal career development training series. The workshops are designed to provide staff with information, tips, resources and more.

M. COUNTY DELINQUENT TAX FUND

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

SUMMARY OF EXPENDITURES

	2024 Actual Expenditure	2025 Adopted Budget	2026 Adopted Budget	Change 2026 Adopted Versus 2025 Adopted
Purchase of Delinquent County Taxes	\$10,619,045	\$10,586,000	\$9,269,370	\$-1,316,630
Total	\$10,619,045	\$10,586,000	\$9,269,370	\$-1,316,630

SOURCE OF FUNDS

	2024 Actual Expenditure	2025 Adopted Budget	2026 Adopted Budget	Change 2026 Adopted Versus 2025 Adopted
County Delinquent Taxes Collected	\$10,619,045	\$10,586,000	\$9,269,370	\$-1,316,630
Total	\$10,619,045	\$10,586,000	\$9,269,370	\$-1,316,630

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

	2024 Actual Expenditure	2025 Adopted Budget	2026 Adopted Budget	Change 2026 Adopted Versus 2025 Adopted
Opioid Settlement Funds	\$0	\$5,000,000	\$5,000,000	\$0
Vaping Settlement Funds	0	250,000	0	(250,000)
Total	\$0	\$5,250,000	\$5,000,000	-\$250,000

SOURCE OF FUNDS

	2024 Actual Expenditure	2025 Adopted Budget	2026 Adopted Budget	Change 2026 Adopted Versus 2025 Adopted
Opioid Settlement Funds	\$0	\$5,000,000	\$5,000,000	\$0
Vaping Settlement Funds	0	250,000	0	(250,000)
Total	\$0	\$5,250,000	\$5,000,000	-\$250,000

The Settlement Fund 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 December 2025, approximately \$12.7 million has been received. In the 2026 Budget, funds will be allocated to the Milwaukee Fire Department to continue and the MORI program. Additional allocations to the Milwaukee Health Department are also expected in 2026. 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. As of December 2025, approximately \$2.2 million has been 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

**New 2026
Authority**

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. \$6,325,000

B. Public Improvements

1. Public buildings for housing machinery and equipment. \$22,748,943
2. Harbor improvements. 2,900,000
3. All Fire borrowing. 13,000,000
4. All Police borrowing. 5,000,000
5. Bridge and viaduct. 5,900,000
6. Sewage disposal, sewer improvement, and construction. 0
7. Street improvements and construction. 60,925,000
8. Parks and public grounds. 500,000
9. Library improvements authorized under section 229.11 and 229.17. 2,800,000
10. Rubbish. 0
11. Water Infrastructure. 0

Subtotal General Obligation Bonds or Short Term Notes (Sections A and B). \$120,098,943

C. Contingent Borrowing

Borrowing for a public purpose not contemplated at the time the budget was adopted.
Contingent borrowing.

\$200,000,000

Subtotal General Obligation Bonds or Short Term Notes. \$200,000,000

D. School Board Borrowing

1. School purposes (1).

\$2,000,000

Subtotal General Obligation Bonds or Short Term Notes. \$2,000,000

E. Borrowing for Special Assessments

1. To finance public improvements in anticipation of special assessments levied against property.
2. General city.
3. Water Infrastructure.

\$3,165,000

\$10,000

Subtotal General Obligation Bonds or Local Improvements Bonds. \$3,175,000

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.

\$49,280,000

Subtotal Revenue Bonds or General Obligation Bonds. \$49,280,000

J. Sewer Maintenance Fund Borrowing

Sewer Maintenance Fund revenue bonds or general obligation bonds.

\$22,500,000

Subtotal Revenue Bonds or General Obligation Bonds. \$22,500,000

K. Transportation Fund Borrowing

Sewer Maintenance Fund revenue bonds or general obligation bonds.

\$2,092,000

Subtotal Revenue Bonds or General Obligation Bonds. \$2,092,000

Total General Obligation Bonds or Short Term Notes

\$861,145,943

- (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 December 3, 2025: \$44,235,175,245

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	\$442,352	\$5,000	\$0.00
\$0.05	\$2,211,759	\$10,000	\$0.00
\$0.10	\$4,423,518	\$50,000	\$0.00
\$0.25	\$11,058,794	\$100,000	\$0.00
\$0.50	\$22,117,588	\$500,000	\$0.01
\$1.00	\$44,235,175	\$1,000,000	\$0.02

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