



## Executive Summary



MILWAUKEE  
PUBLIC SCHOOLS

**2023–24 Superintendent's Proposed Budget**

*Fiscal Year: July 1, 2023 – June 30, 2024*

Submitted to the Milwaukee Board of School Directors

# Milwaukee Board of School Directors

Board members may be contacted at the MPS Office of Board Governance, (414) 475-8284.  
Jacqueline M. Mann, Ph.D., Board Clerk/Chief Officer



**Marva Herndon**  
District 1, President



**Jilly Gokalgandhi**  
District 5, Vice President



**Erika Siemsen**  
District 2



**Darryl L. Jackson**  
District 3



**Aisha Carr**  
District 4



**Marcela (Xela) Garcia**  
District 6



**Henry Leonard**  
District 7



**Megan O'Halloran**  
District 8



**Missy Zombor**  
At-Large



**MILWAUKEE  
PUBLIC SCHOOLS**

**5225 W. Vliet St., Milwaukee, WI  
53208 • (414) 475-8002  
mpsmke.com**

**Dr. Keith P. Posley, Superintendent**

## **MPS Senior Team**

**Paulette Chambers, M.Ed., Chief of Staff**

**Katrice Cotton, Ed.D., Chief School Administration Officer**

**Martha Kreitzman, Chief Financial Officer**

**Adria D. Maddaleni, J.D., Chief Human Resources Officer**

**Jennifer Mims-Howell, Chief Academic Officer**

## **NONDISCRIMINATION NOTICE**

It is the policy of Milwaukee Public Schools, as required by section 118.13, Wisconsin Statutes, that no person will be denied admission to any public school or be denied the benefits of, or be discriminated against in any curricular, extracurricular, pupil services, recreational or other program or activity because of the person's sex, race, color, religion, national origin, ancestry, creed, pregnancy, marital or parental status, sexual orientation or physical, mental, emotional or learning disability.

This policy also prohibits discrimination under related federal statutes, including Title VI of the Civil Rights Act of 1964 (race, color, and national origin), Title IX of the Education Amendments of 1972 (sex), Section 504 of the Rehabilitation Act of 1973 (disability), and the Americans with Disabilities Act of 1990 (disability). The individuals named below have been designated to handle inquiries regarding the nondiscrimination policies.

For section 118.13, Wisconsin Statutes, federal Title IX: Matthew Boswell, Senior Director, Department of Student Services, Room 133, Milwaukee Public Schools, 5225 W. Vliet St., P.O. Box 2181, Milwaukee, WI, 53201-2181

For section 504 of the Rehabilitation Act of 1973 (Section 504), federal Title II: Jessica Coyle, Section 504/ADA Coordinator, Department of Specialized Services, 6620 W. Capitol Dr., Milwaukee, WI, 53216, (414) 438-3677

ASL: (414) 438-3458

# Table of Contents – Executive Summary

Organizational Component .....	3
About MPS.....	3
Chart 1.1 Members of the School Board and Senior Administrative Staff.....	3
Mission Statement.....	4
Vision Statement .....	5
Five Priorities for Success .....	5
Chart 1.2 Five Priorities for Success .....	5
Chart 1.3 Five Priorities for Success Aligned to Major Objectives .....	6
Allocation of Human and Financial Resources to Achieve Goals and Objectives .....	8
Chart 1.4 Proposed Allocation of School Operations Fund .....	9
Trends, Events, and Initiatives.....	10
2022–23 Highlights .....	14
Chart 1.5 MPS at a Glance .....	15
Budget Process and Timeline .....	16
Chart 1.6 Budget Development Timetable.....	18
Significant Changes in the Budget .....	19
Financial Component.....	19
Revenues and Expenditures for All Funds .....	19
Chart 1.7 District-Wide Expenditures .....	19
Chart 1.8 Summary of All Funds – Revenues.....	20
Budget Comparisons for All Funds .....	21
Chart 1.9 Use of School Operations Fund Summary .....	21
Chart 1.10 Where Do the Funds Come From? .....	21
Chart 1.11 District Revenue Overview .....	21
Financial and Demographic Changes.....	23
Informational Component.....	23
Budget Forecast.....	23
Chart 1.12 All Statutory Funds – Five-Year Projection .....	23
Student Enrollment Trends and Forecast.....	24
Chart 1.13 Student Enrollment History and Projections .....	24
Chart 1.14 Racial/Ethnic Demographics .....	25



Tax Base and Rate Trends.....	25
Chart 1.15 Milwaukee Assessed and Equalized Valuation .....	25
Chart 1.16 Tax Levies and Rates for School Purposes .....	26
Personnel Resources Changes.....	26
Chart 1.17 MPS Staff Distribution .....	27
Changes in Debt.....	28
Chart 1.18 Outstanding Debt.....	28
Chart 1.19 MPS Debt Service Cash Flow.....	28
Financial Management .....	29
Summary.....	29
Accessing the Budget.....	29



# Executive Summary

The Milwaukee Public Schools Budget is organized into three sections: The Organizational component, the Financial (including Schools) component including Central Services and Financial Line Items, and the Informational component, which includes the City Profile, MPS Profile, and Glossary.

The Executive Summary of the 2023–24 Superintendent’s Proposed Budget provides summary information on the district’s overall budget. The topics are covered in more detail in the subsequent sections. The budget is posted on the district’s website with linked tables of contents that allow readers to locate descriptions by topic.

## Organizational Component

### About MPS

The Milwaukee Public School (MPS) System is the largest school district in Wisconsin, with a wide variety of educational programs and extracurricular activities for children from three-year-old kindergarten through high school. With a projected enrollment of 65,121 students and 9,908 full-time equivalent (FTE) staff positions, MPS is a diverse community spread across 156 schools.

MPS is governed by the nine-member Milwaukee Board of School Directors (MBSD), as detailed in Chart 1.1. One member is elected at large, and eight are elected from geographic districts. Board members serve four-year terms. MBSD is the policy-making body for the school system, with a superintendent whom the MBSD appoints to lead the district’s administration. The senior team supports the superintendent by implementing the district’s strategic vision.

*Chart 1.1 Members of the School Board and Senior Administrative Staff*

#### MISSION STATEMENT

Milwaukee Public Schools is a diverse district that welcomes all students, preparing them for success in higher education, post-education opportunities, work, and citizenship.

#### SUPERINTENDENT

Dr. Keith P. Posley

#### SCHOOL BOARD MEMBERS

District #1 – Marva Herndon  
District #2 – Erika Siemsen  
District #3 – Darryl Jackson  
District #4 – Aisha Carr  
District #5 – Jilly Gokalgandhi  
District #6 – Marcela (Xela) Garcia  
District #7 – Henry Leonard  
District #8 – Megan O’Halloran  
Member-at-Large – Missy Zombor




#### SENIOR TEAM

Paulette Chambers, Chief of Staff  
Vacant, Chief Communications & School Performance Officer  
Katrice Cotton, Ed.D., Chief School Administration Officer  
Jennifer Mims-Howell, Chief Academic Officer  
Martha Kreitzman, Chief Financial Officer  
Adria Maddaleni, J.D., Chief Human Resources Officer  
Vacant, Chief Operations Officer  
Vacant, Manager III, Superintendent’s Initiatives  
Gail Davidson, Special Assistant to the Superintendent

## CORE BELIEFS

- 1 Students come first.
- 2 Wherever students are learning is the most important place in the district.
- 3 Educators and school staffs have high expectations for all students and provide the foundation for their academic success.
- 4 Leadership, educator development, and child-driven, data-informed decision making are keys to student achievement.
- 5 Equity drives all district decision making.
- 6 Involved families are integral to increasing student achievement.
- 7 Student voice is encouraged and respected.
- 8 Quality community partnerships add value.
- 9 Increased operational and financial efficiencies are consistently pursued to support learning opportunities for our students.
- 10 Central Services supports student achievement, efficient and effective operations, and student, family, and community engagement.
- 11 Public education provides the cornerstone of American democracy.

MPS is proud of its accomplishments and progress but faces challenges on many fronts. To tackle the challenges head-on and change the operating dynamics of Wisconsin's largest school district, MPS has established the following three system-wide goals essential to accomplishing MPS's mission and vision:

-  Academic Achievement
-  Student, Family, and Community Engagement
-  Effective and Efficient Operations




### *Mission Statement*

Milwaukee Public Schools is a diverse district that welcomes all students and prepares them for success in higher education, post-education opportunities, work, and citizenship.

MPS is committed to accelerating student achievement, building positive relationships between youths and adults, and cultivating leadership at all levels. U.S. News and World Report rated five MPS high schools among the best in the state and nation in spring 2022. The Class of 2022 earned over \$107 million in scholarships and grants. MPS has eight authorized International Baccalaureate schools and eight Montessori schools.

MPS offers extensive educational programs and activities for children from preschool through high school in neighborhood schools, specialty schools, comprehensive middle and high schools, traditional schools, charter schools, alternative schools, and partnership schools. The district's mission is for every child to graduate ready for success in college, career, and life. MPS continues to offer and expand the high-performing programs that families desire, such as bilingual education, career and technical education, gifted and talented, language immersion, and Montessori. MPS offers other college and career preparatory programs, including Advanced Placement and International Baccalaureate.

## GOALS

-  Academic Achievement
-  Student, Family, and Community Engagement
-  Effective and Efficient Operations





## Vision Statement

Milwaukee Public Schools will be among the highest-student-growth school systems in the country. All district staff will be committed to providing an equitable educational environment that is child-centered, supports achievement, and respects and embraces diversity. Schools will be safe, welcoming, well-maintained, and accessible community centers that meet the needs of all. Relevant, rigorous, and successful instructional programs will be recognized and replicated. The district and its schools will collaborate with students, families, and the community to benefit all.

## Five Priorities for Success

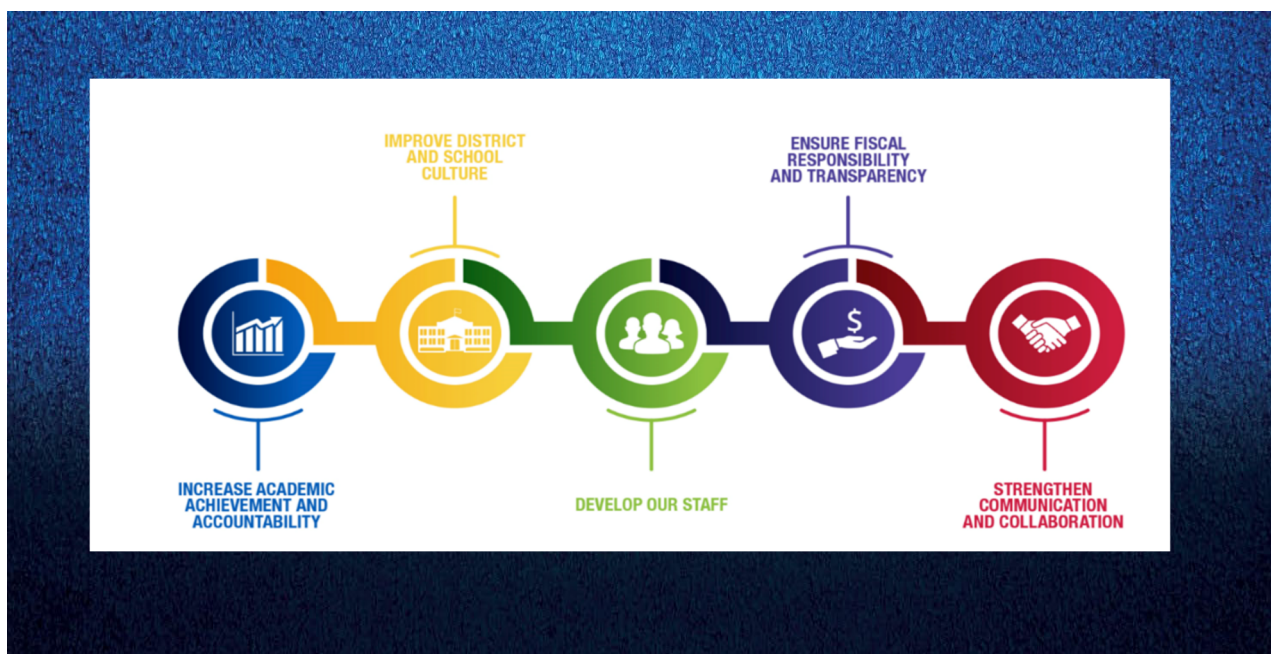
The district is committed to the success of every child through the following Five Priorities for Success:

- Increase academic achievement and accountability
- Improve district and school culture
- Develop our staff
- Ensure fiscal responsibility and transparency
- Strengthen communication and collaboration

The priorities allow MPS to accomplish its overall goals of academic achievement, student, family, and community engagement, and effective and efficient operations.


In an urban setting, neighborhoods are diverse, and a student's life experiences encompass a broad spectrum. It is critical that the educational process considers the child as a whole and creates systems that are inclusive of social-emotional learning, wellness, and opportunities that include community organizations that extend beyond the school walls. District staff will continue to follow the Five Priorities for Success, as shown in Chart 1.2, throughout the 2023–24 school year. MPS students deserve a complete education that supports the whole child and enables success in college, career, and citizenship.

Chart 1.2 Five Priorities for Success




The budget emphasizes student-centered alignment of resources and an organizational structure that supports schools and classrooms. Chart 1.3 outlines these priorities aligned with significant objectives.

*Chart 1.3 Five Priorities for Success Aligned to Major Objectives*



### **Increase Academic Achievement and Accountability**

- **Reading** – to prepare all students to read at grade level
- **Writing** – to prepare all students for real writing opportunities across disciplines
- **Mathematics** – to prepare all students starting in kindergarten for success in algebra



### **Improve District and School Culture**

- **Decrease the number of office discipline referrals**
- **Decrease the district suspension rate**
- **Increase the number of schools using restorative practices**



## Develop Our Staff

- Fully staff all positions with qualified professionals
- Provide comprehensive salary and benefits package
- Utilize state-of-the-art systems to process information efficiently and transparently



## Ensure Fiscal Responsibility and Transparency

- Increase operational efficiency through implementation of systems and standard operating procedures
- Prioritize student success through enhanced student-focused budgeting processes
- Attain fiscal savings for the district through strategic planning and continuously analyzing and implementing best practices in the area of financial management



## Strengthen Communication and Collaboration

- ▣ Increase positive impressions of the MPS brand by using effective marketing techniques at the district and school level
- ▣ Create strategic partnerships that meet the needs of schools, the district, and community partners
- ▣ Develop collaborative relationships with families that result in improved communication and increased student achievement

The Five Priorities for Success prioritize the classroom. The budget reflects this commitment by allocating funding to improve or maintain school budgets and keep school staff positions.

As part of the Five Priorities for Success, MPS is focused on equity, culturally and linguistically responsive practices, positive behavioral intervention and support, and restorative practices. This focus includes offering professional development in these areas.

### *Allocation of Human and Financial Resources to Achieve Goals and Objectives*

Focusing the district's collective energy in the classroom leads to improved educational outcomes for students. The 2023–24 Superintendent's Proposed Budget directs resources to schools and increases efficiencies to expand the school-based focus at Central Services. One of the district's core beliefs is that the classroom is the most important place in the district. The budget reflects the district's continuing dedication to the children whom the district is privileged to serve. The 2023–24 Superintendent's Proposed Budget reflects an obligation to maximize available resources to support students and schools.

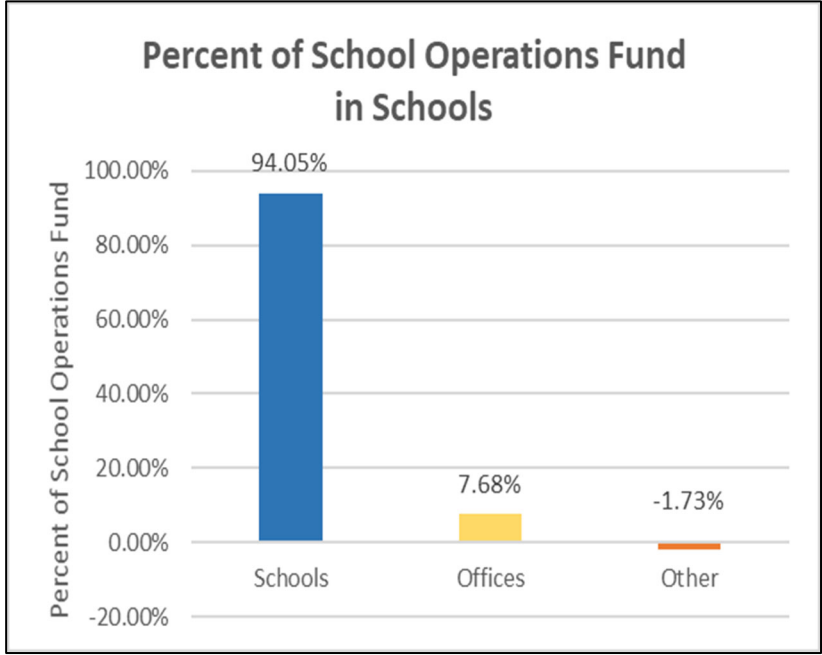
Through an integrated system of school support, supervision, and accountability, MPS promotes academic achievement, meaningful student, family, and community engagement, and effective and efficient operations. Work across the Office of Academics and the Office of School Administration is aligned to support each school community in improved services to students and families. Other offices and departments have adjusted their practices to assist schools with problem-solving and improvement efforts.

While the Five Priorities for Success provide the framework for district and school improvement, the Office of School Administration provides instructional implementation supports and strategies through four geographical regions, a high school region and a citywide region. Each region is supported by a team that includes a regional superintendent who assumes general oversight of day-to-day operational activities and an instructional leadership director who is accountable for supporting the overall instructional focus of each school by providing coaching and guidance in executing research-based methods to improve achievement.

MPS is committed to providing all students equitable access to high-quality, grade-appropriate instruction aligned to the Wisconsin state standards. Through the MPS Ambitious Instruction: Accelerating Learning Plan, MPS aims to close the opportunity gap in reading, writing, and mathematics through explicit instruction, deep engagement, and high expectations for all students regardless of race, ethnicity, or zip code. In addition, the Ambitious Instruction: Accelerating Learning Plan cultivates instructional practices that (1) focus on culturally responsive and relevant teaching and learning; (2) leverage technology to empower students to create, collaborate, communicate, and think critically; and (3) integrate reading, writing, and problem-solving in all disciplines. MPS is home to the nation’s largest concentration of students participating in Project Lead the Way, which uses hands-on learning opportunities to expose students to engineering, math, science, and technology in middle and high school. MPS also boasts the nation’s largest number of public Montessori schools.

MPS is persistently ensuring that dollars reach the classroom. Great strides have been made to direct resources to classrooms and provide a standard of care for all students.

Chart 1.4 Proposed Allocation of School Operations Fund



For every dollar budgeted in the MPS School Operations Fund, 94 cents is used to educate and support children in Milwaukee, as shown in Chart 1.4. This includes supplies and personnel, notably, the district’s largest group of employees: school building staff. Out of every dollar, 8 cents is used to support non-school-based staff and services. Funds also support necessary operating expenses such as insurance and debt repayment. Still, they are offset by the district’s significant vacancy adjustment, which is the cause of the negative percentage for the “Other” category.

## *Trends, Events, and Initiatives*

### *Achievements*

The following achievements are evident in the district's commitment to improvement and the MBSD's goals.

- Engaged almost 10,000 students in the highly rated Illustrative Mathematics curriculum and Imagine Learning Classroom platform. The Illustrative Mathematics curriculum is rigorous, problem-based, and fully aligned to the standards with coherence across grade bands.
- Created the following new high school math courses for next year to offer different pathways and opportunities for students to be college and career ready: Modern Algebra with a focus on social justice, Exploration with Data Science, and Integrated Math I, II, and III.
- Implemented new standard-aligned curriculum resources in social studies, including print and digital, for all K–12 students.
- Launched successfully the Counting Collections Routine specifically designed for our K3, K4, and K5 classrooms. Currently 8,500 K3, K4, and K5 students have access to the Counting Collections Routine.
- Engaged students in reading and writing through primary documents, evidence, and arguments in social studies. Since October 2022, 699 teachers and 6,464 students have been using document-based questions online.
- Provided 15,000 music students access to Soundtrap to compose beats and loops similar to the music they love to listen to.
- Provided music lessons through additional traveling music teachers in 12 schools.
- Participated in the Wisconsin School Music Association (WSMA) Solo and Ensemble Contest with more than 500 students performing and in the WSMA Large Group Contest with more than 600 students performing.
- Provided students with music experiences such as attending the Milwaukee Symphony Orchestra or Florentine Opera, singing at a Marquette game, attending a drumline competition in Chicago, or working with Opera for the Young.
- Adopted the Mango language learning platform to increase world language offerings in schools.
- Gathered feedback from multiple stakeholder groups to influence strategic planning.
- Continued implementation of the Teaching for Biliteracy Framework related to bilingual education.
- Maintained Bilingual Task Force meetings to discuss the progress made on bilingual education and teacher certification initiatives.
- Maintained the District Multicultural Multilingual Advisory Council (DMMAC) to advance language acquisition programs.

## *Achievements*

- Increased student participation and completion in earning the Seal of Biliteracy: in 2022–23, there are 100 students projected to graduate with the Seal of Biliteracy.
- Increased Summer Academy options with additional specialty, thematic, and college courses.
- Provided students with alternative options to graduate from MPS in the winter and summer of 2022–23.
- Prioritized cybersecurity best practices, including regular security awareness training to educate staff and implement best practices to keep district computers, networks, and files safe from hackers and other cybercriminals.
- Expanded School Community Partnership for Mental Health (SCPMH) from 24 to 39 schools, providing onsite mental health clinicians in 2021–22. Between October 2021 and January 2023, over 900 students received therapy through this partnership.
- Used the Devereux Student Strengths Assessment (DESSA), a nationally standardized, norm-referenced, strength-based measure of children's social and emotional competencies in K5 through grade 12 to screen for interventions and monitor student progress, and help identify specific social-emotional learning skills for intervention support.
- Continued implementation of the comprehensive MPS mental health initiative in alignment with the Wisconsin Department of Public Instruction.
- Conducted listening sessions at 15 elementary, middle, and high schools for female-identifying students of color with questions about the following topics: inclusion, sense of belonging, safety, self-development, class/school culture, and relationships.
- Supported 13 Verizon Innovative Learning Schools.
- Provided an opportunity for 18 school sites and over 300 girls in grades 4 through 8 to participate in an after-school program that provides a research-based curriculum on self-development and healthy choices while training for an end-of-semester 5K run.
- Added certified nursing assistant (CNA) labs in four high schools and offered college classes in fall and spring semesters at Hamilton, Madison, and South Division.
- Implemented planning phase for an agricultural sciences specialty at River Trail Elementary School.
- Completed fiber optic cabling upgrades in over 40 schools to address students' and staff's current and future networking needs.
- Engaged 48 schools in tutoring during the 2022–23 school year resulting in 1,443 unique students receiving 9,600 hours of additional academic instruction and support.

## *Achievements*

- Added a second cohort of students who will earn college credit through Obama SCTE's heating, ventilation, and air conditioning (HVAC) program.
- Increased student participation in dual enrollment. Offered dual enrollment programming through contracted instructors and certified MPS teachers at the following high schools: Bradley Tech, Carmen, Hamilton, Obama, Madison, Marshall, Milwaukee High School of the Arts, Reagan, Riverside, and South Division.
- Increased the total number of youth apprenticeships within MPS Department of Facilities and Maintenance Services.
- Engaged 27 high school students in the NAF Future Ready Scholars Camp at UW-Milwaukee focused on architecture and engineering in the summer of 2022.
- Completed over 3,100 high school courses; 128 college credits were earned by high school students in the 2022 Summer Academy.
- Expanded community artist partnerships and programming for students in efforts to re-establish schools' art culture, which included the fall and spring arts residencies, as part of The Kennedy Center partner schools Strategic Arts Plans.
- Engaged 3,578 students in after-school clubs during the 2022–23 school year.
- Provided free driver's education to 2,147 MPS students.
- Hosted four Saturday STEAM (science, technology, engineering, art, and mathematics) camps for gifted and talented and high-ability/high-achieving elementary students at four sites in October, December, February, and April.
- Awarded 731 scholarships via Everyone Plays to ensure that all youth can access quality recreation services.
- Created and supported 17 high school eSports labs, including gaming equipment and furniture.
- Scheduled to complete 126 outdoor classrooms by the end of summer 2023, with 25 percent near completion
- Reported over \$107.0 million in scholarships awarded to the Class of 2022—an increase from \$96.0 million for the Class of 2021.



## *Achievements*

- Conducted drive-through flu clinics for staff during the fall of 2022, with over 640 individuals participating.
- Reopened Burnham and Green Bay Playfields following a comprehensive renovation, including new play structures, basketball courts, splash pads, and lighting. Burnham also received a synthetic turf soccer field, while Green Bay added tennis courts and an obstacle course.
- Received Mayor's Design Award for Franklin Square Playfield renovation.
- Received 2 Wisconsin Park & Recreation Association Outstanding Park Design Awards for revitalizing Burnham and Green Bay Playfields in partnership with Site Design, LLC.
- Increased the number of production kitchens from 13 to 33.
- Developed a Peace Path to facilitate conflict resolution among students. This included sample Peace Path designs, introductory materials, and a lesson plan for teaching students to use the path.
- Awarded the federal Project AWARE grant to support school-based mental health partnerships and to facilitate the development of trauma-sensitive school environments that promote mental well-being for all students in all educational spaces.
- Transitioned 46 employees from permitted to fully licensed teachers through partnerships with Alverno College and Viterbo University as of December 2022
- Obtained the Wisconsin Department of Public Instruction approval of MPSU's physical education licensure program, with 5 members expected to complete their program and earn licensure endorsement in June 2023.
- Hired 1,121 employees since July 1, 2022. This exceeds the number of employees hired in FY22.
- Completed significant hardware and software upgrades to core systems, including the BusinessPlus Finance System, and moved Infinite Campus Student Information System to the cloud.
- Awarded \$15,000 from the Special Olympics of Wisconsin Unified School of Champions program to create a more inclusive school setting for students with disabilities and their peers.
- Received Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA)
- Received the Meritorious Budget Award from the Association of School Business Officials International (ASBO).

## Achievements

- Increased the percentage of funds directed to schools from 88 percent in FY19 to 94 percent in FY23.
- Received 51 grant awards totaling \$29.5 million to date.
- Awarded \$15,000 from the Centers for Disease Control and Prevention for gender identity and inclusion programming, resources, and professional development for MPS students and staff.
- Accepted over \$1.0 million in donations to Milwaukee Public Schools for FY22 as reflected in the monthly financial reporting to the board from July 1, 2021, through June 30, 2022.
- Accepted over \$1.1 million in donations to Milwaukee Public Schools for FY23, as reflected in the monthly financial reporting to the board from July 1, 2022, through February 28, 2023.

## 2022–23 Highlights


Chart 1.5 on the next page, *MPS at a Glance*, provides a 2022–23 district overview. MPS has worked to refine a comprehensive plan to improve student outcomes. This plan includes a regional development effort to increase the number of high-performing program availability throughout the district while creating learning pathways for students and enhancing the capacity of quality community support activities.

This is the third year of implementing the strategies approved for the use of the recurring referendum that was overwhelmingly approved in the spring of 2020. The funding came at a perfect time to provide extra support for students, such as the following:

- Reducing class sizes in the early grades
- Attracting and retaining certified educators
- Providing social-emotional learning and supportive services
- Engaging students with library media, art, music, and physical education
- Expanding advanced academic opportunities, including ethnic studies and gifted and talented
- Enhancing career and technical education opportunities


The district has developed, implemented, and supported the MPS Ambitious Instruction: Accelerating Learning plan, which aims to close the gap in reading, writing, and math by providing an explicit framework for teaching and learning. The plan lays out the goals, visions, essential skills, strategies, and professional development needed for all students to receive equitable access to high-quality, grade-appropriate instruction aligned to the Wisconsin state standards.


Chart 1.5 MPS at a Glance



# MPS at a Glance 2022–23

## FIVE PRIORITIES FOR SUCCESS







**Home to**  
**5** OF THE STATE'S TOP HIGH SCHOOLS  
According to U.S. News & World Report 2022

**\$107+**  
**MILLION** Class of 2022  
in college scholarships and grants


Offering **156** SCHOOL OPTIONS



---



**81**  
LANGUAGES




**8**  
Public Montessori schools  
*The largest cluster in the country!*



**94%**  
of budget dollars  
GO TO SUPPORT schools  
2022–23


**\$11,511**  
PER STUDENT REVENUE  
2022–23




---

**Educating**  
**68,435**  
2022–23 STUDENTS\*

**13.8%** English language learners  
**90.8%** students of color  
**75.2%** economically disadvantaged\*\*  
**19.6%** students with disabilities



**8** INTERNATIONAL BACCALAUREATE schools  
across the district

**21** 

**BILINGUAL SCHOOLS**  
4 LANGUAGE IMMERSION SCHOOLS  
27 SCHOOLS OFFERING ESL TO STUDENTS FROM AROUND THE WORLD

**Dr. Keith P. Posley**  
Superintendent of Schools

[mpsmke.com](http://mpsmke.com)

©2022 Milwaukee Public Schools. \*District Dashboard as of October 3, 2022. \*\*Alternate income forms continue to be received and evaluated.

## ***Budget Process and Timeline***

In January 2023, the administration proposed, and the MBSD adopted parameters that guided the 2023–24 budget development. The parameters are necessarily modified by the available resources, but help guide the decisions made during the budget preparation process. The following budget parameters/priorities will guide the district to increased access to high-quality educational opportunities and positive, supportive school environments that will result in better academic outcomes for students:

1. Allocate equitable educational resources and well-prepared staff to improve students' access to productive instruction.
2. Reallocate resources to improve academic achievement by providing small group instruction in the area of literacy/English language arts and literacy/mathematics.
3. Prioritize school budgets by adjusting and repurposing educational programming and departmental budgets
4. Allocate resources in the areas of school library, art, music, and physical education.
5. Create a positive school environment that provides a sense of belonging, is culturally responsive, and provides access to social-emotional learning and mental health support.
6. Implement strategies to recruit and retain staff including addressing the results of the compensation study.
7. Implement a salary schedule with a potential cost-of-living increase.
8. Consider employee benefit modifications for eligible employees to identify cost savings and increase efficiencies.
9. Explore operating efficiencies, including those related to payroll, professional development, the hiring process, and temporary housing for international teachers.
10. Increase the number of site-based production kitchens.
11. Implement a kitchen equipment replacement schedule based on an inventory aging report.
12. Address deferred maintenance and future construction needs by restoring revenue to the Construction Fund and the Construction Trust.
13. Prepare a balanced budget that is based on state law and maximizes the revenue limit.

Budgeting is setting financial and enrollment goals, forecasting future financial resources and needs, and evaluating progress toward achieving the district's goals. Detailed budget planning allows MPS to maximize student instructional opportunities while ensuring equitable and prudent use of resources.

The district-wide budget development process is a multi-year collaborative process involving many stakeholders, including students, School Engagement Councils, families, school leaders, learning teams, Central Services personnel, task forces, community stakeholders, the superintendent, and the MBSD. The budget preparation process begins each year in August with the review of performance indicators and continues through the end of May with the adoption of the budget by the MBSD. In the fall, the Department of Financial Planning and Budget Services, within the Office of Finance, works with the superintendent's senior team, school leaders, and program coordinators to make any programmatic and budget changes necessitated by enrollment changes, final state budget, or other developments.

The district uses many different means to solicit and act upon staff and community feedback. These methods include staff open-office hours, principal collaboration, a student advisory group that works with the Office of the Superintendent, and the District Advisory Council comprising parent representatives from all schools and meeting monthly with district staff. These sessions allow individuals to learn more about and give feedback on the progress toward district initiatives, as those efforts form the basis of budget recommendations.

Increased support and input needs are gathered for each school's budget through regional resolution debriefs. Regional resolution debriefs are a collaborative approach to reviewing and developing the schools' budgets. The regional resolution teams include the regional superintendents, Office of Academics staff, instructional leadership directors, Human Resources staff, and Financial Planning and Budget Services staff. Each school receives input on the school budget from staff, parents, and their School Engagement Councils.

Board meetings are also used to gather input from community stakeholders. These board discussions include budget parameters, five-year forecasts, timelines, and strategic initiatives. Board meetings are open to the public, and input is gathered through public testimony. Chart 1.6 outlines the budget development timetable.



Chart 1.6 Budget Development Timetable

2023–24 Budget Development Timetable	
August–December	September–October
<ul style="list-style-type: none"> <li>• Discuss the budget timetable, potential parameters, new programs, school changes, and initiatives to be considered when preparing budget recommendations</li> <li>• Collect a variety of inputs, ideas, and costs with an analysis of their impact on budget planning</li> <li>• Collect stakeholder input into budget development</li> </ul>	<ul style="list-style-type: none"> <li>• Revise budgets for the current year based on actual enrollment and identify future funding needs</li> <li>• Hold school budget resolution debriefs</li> <li>• Discuss the district’s five-year financial forecast</li> </ul>
October	November–December
<ul style="list-style-type: none"> <li>• Hold community listening sessions</li> <li>• Hold Strategic Planning and Budget Committee work session</li> <li>• Hold board meetings for possible action on amendments to the adopted budget for the current fiscal year based on updated enrollment and revenue data</li> <li>• Transmit the Amended Adopted Budget to the Milwaukee Common Council</li> </ul>	<ul style="list-style-type: none"> <li>• Finalize next year’s enrollment projections</li> <li>• Hold Student Achievement and School Innovation Committee meeting to discuss and take possible action on potential school changes</li> <li>• Recommend school funding priorities</li> <li>• Collect cost-to-continue information</li> </ul>
December	January
<ul style="list-style-type: none"> <li>• Collect school changes and new initiative information to determine school allocations</li> <li>• Review current programs and funding levels and the school allocations for establishing school-based budgets</li> </ul>	<ul style="list-style-type: none"> <li>• Hold Strategic Planning and Budget Committee meeting for discussion and possible action on the proposed budget timetable and parameters</li> <li>• Discuss the budget process and preliminary allocations</li> <li>• Prepare, with input from School Engagement Councils, proposed school budgets</li> </ul>
February–March	April
<ul style="list-style-type: none"> <li>• Hold school budget resolution debrief meetings</li> <li>• Hold school Ambitious Instruction budget conversations</li> <li>• Prepare proposed office budgets</li> <li>• Hold office budget conversations</li> </ul>	<ul style="list-style-type: none"> <li>• Compile the MPS Superintendent’s Proposed Budget</li> <li>• Release MPS Superintendent’s Proposed Budget</li> </ul>
May	June
<ul style="list-style-type: none"> <li>• Hold public hearings on the proposed budget</li> <li>• Publish statutory public hearing notice</li> <li>• Hold a statutory hearing on the proposed budget</li> <li>• Take possible action on amendments submitted by board members on the proposed budget</li> <li>• Hold board meetings for possible action on the proposed budget</li> </ul>	<ul style="list-style-type: none"> <li>• Transmit the adopted budget to the Milwaukee Common Council</li> </ul>
<p>Please note: The budget timeline includes all funds, including capital projects.</p>	

## Significant Changes in the Budget

The State of Wisconsin does not have an approved budget making it difficult to predict expected revenues. Wisconsin's biennial budget will begin in July of 2023. The district's projected revenue for 2023–24 is \$1.5 billion. The following significant budget changes will occur in 2023–24:

- Increased school-based funding by approximately \$19.1 million.
- Increased the per-pupil funding provided to schools through the School Operations Funding and Title I funding.
- Budgeted and planned the fourth phase of the new music, art, and physical education policies.
- Increased funding to the Construction Fund by \$3.2 million
- Allocated an additional \$3.0 million in the fourth year of the recurring referendum, totaling \$87.0 million.
- The district has until September 2023 to spend funds from Elementary and Secondary School Emergency Relief II (ESSER II). An estimated \$10.4 million of unobligated ESSER II funds was budgeted for FY24.

## Financial Component

### Revenues and Expenditures for All Funds

Specific financial strategies and plans to support the MBSD's goals are described in the budget. As required under Governmental Accounting Standards Board pronouncements, the district uses various fund types to report financial activity for its operating units. MPS administers the following funds: School Operations, School Nutrition Services, Construction, Extension, and Categorically Aided Programs Funds. Within these funds, expenses are budgeted and recorded in schools, departments, and other MPS entities.

Chart 1.7 summarizes expenditures from previous years and budgeted district-wide in the current and coming year. Salaries and benefits are 62 percent of funds budgeted in 2023–24. The School Operations Fund budget is 1.0 percent less than the previous fiscal year. This decrease is mainly due to declining enrollment but is partially offset by the \$3.0 million additional recurring referendum funds. Please note that charts in millions of dollars are identified by \$M throughout the budget. In addition, the sums of figures do not always equal the total displayed due to rounding.

Chart 1.7 District-Wide Expenditures

District-Wide Expenditures (\$M)					
	2019–20	2020–21	2021–22	2022–23	2023–24
Expenditure Type	Actual	Actual	Actual	F.A.	P.B.
Salaries	\$510.0	\$528.9	\$534.1	\$582.6	\$601.1
Employee Benefits	271.8	369.0	302.7	299.5	323.9
Purchased Services	320.8	274.2	352.5	312.1	315.8
Supplies	50.0	80.0	158.8	83.0	79.2
Debt Service	5.8	7.5	4.4	5.4	5.9
Capital Expenses	52.0	59.4	92.7	585.5	170.2
Other Expenditures	510.0	528.9	534.1	582.6	601.1
<b>Total</b>	<b>\$1,210.4</b>	<b>\$1,319.0</b>	<b>\$1,445.2</b>	<b>\$1868.1</b>	<b>\$1,496.1</b>

FA stands for the final adopted budget and PB stands for the proposed budget.

The 2023–24 Superintendent’s Proposed Budget is balanced, with the authorized expenditures equal to projected revenues. The budget projects \$1.5 billion in total revenues and expenditures, and the School Operations Fund totals \$1,036.2 million. Chart 1.8 provides a projected pro forma financial summary for 2023–24 revenues by fund.

*Chart 1.8 Summary of All Funds – Revenues*

Summary of All Funds – Revenues by Source (\$M)							
	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	
	Actual	Actual	Actual	Actual	F.A.	P.B.	Inc/(Dec)
<b>School Operations Fund</b>							
Property Tax Levy/Equalization							
Aids	\$805.5	\$800.6	\$856.7	\$889.7	\$879.1	\$847.5	(\$31.6)
State Handicapped Aids	45.1	45.5	56.6	55.0	55.5	62.0	6.5
Other State Aids	60.2	74.0	66.5	62.0	60.6	58.9	(1.8)
Federal Aids	14.7	14.4	20.5	20.2	26.1	39.4	13.3
Local Revenues (Non-Property Tax)	31.8	31.2	33.0	34.9	25.2	28.4	3.2
<b>Subtotal</b>	<b>\$957.3</b>	<b>\$965.7</b>	<b>\$1,033.3</b>	<b>\$1,061.8</b>	<b>\$1,046.5</b>	<b>\$1,036.2</b>	<b>(\$10.4)</b>
<b>School Nutrition Services Fund</b>							
Federal Aids, Commodities	\$49.2	\$42.5	\$14.0	\$50.2	\$47.6	\$52.2	\$4.6
State, Sales, and Other Aid	1.7	1.5	1.0	0.5	0.3	5.5	5.2
<b>Subtotal</b>	<b>\$50.9</b>	<b>\$44.0</b>	<b>\$15.0</b>	<b>\$50.7</b>	<b>\$47.9</b>	<b>\$57.7</b>	<b>\$9.8</b>
<b>Extension Fund</b>							
Property Tax Levy	\$20.0	\$25.2	\$27.2	\$29.7	\$34.7	\$34.7	\$0.0
Applied Surplus	0.0	0.0	0.0	0.0	5.6	5.8	0.1
Other	1.8	1.1	0.2	1.0	2.0	2.0	0.0
<b>Subtotal</b>	<b>\$21.8</b>	<b>\$26.3</b>	<b>\$27.4</b>	<b>\$30.7</b>	<b>\$42.3</b>	<b>\$42.5</b>	<b>\$0.1</b>
<b>Construction Fund</b>							
Property Tax Levy	\$1.5	\$1.5	\$4.6	\$2.9	\$1.8	\$5.0	\$3.2
Other	3.0	2.0	32.5	38.8	1.8	2.1	0.3
<b>Subtotal</b>	<b>\$4.5</b>	<b>\$3.5</b>	<b>\$37.1</b>	<b>\$41.7</b>	<b>\$3.6</b>	<b>\$7.1</b>	<b>\$3.5</b>
<b>Categorical Fund</b>							
Federal	\$116.8	\$116.9	\$214.7	\$362.0	\$681.5	\$347.0	(\$334.5)
State	34.6	40.5	42.5	40.3	56.5	29.5	(27.0)
Private	2.4	3.1	4.1	2.5	4.7	4.4	(0.4)
<b>Subtotal</b>	<b>\$153.8</b>	<b>\$160.5</b>	<b>\$261.3</b>	<b>\$404.8</b>	<b>\$742.7</b>	<b>\$380.9</b>	<b>(\$361.9)</b>
Less Indirect	(\$4.8)	(\$6.6)	(\$12.8)	(\$18.1)	(\$14.9)	(\$28.3)	(\$13.3)
<b>Subtotal</b>	<b>\$149.0</b>	<b>\$153.9</b>	<b>\$248.5</b>	<b>\$386.7</b>	<b>\$727.8</b>	<b>\$352.6</b>	<b>(\$375.2)</b>
<b>Total</b>	<b>\$1,183.5</b>	<b>\$1,193.4</b>	<b>\$1,361.3</b>	<b>\$1,571.6</b>	<b>\$1,868.1</b>	<b>\$1,496.1</b>	<b>(\$372.2)</b>



## Budget Comparisons for All Funds

Chart 1.9 shows that schools and school accounts are budgeted at \$974.5 million of the School Operations Fund budget. School accounts include support of programs such as art, music, and physical education, as well as librarians, guidance counselors, school nurses, school safety, interscholastic athletics, and academics.

Chart 1.9 Use of School Operations Fund Summary

District Use of School Operations (General and Debt) Fund Summary (\$M)	
Office	Amount
Board/Board Governance	\$ 2.8
Accountability & Efficiency	1.2
Superintendent	1.8
Chief of Staff	0.6
Communications & School Performance	15.3
Academics	8.3
School Administration	6.7
Finance	5.8
Human Resources	6.6
Schools and School Accounts	974.5
Operations	30.5
Other Accounts	(7.4)
Inter-department & Inter-fund	(10.5)
<b>Total</b>	<b>\$ 1,036.2</b>

Chart 1.10 Where Do the Funds Come From?

2023–24 Revenue Sources	
Source	Percent
Property Tax Levy/State Equalization/Integration Aids	81.8%
Other State Aids	11.7%
Federal Aids	3.8%
Local Non-Property Tax Revenues	2.7%

Annual budgetary decisions focus on general operating funds from property taxes, state aid, federal aid, and local sources. Chart 1.10 shows that most general operations funding is from the local property tax levy and state aid, which are capped by the state’s revenue limit.

Chart 1.11 shows a revenue comparison between the 2023–24 Superintendent’s Proposed Budget and the 2022–23 Amended Adopted Budget for the district’s five funds. The budget has total projected revenues of approximately \$1.5 billion. Summary notes for each fund follow the chart, and more information for each fund is detailed in the financial section.

Chart 1.11 District Revenue Overview

District Revenue Overview: 2023-24 Proposed Budget Compared to 2022-23 Amended Adopted Budget (\$M)						
	Operations	Nutrition	Extension	Construction	Categorical	Total
2022-23 Amended Adopted Budget	\$1,046.5	\$47.9	\$42.3	\$3.6	\$727.8	\$1,868.2
2023-24 Preliminary Budget	1,036.2	57.7	42.5	7.1	352.6	1,496.0
<b>Year-to-Year Increase/(Decrease)</b>	<b>(\$10.4)</b>	<b>\$9.8</b>	<b>\$0.1</b>	<b>\$3.4</b>	<b>(\$375.2)</b>	<b>(\$372.1)</b>
	<b>-1.0%</b>	<b>20.5%</b>	<b>0.3%</b>	<b>94.9%</b>	<b>-51.6%</b>	<b>-19.9%</b>

The majority of district revenues have been capped by the state’s revenue limit regulations since 1993. For MPS, the operations portion of the revenue limit for 2023–24 is \$852.5 million, which is \$28.4 million less than 2022–23. This includes the final phase-in amount of \$3.0 million for the referendum, bringing the total to \$87.0 million.

The School Nutrition Services Fund is expected to generate sufficient revenue to cover costs. In recent years, this has not been the case, caused mainly by shortfalls due to the pandemic. It is hoped that these problems will gradually dissipate. The fund is managed by the Department of Nutrition Services, which administers the National School Lunch and Breakfast Programs in all MPS schools and the Afterschool Snack Service, Child and Adult Care Food Program, Summer Food Service Program, and the Fresh Fruit and Vegetable Program. Revenues include federal and state meal reimbursements and revenue earned from cafeteria sales. The budgeted \$57.7 million in revenue is an increase of \$9.8 million.

The 2023–24 budget for the Extension Fund anticipates revenues and authorizes expenditures totaling \$42.5 million, an increase of \$0.1 million. The revenues include property tax levies, and local revenues (including fees for recreation programs) intended to support community programs and services outside of regular curricular and extracurricular programs. Increased funding will support increased costs as a result of growing inflation.

The Construction Fund accounts for and reports financial resources that are restricted, committed, or assigned to expenditures for acquiring or constructing capital facilities. It also funds additions to and/or remodeling of existing buildings. The budget for the Construction Fund anticipates revenues and authorizes expenditures of only \$7.1 million, a decrease of \$3.4 million. However, much work will be done using monies from the Elementary and Secondary School Emergency Relief (ESSER) fund to upgrade water fountains, test and modify air quality systems, and make other needed renovations.

The Categorically Aided Programs Fund accounts for proceeds from federal, state, and private grants that fund special projects based on need. These funds must be used according to the funder’s timeline, purpose, and rules. The 2023–24 Superintendent’s Proposed Budget for the Categorically Aided Programs Fund assumes total revenue and expenditures of \$352.6 million, which is a decrease of \$375.2 million compared to 2022–23, primarily due to ESSER funds that were budgeted in 2021–22 but may be used through September 2024.



## Financial and Demographic Changes

The population of the city of Milwaukee has been stable for the past couple of decades. However, there has been a decline in the number of school-age children. MPS's revenues are tied directly to its enrollment. The K–12 education landscape in Milwaukee is highly competitive and, along with the decline in the number of school-age children, impacts MPS enrollment. Families in the city of Milwaukee can choose MPS neighborhood schools, specialty schools, MPS charter schools, or MPS partnership schools. Still, they can choose non-MPS charter schools, suburban district schools through open enrollment, or private schools bolstered by the voucher/choice program.

The budget is designed to uphold commitments to the district's goals while responsibly preparing for the years to follow while considering the competitive nature of the K–12 education landscape. MPS must use best practices to deliver efficient and highly effective services that maximize student support and improve student achievement.

## Informational Component

### Budget Forecast

The district prepares five-year projections by statutory funds as part of the spring budget process for the upcoming fiscal years. This chart does not include our categorical funding. Chart 1.12 shows an estimate of revenues and expenditures through 2027–28. Information consists of the actual costs for 2019–20, 2020–21, and 2021–22; the Amended Adopted [F.A.] Budget for 2022–23; the proposed budget for 2023–24; an estimate of revenues and expenditures for 2024–25, 2025–26, 2026–27, and 2027–28; and changes from the proposed 2023–24 budget to the estimated 2027–28 budget.

Chart 1.12 All Statutory Funds – Five-Year Projection

All Statutory Funds - Five Year Projection (\$M)										
	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FY28 vs FY24
	Actual	Actual	Actual	F.A.	P.B.	Estimated	Estimated	Estimated	Estimated	Inc / (Dec)
Federal Revenues	\$56.9	\$32.2	\$67.3	\$73.7	\$91.6	\$93.4	\$94.2	\$95.1	\$96.0	\$4.4
State Revenues	685.5	704.6	734.1	717.5	690.3	703.5	704.5	705.5	706.5	16.2
Local Revenues	303.0	373.7	374.5	349.2	361.6	374.1	374.7	375.2	339.0	(22.6)
<b>Total Revenues</b>	<b>\$1,045.4</b>	<b>\$1,110.4</b>	<b>\$1,175.9</b>	<b>\$1,140.4</b>	<b>\$1,143.4</b>	<b>\$1,171.0</b>	<b>\$1,173.4</b>	<b>\$1,175.8</b>	<b>\$1,141.4</b>	<b>(\$1.9)</b>
Salaries/Other Wages	\$434.1	\$446.2	\$447.4	\$497.2	\$485.7	\$544.5	\$563.0	\$582.7	\$603.1	\$117.3
Position Benefits	237.0	271.9	256.9	250.3	265.5	309.4	320.6	331.9	343.2	77.7
Purchased Services	281.9	234.2	262.5	269.3	275.4	296.5	301.3	305.1	305.9	30.6
Supplies	48.5	40.9	60.2	75.4	75.4	77.8	79.5	71.8	65.7	(9.7)
Capital Expenses	3.3	3.8	3.4	4.3	4.0	3.6	3.8	3.9	3.5	(0.6)
Other Objects	51.8	72.8	73.7	43.9	37.4	47.4	38.3	38.5	38.8	1.4
<b>Total Expenditures</b>	<b>\$1,056.5</b>	<b>\$1,069.8</b>	<b>\$1,104.2</b>	<b>\$1,140.4</b>	<b>\$1,143.4</b>	<b>\$1,279.2</b>	<b>\$1,306.5</b>	<b>\$1,333.9</b>	<b>\$1,360.2</b>	<b>\$216.8</b>
<b>Balance (before use of prior-year funds)</b>	<b>(\$11.1)</b>	<b>\$40.6</b>	<b>\$71.7</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>(\$108.2)</b>	<b>(\$133.1)</b>	<b>(\$158.2)</b>	<b>(\$218.8)</b>	<b>(\$218.8)</b>
Use of Prior-Year Funds for Legacy Costs	-	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit)</b>	<b>(\$11.1)</b>	<b>\$40.6</b>	<b>\$71.7</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>(\$108.2)</b>	<b>(\$133.1)</b>	<b>(\$158.2)</b>	<b>(\$218.8)</b>	
<b>Cumulative Surplus/(Deficit)</b>	<b>\$115.5</b>	<b>\$156.1</b>	<b>\$227.8</b>	<b>\$227.8</b>	<b>\$227.8</b>	<b>\$119.7</b>	<b>(\$13.4)</b>	<b>(\$171.6)</b>	<b>(\$390.4)</b>	

The revenues are projected to decrease by \$1.9 million, while expenditures are expected to increase by \$216.8 million between 2023–24 and 2027–28. The primary drivers of the increases are salaries, increasing support for schools, the need for facility improvements, and overall inflation. The administration is pursuing options and alternatives to stabilize enrollment and contain costs to ensure that MPS avoids the projected deficits if the status quo is maintained.

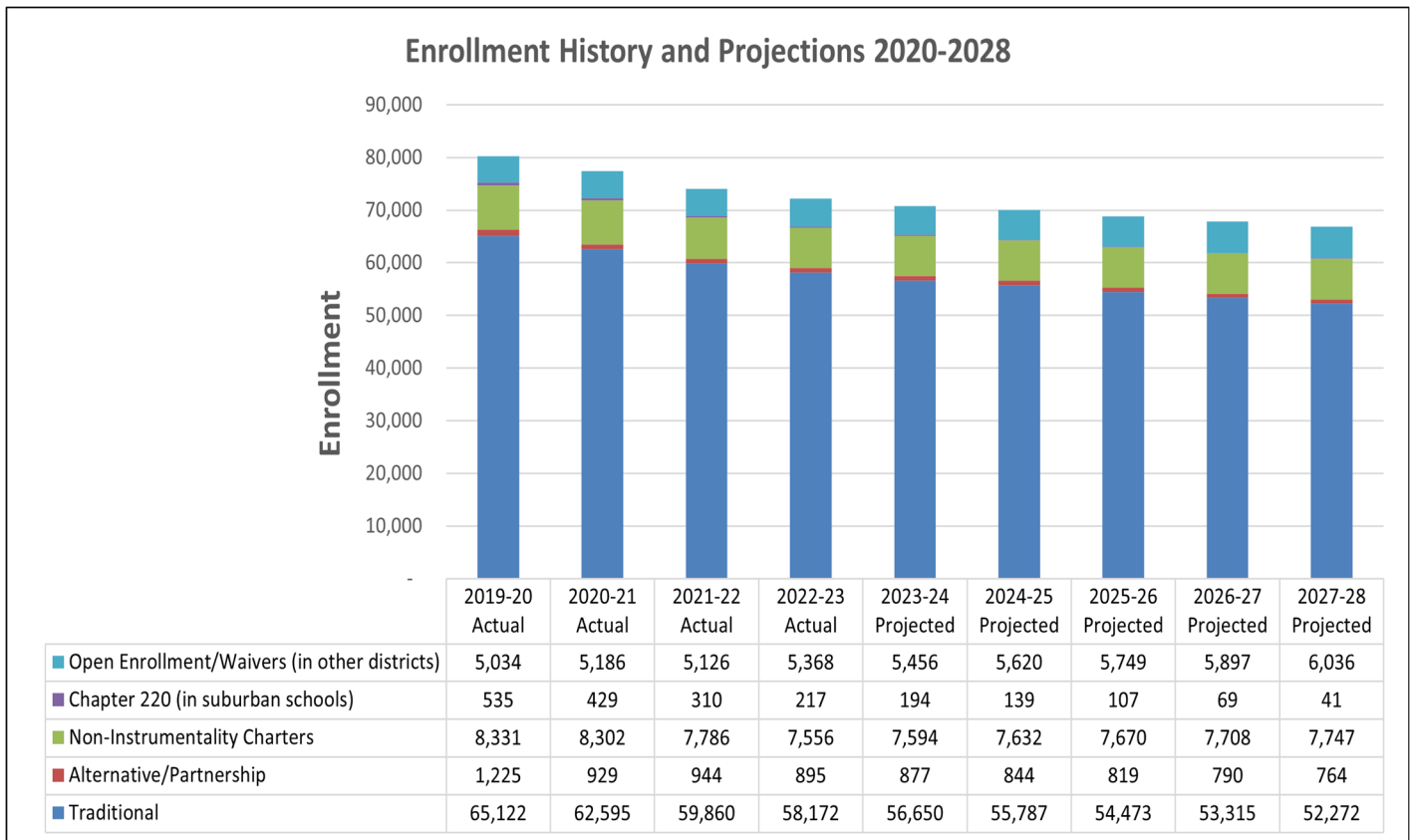
## Student Enrollment Trends and Forecast

Student enrollment is a significant factor in determining state revenue. Lower enrollment and legislative action regarding the revenue limits have led to lower state revenues for the district. For 2023–24, the district is projecting an enrollment of 65,121 students in 156 schools. Students are served throughout 95 elementary and K–8 schools, two early childhood centers, five schools serving grades 6–12 or K–12, seven middle schools, 15 high schools, 13 non-instrumentality charter schools, six instrumentality charter schools, seven partnership schools, and six alternative schools.

In 2022–23, the district lost 1,818 in student enrollment, a 2.46 percent decrease. The projection for 2023–24 is a decrease of 1,437 students. The Chapter 220 program allows students to reside in one district and attend school in another; due to a change in law, no new students have been enrolled in the Chapter 220 program since 2015–16, and enrollment decreases every year as students graduate from the program. The program will end in 2027–28. The administration uses demographic data and enrollment trends to develop a system-wide projection of pupil counts.

Four years of actual student enrollment history and projections for the next five years are found in Chart 1.13 and are based on the third Friday of September enrollment. The third Friday number determines a school’s per-pupil allocation.

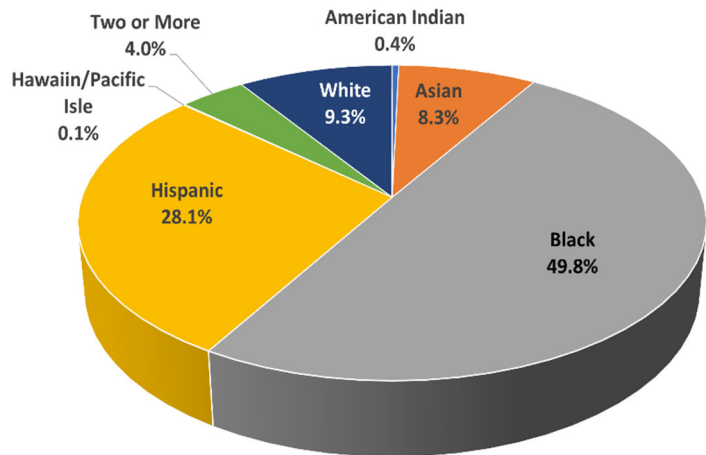
Chart 1.13 Student Enrollment History and Projections



The students of MPS are racially and ethnically diverse, as displayed in Chart 1.14. The majority of students are African American or Hispanic.

English learners comprise approximately 13.2 percent of the district’s enrollment. Of all students enrolled in MPS, 19.1 percent are students with special needs, and 82.5 percent come from economically disadvantaged households.

Chart 1.14 Racial/Ethnic Demographics



### Tax Base and Rate Trends

The city is required to levy and collect property taxes to support the MPS budget. The property tax levy is the money raised from taxes on city of Milwaukee homes and businesses. The tax bill received by owners of non-tax-exempt real estate in the city contains the property tax for six units of government: City of Milwaukee, Milwaukee County, Milwaukee Public Schools, Milwaukee Area Technical College, State of Wisconsin, and the Milwaukee Metropolitan Sewerage District.

Property tax is calculated by multiplying the property’s assessed value by the property tax rate. Assessed valuation is determined by the City of Milwaukee Assessor’s Office. Equalized valuation is determined by the State of Wisconsin Department of Revenue. Chart 1.15 details the assessed and equalized valuation of taxable property in Milwaukee.

Chart 1.15 Milwaukee Assessed and Equalized Valuation

Assessed and Equalized Valuation – City of Milwaukee (\$M)			
Assessed Year	Assessed Valuation	Assessed Valuation Increase/(Decrease)	Equalized Valuation
2014	\$25,025	\$(10)	\$ 26,138
2015	25,263	238	25,980
2016	25,974	711	27,042
2017	26,937	963	26,904
2018	28,349	1,411	28,340
2019	29,490	1,141	29,746
2020	31,931	2,441	31,475
2021	32,127	3,211	35,338

Source: 2022 MPS Annual Comprehensive Financial Report (ACFR), City of Milwaukee Assessor’s Office

The aggregate amount of property taxes to be levied for school purposes is determined according to provisions of Chapter 120 of the Wisconsin state statutes. The MBSD will adopt property taxes for the district in October 2023 and certify that to the city for levy and collection. The Wisconsin Department of Public Instruction provides districts with final general school aid allocations and maximum tax levy amounts in October of each year.

The district’s property taxes are levied annually before December 31, are administered by the city, and are recognized as district revenue in the fiscal year levied. Chart 1.16 below shows an eight-year history of the tax levy amounts adopted by the MBSD and eight years of the related tax rate. As explained above, the city determines the tax rate—the amount per thousand dollars of assessed property value—that Milwaukee taxpayers will pay toward the MPS budget. The rate amount varies in part because of the changing citywide assessment, a \$32.0 billion figure (see Chart 1.16).

*Chart 1.16 Tax Levies and Rates for School Purposes*

Tax Levies (\$M) and Rates for School Purposes					
Budget Year	School Operations	Construction	Extension	Total	Tax Rates per Thousand
2015	\$275.6	\$ 9.6	\$17.1	\$302.3	\$10.66
2016	273.0	10.6	17.1	300.6	10.20
2017	260.1	1.1	20.0	281.2	9.33
2018	248.2	3.9	20.0	272.1	8.52
2019	228.9	1.5	20.0	250.4	7.47
2020	236.2	1.5	25.2	262.9	7.81
2021	276.1	4.6	27.2	308.0	8.84
2022	273.1	2.9	29.7	305.7	8.63

Source: 2022 MPS ACFR, Fall Amended Adopted Budget  
The tax rate results from dividing the levy by the total taxable property value.

### ***Personnel Resources Changes***

The district is committed to maximizing classroom resources and continues exploring all options for enhancing student instructional support. The largest job categories are teachers and educational assistants who work directly with students. The budget provides for an increase of 64.31 full-time equivalent (FTE) positions. Of the 9,908.32 FTE positions in MPS, 8,115.84, or 81.9 percent, are school-level positions.

District-wide personnel costs are projected to be \$925.0 million, which at 61.8 percent of the budget, is the district’s largest expense. The district distributes employee benefit costs to school and department budgets by charging a set-rate benefit cost. The fringe benefit rate for school and department budgets decreased from 52.0 percent in 2022–23 to 51.0 percent in 2023–24.

Chart 1.17 provides budgetary changes in FTE positions from the 2022–23 Amended Adopted Budget to the 2023–24 Superintendent’s Proposed Budget.

Chart 1.17 MPS Staff Distribution

MPS Staff Distribution 2023-24 Superintendent's Budget							
Position Type	2022-23 F.A.	2023-24 Proposed	School Position Changes	Non-School Position Changes	Total Change	School Positions FY24	Non-School Positions FY24
Certificated Administrators	255.37	248.60	13.63	(20.40)	(6.77)	82.20	166.4
Principals	123.00	123.00	-	-	-	123.00	-
Assistant Principals	153.50	157.76	4.26	-	4.26	157.76	-
Teachers	4,752.62	4,781.09	28.47	-	28.47	4,521.99	259.1
Therapists	48.00	46.00	(3.00)	1.00	(2.00)	29.00	17.0
Social Workers	181.95	191.75	9.80	-	9.80	161.35	30.4
Psychologists	168.30	174.40	6.10	-	6.10	163.00	11.4
School Nurses	82.50	82.10	2.20	(2.60)	(0.40)	44.20	37.9
Classified Technical and Administrative	509.53	506.53	11.00	(14.00)	(3.00)	73.25	433.3
Trade Workers and Foremen	146.04	144.04	-	(2.00)	(2.00)	-	144.0
Clerical/Secretaries	355.85	356.85	(1.00)	2.00	1.00	268.35	88.5
School Bookkeepers	34.00	34.00	-	-	-	33.00	1.0
Children's Health Assistants/Nursing Assoc.	272.72	280.21	7.49	-	7.49	277.96	2.3
Educational Assistants	1,333.17	1,381.55	54.38	(6.00)	48.38	1,361.17	20.4
Safety Aides	280.50	280.50	-	-	-	273.00	7.5
Social Worker Assistants	27.45	27.45	-	-	-	18.61	8.8
Building Services Helpers	358.29	358.29	-	-	-	322.00	36.3
Engineers/Boiler Attendants	236.44	236.44	-	-	-	206.00	30.4
Food Service Managers/Trainees	96.25	119.00	14.75	8.00	22.75	-	119.0
Food Service Assistants/ Assistants-in-Charge	428.53	378.76	(49.77)	-	(49.77)	-	378.8
<b>Totals</b>	<b>9,844.01</b>	<b>9,908.32</b>	<b>98.31</b>	<b>(34.00)</b>	<b>64.31</b>	<b>8,115.84</b>	<b>1,792.48</b>

## Changes in Debt

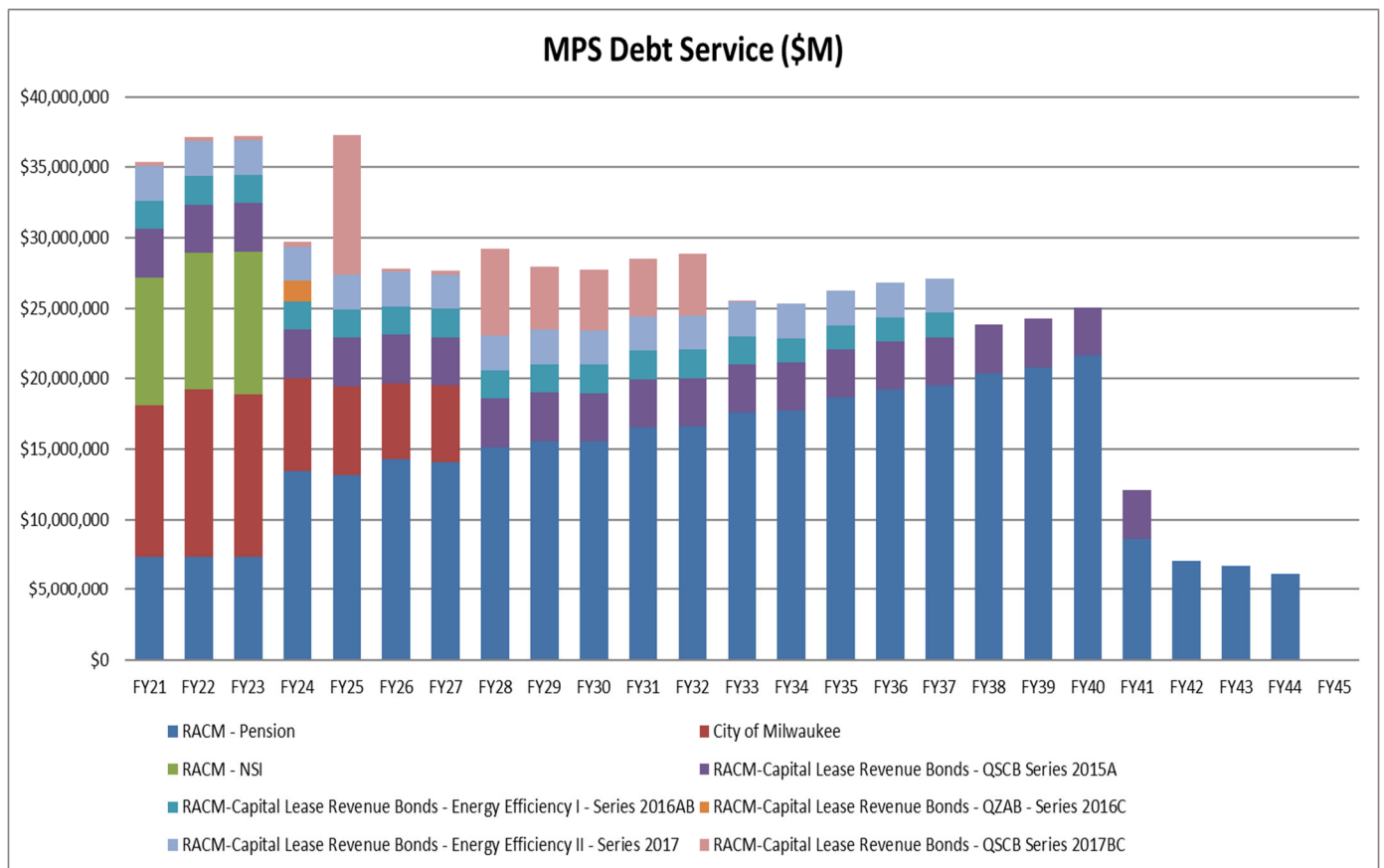
The City of Milwaukee has authority under Chapters 67 and 119 of Wisconsin Statutes to issue municipal obligations for specific school purposes. All debt issuance, whether short-term or long-term, is approved by the MBSD. The City of Milwaukee maintains high bond ratings from three major agencies. This and favorable reviews of the district’s financial management allow for borrowing at competitive rates that minimize costs.

Projects financed with debt are considered in light of the MPS Strategic Plan. Chart 1.18 summarizes the past ten fiscal years of MPS’s outstanding debt. Chart 1.19 shows how various existing debt obligations will grow or shrink in future years. For example, in 2023–24, MPS is scheduled to retire the Redevelopment Authority of the City of Milwaukee Neighborhood Schools Initiative (RACM-NSI) debt, have lower obligations for funds borrowed directly from the City of Milwaukee, and face a significant increase in payments due for pension financing.

Chart 1.18 Outstanding Debt

Outstanding Debt (\$M)	
Fiscal Year	Debt Outstanding
2013	342.2
2014	337.3
2015	367.2
2016	359.3
2017	382.8
2018	402.8
2019	385.2
2020	366.0
2021	348.0
2022	326.9

Chart 1.19 MPS Debt Service Cash Flow





## Financial Management

The MBSD and administration have adopted policies and procedures that ensure effective and efficient use of the district’s financial resources. Authorization, recording, and custodial activities are performed in accordance with legal and regulatory requirements and are annually reviewed by an external auditor. MPS also maintains a robust internal audit function that reports directly to the MBSD and is dedicated to performance and financial auditing activities in the district.

## Summary

Inflationary pressures require growing revenues instead of the declining revenues that MPS currently faces. The district faces more significant inflationary pressure, supply chain issues, and staff vacancies. Planning for 2023–24 has required strategic decisions to effectively support the Five Priorities for Success while maintaining the district’s fiscal health.

The 2023–24 Superintendent’s Proposed Budget reflects an overall decrease in the budget of \$372.1 million, or a 19.9 percent decrease, from the 2022–23 Amended Adopted Budget. Revenues in the general operations budget are projected to decrease by 10.4 percent compared to 2022–23. Much of the decrease in funding for the School Operations Fund stems from a reduction of the expected amount available due to the revenue limit. This results in a reduction of \$31.6 million or 3.59 percent. Lower revenue limit authority comes at a time when the Elementary and Secondary School Emergency Relief Funding (ESSER) is reaching a close.

The total 2023–24 Superintendent’s Proposed Budget—which includes grant funding and funding for Milwaukee Recreation—is \$1,496,036,277, down from \$1,868,151,589 in 2022–23.

The 2023–24 Superintendent’s Proposed Budget continues to support efforts that further sharpen the district’s focus on the classroom while moving forward with the Five Priorities for Success that will improve student outcomes. The 2023–24 budget focuses on resources to support MPS students. In doing so, MPS places significant emphasis on supporting staff who support students by providing resources for professional development, opportunities for increased collaboration, and access to real-time, actionable data. Despite continued budget challenges, the budget provides staff and students with every opportunity possible and within the current means to achieve success in their MPS journey.

## Accessing the Budget

Feedback to support the annual budget development is gathered throughout the year from School Engagement Councils, district work groups, social media, and community meetings.

Online versions of the 2023–24 Superintendent’s Proposed Budget are posted at [www.mpsmke.com/budget](http://www.mpsmke.com/budget) or via the district’s website under *MPS > District > About MPS > Offices & Departments > Office of Finance > Financial Planning and Budget Services*. For more information about the 2023–24 Superintendent’s Proposed Budget, please get in touch with the MPS Office of Finance at (414) 475-8597 or via email at [budget@milwaukee.k12.wi.us](mailto:budget@milwaukee.k12.wi.us).







**MILWAUKEE**  
PUBLIC SCHOOLS



[mpsmke.com](http://mpsmke.com)