

**COUNTY OF MILWAUKEE**  
INTEROFFICE COMMUNICATION

DATE : April 21, 2026

TO : Supervisor Marcelia Nicholson-Bovell, Chairwoman, County Board of Supervisors

FROM : Justin Rodriguez, Capital Project Manager, Office of the Comptroller

SUBJECT : Project Completion Status Report as of December 31, 2025 **(Informational Only)**

**BACKGROUND**

The purpose of this report is to provide Policymakers with information on the completion status of capital projects. In addition, the report will provide a tool for the County to monitor the timely completion of projects and provide early identification of areas of concern.

The Infor system - Project reporting presents project financial information in a “Life to Date” format. This means that budget and actual amounts shown for each project will include all budget amounts and actual expense amounts since each project was created. The conversion from Advantage to Infor was done in 2021 and two years of financial history from Advantage was converted into Infor; as a result, projects that started prior to 2019 will not have all historical budget and actual amounts. Encumbrance amounts for each project represent a snapshot of funds under contract as of December 31, 2025, including adjustments for accruals.

The attached report includes the following information, provided both by County Departments and the Office of the Comptroller:

- A list of all active capital projects
- Financial data for each project
- Estimated project completion percentage
- Substantial completion dates or estimated substantial completion date (if available)

## **Defined Terms**

Below is a list of terms included in the attached report.

Active Projects: Active Projects in Infor include any projects that are currently being worked on or completed projects where financial and/or project management closeout still needs to occur.

Project: the projects in this report are presented at the 8-digit summary project level.

Budget: the budget amounts include the 2018 carryover amount, 2019-2025 Adopted budget amounts and 2019-2025 appropriation transfers.

Expended: 2019-2025 expenditures.

Encumbered: Encumbrances amounts for each project represent a snap shot of funds under contract as of December 31, 2025.

Percentage Complete: the percent of the project work scope that has been completed.

Substantial Completion Date: the date in which the project can be used for its intended purposes. All operating parameters must be within specifications and no major construction is on-going that would prevent the agreed upon use or occupancy of the project work. Project may have unresolved issues due to circumstances beyond the control of the contractor and/or project manager. Job authorization may still be open and accumulating charges. Majority of funds have been spent. Warranties on workmanship and equipment commence.

## **Departmental Project Completion Results**

Based on financial information as of December 31, 2025, the total life to date (“LTD”) project budget amount for active projects in Infor was \$915,525,200 compared to \$888,961,515 at the end of 2024. The total number of active projects has decreased by 23 from 367 to 344. The total amount LTD expended as of December 31, 2025, for active projects in Infor was \$516,962,091 compared to \$385,010,138 at the end of 2024. The amount encumbered in Infor as of December 31, 2025, was \$212,774,426 compared to \$200,011,496 at the end of 2024.

The table on page three summarizes the data by area. See Attachment 1 for a presentation of the financial data for active capital projects as of December 31, 2025.

		Balances as of 12.31.2025			
Count of Projects	Name	Budget	Actual	Encumbrances	Remaining Budget
37	Highways	\$ 59,077,710	\$ 40,544,839	\$ 1,504,405	\$ 17,028,466
22	Transit	\$ 143,638,465	\$ 95,043,291	\$ 32,258,301	\$ 16,336,873
3	Fleet	\$ 26,378,873	\$ 24,614,812	\$ 535,910	\$ 1,228,152
41	Airport	\$ 165,272,698	\$ 45,226,170	\$ 81,673,350	\$ 38,373,178
9	Environmental	\$ 5,489,627	\$ 2,322,360	\$ 483,602	\$ 2,683,664
81	Parks	\$ 119,493,427	\$ 71,995,948	\$ 8,517,813	\$ 38,979,666
8	Culturals	\$ 3,877,046	\$ 1,571,415	\$ 672,248	\$ 1,633,384
6	Zoo	\$ 37,081,513	\$ 29,463,188	\$ 1,126,462	\$ 6,491,863
13	DHHS	\$ 49,836,792	\$ 36,614,306	\$ 4,603,969	\$ 8,618,517
30	Courthouse Complex	\$ 175,630,681	\$ 57,904,836	\$ 75,278,173	\$ 42,447,673
3	IMSD	\$ 2,848,989	\$ 2,510,939	\$ 89,046	\$ 249,003
7	CCRC	\$ 4,816,270	\$ 2,619,203	\$ 602,538	\$ 1,594,528
2	OPD	\$ 238,219	\$ 148,643	\$ 55,914	\$ 33,662
2	Sheriff	\$ 691,280	\$ 862,612	\$ 22,500	\$ (193,832)
19	Other Agencies #	\$ 12,757,764	\$ 10,832,547	\$ 534,248	\$ 1,390,969
61	ARPA *	\$ 108,395,845	\$ 94,686,982	\$ 4,815,947	\$ 8,892,916
<b>344</b>		<b>\$ 915,525,200</b>	<b>\$ 516,962,091</b>	<b>\$ 212,774,426</b>	<b>\$ 185,788,683</b>

\* ARPA projects include some WY projects that are financed by non-ARPA sources.

# Other Agencies is being phased out. Other Agencies primarily includes Fleet, IMSD, and Sheriff.

### Committee Action

This is an informational report only. This report should be referred to and reviewed by the Finance Committee.

---

Justin Rodriguez  
Capital Project Manager  
Office of the Comptroller

cc: David Crowley, County Executive  
Chairperson, Committee on Finance  
Kelly Bablitch, Chief of Staff, County Board  
Mary Jo Meyers, Chief of Staff, County Executive's Office  
Vince Masterson, Capital Budget Coordinator, SBP  
Tony Raab, DAS- DAS-Facilities Management – AE&ES  
Sean Hayes, Director, DAS-Facilities Management – AE&ES  
Max Saichek, Project Manager, DAS-Facilities Management – AE&ES  
Andrea Weddle-Henning, Director, MCDOT-Transportation Services  
Liz Sumner, Comptroller, Office of the Comptroller  
Pamela Bryant, Capital Finance Director, Office of the Comptroller  
Stephen Cady, Research Director, Office of the Comptroller