



# Local Business Action Team

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## Findings and Recommendations

**Status Report**

**September, 2017**

Report by the License Division updating the Common Council on the status of the recommendations of the City of Milwaukee Local Business Action Team.



**LOCAL BUSINESS ACTION TEAM  
FINDINGS AND RECOMMENDATIONS**

**Status Report**

City of Milwaukee, Wisconsin  
September 2017

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## I. INTRODUCTION

### A. Establishment and Purpose

The Local Business Action Team (“LBAT”) was a temporary City of Milwaukee committee created for the purpose of evaluating and making recommendations to the Common Council on ways to make the City an easier, more welcoming place to do business.

The LBAT was established by Common Council File Number 140081, adopted June 24, 2014, and was dissolved upon issuance of its final recommendations.

Specifically, the LBAT investigated the following issues:

1. Milwaukee’s regulatory environment for business, including zoning, permits, inspections, business licenses and fees.
2. Delivery of services to business, including strategies to make City services and assistance more accessible to businesses through digital tools, improved ways of organizing service delivery, and best practices from other cities.
3. Systems that ensure the voice of the business customer is heard by all City departments and agencies.

## **B. Status Report Summary**

At the request of Ald. Terry Witkowski, the License Division of the Common Council-City Clerk's Office has prepared this report to update Council Members on the status of the LBAT's recommendations. Beginning on page 10, each recommendation is provided in its entirety, followed by a brief status update from the responsible party.

A summary of the status of these recommendations is provided in Table 1 on page 6. A green check mark (✓) indicates that a recommendation has been fulfilled; a black plus sign (+) indicates that a recommendation is in progress; and a red dash (-) indicates that fulfillment of a recommendation has not begun or that the recommendation has been abandoned.

**Table 1. Summary of Recommendations of the Local Business Action Team.**

LBAT Recommendation		Responsible Staff	Action/Status		Next Steps	
General Improvements	A1	Single online survey tool	DCD, ITMD	Completed in 2016	✓	--
	A2	Revise zoning code	DCD, CCCC	Complete; See File Numbers provided on pages 9 and 10	✓	Ongoing monitoring & improvement
	A3	Revise fingerprinting requirements.	CCCC	Completed 9/22/15 - CCFN 150634	✓	--
	A4	Eliminate photography license requirement.	CCCC	Completed 6/2/15 - CCFN 150078	✓	--
	A5	Revise bonding & insurance requirements	CAO, CCCC, Comptroller, DNS	Currently under review by City Attorney's Office	+	Memo to Council with recommendations for action
	A6	Establish a customer assistance team	CCCC, DCD, DNS, DPW, Health	Recruiting Business & Development Coordinator position	+	New position to assemble and coordinate team
BOZA	B1	Limited-use "check box" for special use requests	BOZA, DNS, ITMD	"Check box" added to LMS	✓	--
	B2	Reduce special use renewal workload	BOZA, CAO, CCCC, Mayor	Options have yet to be explored	-	Develop a plan for moving forward
Department of Neighborhood Services	C1	Develop a single-inspection occupancy-approval process	DNS	Completed 9/22/2016 - CCFN 150634	✓	--
	C1	Ability to check status of requested permits online	DNS, ITMD	The Land Management System went live January 2016 for DPW and DCD, and October 2016 for DNS	✓	Review and revision of LMS to continue
	C1	Provide customers the ability to submit plans online	DNS, ITMD		✓	
	C1	Online application for certificates of occupancy	DNS, ITMD		✓	
	C1	Implement a common public database for all development activity	DNS, ITMD		✓	

Table 1. Summary of Recommendations of the Local Business Action Team (continued).

LBAT Recommendation		Responsible Staff	Action/Status		Next Steps	
Department of Public Works	C2	Enhance communication and cooperation with the Development Center	DPW	Ongoing	+	Ongoing
	C2	Review storm water management plans at the Development Center	DPW	Options explored; No advantages found	-	None anticipated
	C2	Streamlined review & approval of "simple" DPW permits	DPW	Reduced review; Some permits routed only to involved parties	+	Working to identify appropriate permits
	C2	Review building/site plans without physically routing to DPW	DPW	Electronic review attempted; Full size paper more efficient	-	None anticipated
Health Department	C3	Full-time staff at the Development Center	Health	New Consumer Env. Health Coordinator (FDA grant)	✓	Reclassify one Env. Health Specialist to CEH Coordinator
	C3	"Project navigators" for certain businesses at the Development Center	Health	Completed; Full-time staffing since May 9, 2016	✓	--
City Clerk	C4	Full-time licensing staff at the Development Center.	CCCC	License Division staff on call as needed	+	Exploring the use of technology to provide a virtual presence
	C4	Conditional building permits (prior to license approval)	CCCC	Completed 11/24/2015 - CCFN 151067	✓	--
Dept. of City Development	C5	Develop "Business Navigator"	DCD, CCCC, ITMD	StartSmart completed September 2016; Expanded May 2017	✓	License Division continuing to evaluate and expand
	C5	Streamline sale of City-owned commercial properties (non-RFP)	DCD	Most commercial properties now sold through open listings	✓	--
	C5	Landscape pattern book as alternative to BOZA landscaping approval	DCD	Pattern book developed	+	Seeking contract with landscape architect to complete the project

**Table 1. Summary of Recommendations of the Local Business Action Team (continued).**

LBAT Recommendation		Responsible Staff	Action/Status	Next Steps		
Resource Review and Revision	D1	Lexically score license applications.	CCCC	New form design developed and internally tested	+	Continue to score, review and revise forms
	D1	Review, redesign and/or standardize license forms.				
	D1	Integrate license application process into the LMS system.	CCCC, ITMD	Delayed due to longer-than-anticipated DNS implementation	-	LMS implementation planned after complete DNS rollout; Anticipated reduction in the need for in-person processes
	D1	Reduce the need for in-person license processes	CCCC	Red Tape Rescue suite developed	+	
	D1	Increased "points of contact" for greater customer service	CCCC	Facebook, newsletter, & mobile license kit implemented	+	Continue to evaluate and expand
	D1	Repurposing customer intake areas	CCCC	Capital request submitted; grant funding secured	+	Move forward with redesign
Education, Training & Outreach	D2	Create tutorial videos, pamphlets, etc.	CCCC	Clerk Notes video series launched	✓	Continue to evaluate and expand
	D2	Increase participation in business-community workshops.	CCCC	Pivot Program launched in 2016, continued in 2017; Have discussed expansion of program with City Attorney's Office	✓	Explore participation in webinars
	D2	Quarterly/mandatory training events			✓	Continue to evaluate and expand; Seek additional funding
	D2	Subscribed/social media information releases.	CCCC	Facebook & newsletter launched in 2016; Brochure developed	✓	Continue to evaluate and expand



**Table 1. Summary of Recommendations of the Local Business Action Team (continued).**

LBAT Recommendation		Responsible Staff	Action/Status		Next Steps	
Regulatory Review & Revision	D3	Consolidate & standardize license types.	CCCC	Weekly License Division process improvement meetings	✓	Continuing to evaluate.
	D3	Inter-departmental process improvement workgroups	CCCC	Monthly License Division/Health Department meetings	+	Ongoing
	D3	Consolidate & standardize code provisions	CCCC	Weekly License Division process improvement meetings	+	Continuing to evaluate.
State Regulation	D4	Develop alternatives to 2015 Wisconsin Senate Bill 81	DOA-IRD, CCCC, DNS	Bill adopted; published November 12, 2015	✓	--

## II. UPDATE ON RECOMMENDATIONS

### A. General Improvements

#### A1: Single Online Survey Tool

The LBAT recommends the development and implementation of a single online survey tool that can be used by residents and businesses that interact with City departments. The Department of City Development and the Information Technology Management Division should work with other departments (DNS, BOZA, Health, DPW, License Division, Small Business Enterprise, Police, Assessor, Treasurer and Historic Preservation) to develop and implement this survey, which can now be used by any City department.

✓ **Status: Complete.** *The survey was completed and has been in use since 2016. A link to the survey is located on the City's home page. The Department of City Development notes that more than 3,800 users have viewed the City Service Survey online, with 139 (3.7%) completing it. DCD further notes that:*

- *87% of respondents found their interaction with the City to be very satisfactory, satisfactory or "neutral."*
- *13% weren't happy, but very few left information about why they were either "unsatisfied" or "very unsatisfied."*
- *67% said staff responded to their needs in a timely manner.*
- *40% conducted their business in person; 27% by phone; 27% either online or through email.*

#### A2. Revise Zoning Code

The LBAT recommends the City make various revisions to the Zoning Code so that it is more business-friendly, particularly with respect to new and emerging business types that are perhaps regulated more strictly than necessary under current code provisions.

✓ **Status: Complete (ongoing).** *Numerous zoning code changes have been implemented since the LBAT's final report, including:*

- *Common Council File Number 150534 (6/14/2016): Makes various revisions to the Zoning Code, including changing the use classifications of certain uses to less*

*restrictive categories. For example, the ordinance:*

- *Made some commercial land uses (such as corner stores) in a building constructed as a commercial or mixed use commercial/residential building a limited use instead of a prohibited use.*
- *Changed the use classification of an artist studio in an industrial-office or industrial-heavy zoning district from prohibited use to permitted use. (This change was suggested by LBAT Co-Chair Art Dahlberg)*
- *Refined zoning regulations for micro alcohol beverage production facilities in certain districts to make them a limited use instead of a special use, provided certain production limits are not met.*
- *Common Council File Number 150665 (10/13/2015): Exempts “painting studios” from various regulations for licensed alcohol beverage premises.*
- *Common Council File Number 151407 (3/1/2016): Creates a new Industrial-Commercial (IC) zoning district, along with the necessary use classifications, design standards, etc., to reflect the special characteristics, needs and development patterns of areas like W. St. Paul Avenue between 12th and 27th Streets. This change was recommended by the Menomonee Valley Partners to create greater flexibility for development along W. St. Paul Ave.*

*In addition to the above code changes and in light of the significant increase in requests for Detailed Plan Development zoning, DCD staff are developing a template that property owners can use to create the written narrative required for a DPD application. The template will use a format that resembles the text and tables within Ch. 295 of the code (the zoning ordinance). This will simplify the interpretation and approval process for DPD applications.*

### A3. Revise Fingerprinting Requirements

The LBAT recommends the City reduce its fingerprinting requirements. Specifically, LBAT members recommend the elimination of fingerprinting requirements for most licenses and permits, including food dealer licenses and extended-hours establishment licenses (with out-of-state applicants), but retain the fingerprinting requirement for alcohol and public entertainment

premises licenses, as well as for licensees that work in residential neighborhoods or with children (e.g., ice cream peddlers, direct sellers and junk collectors).

✓ **Status: Complete.** *Common Council File Number 150634, passed September 22, 2015.*

#### A4. Eliminate Professional Photographer License

LBAT members recommended eliminating this little-used license type, as the requirement for a photographer to obtain a City license no longer serves a vital public purpose or need.

✓ **Status: Complete.** *Common Council File Number 150078, passed June 2, 2015.*

#### A5. Revise Bonding and Insurance Requirements

The Local Business Action Team recommends that City staff evaluate the City's current bonding and insurance requirements for contractors seeking small contracts with the City. These requirements should be adjusted as necessary to prevent them from deterring Small Business Enterprise participation in City contracts.

✦ **Status: Under Review.** *The City Attorney's is currently reviewing bonding and insurance requirements and will prepare a memo to the Council.*

*In addition, the City Clerk's Office (License Division) has reviewed City and State insurance requirements for City-issued licenses and permits (see Table 2, appendix), and is in discussion with the City Attorney's Office regarding potential code changes. The License Division is also working with the Legislative Reference Bureau to identify opportunities to standardize proof-of-insurance requirements for various license and permit applications.*

#### A6. Establish a Customer-Assistance Team

The Local Business Action Team recommends creation of a business-customer assistance team with a representative from each City department that interacts with businesses. This team should be chaired by a DCD staff member.

✦ **Status: In Progress.** *DCD is currently recruiting for a new position, Business and Development Coordinator. Once hired, the Coordinator's duties will include assembling and chairing the business-customer assistance team. In addition, DCD and DPW are now*

*holding a monthly project coordination meeting to ensure that both departments are working cooperatively on business development initiatives.*

*The Department of Public Works notes that the DPW Coordination Manager serves as DPW's liaison to developers, Business Improvement Districts, and other City departments, including DCD and DNS. As part of that role, the Coordination manager regularly attends meetings with developers, businesses, DCD, and DNS to comprehensively discuss necessary project considerations and permitting requirements.*

## B. Streamlining Board of Zoning Appeals Operations

### B1. Limited Use “Check Box”

The LBAT recommends the creation of a limited-use “check box” on the Board of Zoning Appeals application form for a special use appeal to BOZA to indicate whether the special use request stems from an inability to comply with limited-use standards. Having this check box will help City staff track the effectiveness of limited-use standards (i.e., how often does a use classified as a limited use end up going to the Board for special use approval due to inability to meet limited-use standards?).

- ✓ **Status: Complete.** *A “check box” has been added to the LMS system for BOZA to indicate when an application is being appealed as a Special Use. If an appeal is determined to be a Special Use because the application does not meet the limited-use standards of the Zoning Code, staff are able to track the data.*

### B2. Reduced Special Use Renewal Caseload

LBAT members recommend changing the way renewals of special use permits are treated in the code and/or handled by the Board of Zoning Appeals. There are several possible means of reducing BOZA’s renewal caseload, including increasing the length of time for which a special use permit is granted, putting more renewals on the Board’s consent agenda, or establishing a policy of automatic renewal except when there is a complaint or objection.

- **Status: Incomplete.** *BOZA staff have not yet explored the above options, but hope to continue to evaluate possibilities.*

## C. Service Delivery Improvements

### C1. Department of Neighborhood Services

The Local Business Action Team recommends the following service-delivery improvements be made in DNS:

- Develop a single-inspection occupancy-approval process.
  - ✓ **Status: Complete.** *Common Council File Number 150634, passed September 22, 2015.*
- Develop a means for permit applicants to check the status of their requested permits online.
  - ✓ **Status: Complete.** *The Land Management System went live in January 2016 for DPW permits and October 2016 for all DNS permits. The workflow (or status) is available to all on the internet to review the status of each step in the permit review process. This includes comments, date completed and the person's name/initials that completed that step in the workflow.*
- Provide customers the ability to submit drawings, plans, etc., online. Ensure that staff are able to review these items as electronic files.
  - ✓ **Status: Complete.** *ITMD notes that this functionality is available for each permit type using the Land Management System.*
- Create the necessary tools for applicants for certificates of occupancy to apply online.
  - ✓ **Status: Complete.** *Electronic application for Conditional Occupancy, Occupancy, and Temporary Occupancy permits is available on-line via the Land Management System.*
- Develop and implement a system allowing all development activity to be managed and tracked through a common database accessible to the public.
  - ✓ **Status: In Progress.** *Currently, the LMS system has BOZA, DPW permits and DNS Permits and Inspections.*

### C2. Department of Public Works

The LBAT recommends the following service-delivery improvements be made in DPW:

- Maintain and enhance communication and cooperation between the Development Center

and DPW.

- + Status: Ongoing.** *DPW notes that communication and cooperation have gotten better with the change in administration at the Development Center. Efficiencies could still be realized as the DPW and Development Center work out issues with the Land Management System, but communication is open and issues are addressed with resolution fairly quickly.*
- Have DPW staff conduct storm water management plan reviews at the Development Center.

  - Status: Incomplete.** *DPW does not believe it is advantageous for Stormwater Engineers to review Stormwater Management Plans (SWMP) at the Development Center. On average, about 30 SWMPs are received per year with about half of them also requiring MMSD approval. There are five Civil Engineer IIs in the Stormwater Unit that perform the reviews, under the guidance of two Civil Engineer IIIs and a Stormwater Manager. In addition to reviewing SWMPs, all CE IIs in this division perform a combination of tasks at any one time, including:*

    - *Design of Green Infrastructure (GI) projects such as bioswales and green alleys. Engineers see a project through from start to finish by surveying the City for locations, studying the feasibility of a given site for GI implementation, order surveys, work with Central Drafting to produce design plans, design the actual GI project, prepare contract documents, and send the project to bid.*
    - *Common daily tasks that include review of Erosion Control Implementation Plans, CSM reviews, building permit reviews, review complaints related to the Stormwater Management fees (ERUs)*
    - *Managing the illicit discharge testing program, and responding to and coordinating with the DNR/MMSD regarding suspected illicit discharges or pollution sources.*
    - *Managing the City's bypass pump and lift stations, including the design of pump rehab and pump testing contracts.*
    - *Work on the recertification of SWMPs that are five years old. These SWMPs require recertification that the BMP's (Best Management Practices) installed on a SWMP are*



*functioning properly and as designed in the original SWMP. We have received close to 1,400 SWMPs since the inception of the program. Therefore, the recertification work has evolved into a daily task.*

- *At a given time, engineers have between two to four SWMPs in various stages of review. It is very important to have an engineer see a SWMP review from beginning to end. Currently, engineers have 13 SWMPs in process.*

*SWMP reviews are not a continuous activity. Staff engineers will perform a review and provide comments to the submitting engineer (on behalf of the developer). Responses from the developer's engineer to our comments often take considerable time, and with significant gaps in time.*

*DPW engineers benefit greatly by working together to resolve unique situations while reviewing SWMPs. Also, the diversification of knowledge in having multiple engineers understand and implement the SWMP review process, and more importantly, the rules and regulations that govern them, is extremely important in responding to submitting engineers in a timely manner.*

*Having multiple engineers review plans provides flexibility in scheduling work. This becomes especially apparent when a given SWMP needs to be expedited for quicker review. DPW will always, as it always has, work with the Development Center to expedite a review if needed.*

*DPW engineers have good relationships with submitting engineers and Plumbing Plan Examiners, and are able to respond to requests from the Development Center quickly.*

- Develop strategies by which “simple” DPW permits (e.g., driveways, right-of-way occupancy) can be reviewed and approved immediately, without routing applications through multiple sections.

**+** **Status: In Progress.** *Over the past year, DPW Administration has been reevaluating the routing of each permit type that is considered “simple.” Defining these permits in a way that eliminates any DPW involvement is difficult since every permit scenario is different*

*and some oversight and consideration of what is allowable within the right of way often requires DPW oversight of some sort. For many permits, the internal DPW review has been reduced using the discretion of permit staff to route only to involved parties for expediency and efficiency.*

*Identifying truly “simple” permits may require additional permit types be created. As an example, scaffolding over the sidewalk would be simple and could likely be approved by Development Center without DPW review; however, these permits are currently classified as a right of way occupancy permit and are automatically routed through DPW.*

- Investigate means for reviewing building/site plans for DPW infrastructure concerns without physically routing plans to DPW.
  - **Status: Incomplete.** *DPW has tried at various times to review electronic or 11x17 copies of building plans. The details needed for review are often too small or difficult to review on electronic equipment currently in house. Plans are more efficiently reviewed in full size paper copies where staff can easily discuss concerns with managers and easily refer to various pages for comparison. Building plans are routed to DPW Planning, Water, Environmental, and Field Engineering. Three copies are requested so that the reviews can occur simultaneously.*

### C3. Health Department

The LBAT recommends the following service-delivery improvements be made in the Health Department:

- Create a new Consumer Environmental Health Coordinator position and reclassify an existing position to this title to generate the necessary capacity to have a Health Department representative on staff full time in the Development Center.
- In addition to performing plan reviews and inspections, Health Department staff assigned to the Development Center shall serve and assist businesses as “project navigators” (for establishments regulated by the Health Dept.), serve on interdepartmental committees to improve the licensing process, and be present information or training on opening a business in Milwaukee at community meetings.

- ✓ **Status: Complete.** *The Health Department has created a new Consumer Environmental Health Coordinator position (via an FDA grant) and the Department of Employee Relations has studied and granted the department's request to reclassify an existing Environmental Health Specialist position to a CEH Coordinator position. The Health Department currently has 4 CEH Coordinator positions. These additional positions have allowed the department to staff the DCD Permit Center on a full-time basis since May 9, 2016.*

*Having a presence at the permit center allows customers and permit center staff convenient access to the MHD-CEH staff and information about health code requirements. CEH has created a shared email address and phone number for the health coordinators. One customer recently relayed that they appreciate the new approach CEH has taken in that they no longer have to wait for answers due to staff not being available. An unexpected benefit of the permit center staffing is that there is now a coordinator available via phone for customers, citizens and inspectors during all business hours. CEH coordinators have recently received access to the Accela Land Management system and are beginning to enter information from the health reviews into the system.*

#### C4. City Clerk

The LBAT recommends the following service-delivery improvements be made in the City Clerk's Office (specifically, the Licenses Division).

- Explore the effectiveness of License Division staff present at the Development Center at all times, thereby allowing simultaneous license and certificate-of-occupancy applications.
- ✚ **Status: In Progress.** *The License Division is currently exploring the use of tablets or other technology to provide a virtual presence at the development center. Since the LBAT's recommendation, staff have been "on call" and report to the Development Center on request. For instance, staff reported to the Development Center on three occasions in 2016, and has received no requests in 2017, to date.*
- Allow a conditional (building) permit for new construction, addition or alteration to be issued prior to license approval, with the applicant understanding that he/she is taking a risk (i.e., if

the license is not approved, the business will not be able to be open as planned).

- ✓ **Status: Complete.** *Common Council File Number 151067 (11/24/2015) provides that, prior to the licensing committee's review of the request, the commissioner of neighborhood services may issue a conditional construction permit for a period of up to 180 days provided that certain criteria are met.*

#### C5. Department of City Development

The LBAT recommends the following service-delivery improvements be made in DCD:

- Establish an interactive “Milwaukee Business Navigator” website (web portal) that has comprehensive information about local and state business regulations, programs and assistance.

- ✓ **Status: Complete.** *The StartSmart web tool debuted in September 2016. It is a web portal that allows a new business to determine what licenses and permits are required to open its doors, and provides links that facilitate applying for many of those permits and licenses. The site also provides information about various business assistance resources. StartSmart was developed by an inter-departmental team involving DCD, ITMD, and the License Division of the City Clerk's office. The US Small Business Administration supported the development of StartSmart with a “Start-up in a Day Challenge” prize award.*

*Originally, StartSmart was available only for certain business types, but in May 2017 was expanded to include most license types issued by the License Division. It is currently available in both English and Spanish. The License Division continues to evaluate StartSmart, and anticipates final build-out of all license types by the end of 2017.*

- Streamline the process for selling most City-owned commercial properties by using the traditional listing approach, rather than RFPs.
- ✓ **Status: Complete.** *The majority of commercial properties are now sold through open listings at [www.milwaukee.gov/CRE](http://www.milwaukee.gov/CRE). The Request for Proposal process is used only for selected high-profile sites. In addition, DCD and the City Attorney's office have created a simplified Offer to Purchase for commercial properties, which replaces a much*

*lengthier “Purchase and Sale Agreement” document.*

- Develop a “landscape pattern book” that shows landscaping techniques/amounts that are acceptable to the City. If an applicant agrees to landscape in accordance with a pattern in the book, a landscaping plan would not need to be submitted to BOZA.

**+ Status: In Progress.** *DCD has developed the concept for the pattern book, and is in the process of seeking a contract with a landscape architect to complete the project. We expect to award a contract in fall 2017, with draft landscape code updates and the brochure draft submitted by the end of 2017.*

*In addition to the above updates, DCD notes that it has been an active participant in two public-private collaborative initiatives to make Milwaukee more friendly to entrepreneurs.*

*DCD is part of the Small Business Affinity Group organized by the Urban Economic Development Association of Wisconsin. This group is devoted to reducing fragmentation and duplication in the delivery of services to small businesses and entrepreneurs.*

*DCD is also part of Marshalling Our Resources (MOR), a region-wide effort organized by the Milwaukee 7. MOR focuses on opportunities to improve the entrepreneurial climate in southeast Wisconsin by focusing on the following issues:*

- *Access to capital*
- *Mentoring for small businesses*
- *Improving delivery of technical assistance to small businesses*
- *Developing meaningful metrics to measure the growth of small businesses in southeast Wisconsin, and celebrating wins and progress.*

## D. Licensing Procedures and Regulations

### D1. Resource Review and Revision

The LBAT recommends the following:

- Lexically score all license and permit application forms, informational sheets and pamphlets, as well as related documents and webpages; revise, as necessary, to appropriate reading levels.
- Review and, as necessary, redesign and standardize all license and permit application forms and attendant documents to increase the comprehensibility of information.

**+ Status: In Progress.** *The License Division is in the process of redesigning its applications, information sheets, and other materials. A new design has been developed and internally tested. Examples are provided in the appendix.*

*The License Division is also working with ITMD to redesign parts of its webpage to make license applications and other materials more accessible. In addition, the City Clerk's Office officially launched its Red Tape Rescue webpage in June 2017.*

- Integrate the licensing application process into the land management system (LMS) known as Accela.

**- Status: Incomplete.** *This is a planned future implementation in the LMS system. The DNS implementation has taken a greater effort than originally anticipated which has delayed future implementations.*

- Continue to reduce the need for applicants to participate in-person in the application and approval processes by exploring opportunities to increase or implement online and, in particular, mobile-friendly alternatives to include real-time, applicant-specific feedback.

**+ Status: In Progress.** *The StartSmart web tool was developed with this recommendation in mind, as it allows users to learn about the license process online. The other tools in the City Clerk's Red Tape Rescue suite also compliment this recommendation.*

*In addition, application for certain permits (DPW, DNS) can be initiated on-line. As the*

*capabilities and use of the LMS system expand to include the License Division, the need for in-person assistance should decrease.*

- Increase opportunities for applicants to receive in-person feedback by increasing points of contact to include exploring Live Chat functionality, expanding or establishing alternative office hours, as well as establishing satellite or co-locations.

**+ Status: In Progress.** *The License Division has implemented a mobile license kit for use at workshops or events across the city. The kit, funded through grant money, includes customized banners, handouts, and the ability to connect to our online resources. A list of community events the License Division attended in 2016 can be found in the “2016 Red Tape Rescue” report attached to Common Council File Number 151710.*

*In addition to a greater physical presence outside City Hall, the License Division is continuing to implement digital outreach efforts, to include updates to the License Division website, a Facebook page, and a quarterly newsletter. Our additional educational efforts can be found at [Milwaukee.gov/RedTapeRescue](http://Milwaukee.gov/RedTapeRescue).*

- Explore opportunities to repurpose customer intake areas to provide access to self-service technology, and online and onsite resources.

**+ Status: In Progress.** *The City Clerk’s Office will use grant funding provided by the U.S. Small Business Administration for development of the StartSmart web tool to repurpose the License Division’s customer intake area. A capital request has also been submitted. The goal is to not only improve customer service, but improve staff and customer safety.*

## D2. Education, Training and Outreach

The LBAT recommends the following:

- Create and make publicly-available a series of short tutorial videos, informational pamphlets or other publicly-accessible resource materials to educate applicants on key tasks, requirements, concepts and procedures in the license application and approval processes.

**✓ Status: Complete (ongoing).** *The License Division has produced 19 videos for its Clerk Notes instructional video series in three different languages. Videos average*

*approximately 3 minutes in length and are available on the Common Council - City Clerk YouTube channel. Videos are also currently on rotation on the City Channel and imbedded in the StartSmart web app. Videos are continually in development.*

*Additional statistics can be found in the “2016 Red Tape Rescue” report attached to Common Council File Number 151710.*

- Regularly hold and increase participation in business-community workshops to provide training and information related to licensing requirements and approval processes, as well as recent or pending changes thereto.
- Schedule quarterly training events with individual license holders and groups relating to operation requirements, and review whether to require mandatory attendance as a condition of license renewal in certain circumstances.
- ✓ **Status: Complete (ongoing).** *The License Division implemented its Pivot Program in 2016. The Pivot Program brings various City and State departments together to help businesses succeed. Through a free 2-hour workshop, we help existing and prospective entrepreneurs with getting a license or permit, resolving a problem, understanding regulations, or implementing best-practices. The Pivot Program is a requirement for participants in the MARTS and Respect21 programs.*

*In addition to the Pivot Program, the License Division regularly attends community meetings and has been asked by the Wisconsin Women's Business Initiative Corporation to participate in a webinar. Additional statistics, including a list of community meetings attended, can be found in the “2016 Red Tape Rescue” report attached to Common Council File Number 151710.*

- Create and regularly distribute to subscriber groups using social media or other electronic means information on educational topics relating to licensing and other related topics of interest.
- ✓ **Status: Complete.** *The License Division began publishing a quarterly newsletter in 2016. Newsletters are shared via E-Notify and can be accessed on the License Division*



*webpage and Facebook page.*

### D3. Regulatory Review and Revision

- Review all licenses and permits to identify opportunities for consolidation and standardization, or elimination, if warranted based on a change in circumstances for which the license or permit was originally established, the low number of current license or permit holders, or the low frequency of adverse committee actions, department objections or neighborhood complaints.

✓ **Status: Complete (ongoing).** *The License Division is continually looking for ways to improve licensing procedures through code updates and administrative workflow changes. Whether through our weekly process improvement meetings or more organically through suggestions by staff, we've established a culture of continual improvement and innovation in licensing. A list of policy recommendations implemented by the Common Council is provided in the "2016 Red Tape Rescue" report attached to Common Council File Number 151710.*

- Establish interdepartmental workgroups to review individual license and permit application and approval processes to identify opportunities to eliminate, standardize or streamline steps and requirements.

✚ **Status: In Progress.** *The License Division meets monthly with Health Department staff and quarterly with DNS staff to identify opportunities for process improvement. We anticipate establishing additional ad hoc workgroups as we work to improve additional license processes.*

- Review, in conjunction with department stakeholders, the definitions in the Licensing, Building Code, and Zoning Code chapters of the Code of Ordinances for consistency and opportunities for consolidation and standardization.

✚ **Status: Ongoing.** *As noted above, the License Division has established a weekly process improvement workgroup to identify inconsistencies and opportunities for process or code improvements. We continue to work toward the standardization of code definitions.*

#### D4. State Regulation

The LBAT recommends developing alternatives to 2015 Wisconsin Senate Bill 81 that would reduce the proposed legislation's harmful effects on the City's ability to regulate and license certain activities and occupations.

- ✓ **Status: Complete.** *DOA-Intergovernmental Relations Division met with interested parties in City government (City Clerk's Office, DNS, Common Council members, etc.) to explore options for responding to the proposed state legislation. Despite efforts, the bill was adopted and published November 12, 2015.*

Prepared by: Andrew VanNatta, Business Systems Specialist

Last Updated: September 8, 2017

### III. APPENDIX

**Table 2. City/State Insurance Requirements**

License	City Insurance Requirement		State Insurance Requirement	
	Type	Coverage	Type	Coverage
<b>Bicycle Parking Facilities</b>	Public liability insurance	\$25,000 (one person) \$50,000 (2+ people) \$10,000 (property)	None	None
<b>Certified Provider (Ambulance)</b>	Certificate of insurance (private sector exempt)	\$1 million (1 person) \$3 million (2+ people) \$3,000,000 (property)	Medical malpractice insurance	"...sufficient to protect all emergency medical technicians..."
<b>Direct Seller</b>	General liability	Combined single limit of \$100,000 per occurrence	None	None
<b>Flower Pot Holders</b>	Public liability insurance	In the sum to be determined by the commissioner.	None	None
<b>Home Improvement Contractor/Salesperson</b>	General liability and property damage	\$25,000 per person \$50,000 per accident \$10,000 property \$60,000 combined	General liability	\$250,000 per occurrence (bodily injury or property)
<b>Massage Establishment</b>	Certificate of general liability and property damage insurance	\$25,000 per person \$50,000 per accident \$60,000 combined	Malpractice liability	\$1 million per occurrence and \$1 million for all yearly occurrences
<b>Newspaper Vending Box</b>	Bond and a certificate of insurance	Same as Special Privilege Permit	None	None
<b>PPV (vehicle)</b>	Unspecified	\$50,000 (one person) \$100,000 (liability) \$10,000 (property)	Basic State laws and insurance applicable (no authority or insurance filings required)	
<b>PPV (drivers)</b>	Vehicle policy required to cover driver	see above	Basic State laws and insurance applicable (no authority or insurance filings required)	

**Table 2. City/State Insurance Requirements (continued)**

License	City Insurance Requirement		State Insurance Requirement	
	Type	Coverage	Type	Coverage
<b>Private Waste Collector</b>	None	None	Liability insurance	\$1,000,000 (environmental accidents)
<b>Recycling, Salvaging or Towing</b>	None (except as required by the State)	None (except as required by the State)	Liability	Varies by weight (minimum \$300,000)
<b>Sidewalk Area Dining Facility</b>	General liability and property damage	Same as Special Privilege Permit	None	None
<b>Snow Plowing Equipment</b>	Public liability	\$5,000	None	None
<b>Special Privilege Permit</b>	Public liability (name city of Milwaukee as an insured)	\$25,000 (one person) \$50,000 (2+ people) \$10,000 (property)	None	None
<b>Special Event Permit (Class A, B and C)</b>	Certificate of insurance	\$1,000,000 (bodily injury or property)	None	None
<b>Temporary PEP</b>	Comprehensive	\$1,000,000 combined bodily injury & property	None	None
<b>Transient Merchant</b>	Surety bond	\$5,000	None	None

Figure 1. Public Passenger Vehicle Information Sheet (Before Redesign)

Licensing is responsible for the licensing and regulation of child care programs, which includes the regulation of center-provided and center-contracted transportation.

of Revenue for information.)

**Inspections**

Inspections (and other activities) will be required during the license process.

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**PUBLIC PASSENGER VEHICLE (OWNER)  
PERMIT SUPPLEMENTAL INFORMATION**

OFFICE OF THE CITY CLERK LICENSE DIVISION  
200 E. WELLS ST. ROOM 105, MILWAUKEE, WI 53202  
(414) 286-2238 EMAIL: [LICENSE@MILWAUKEE.GOV](mailto:LICENSE@MILWAUKEE.GOV)

**Public Passenger Vehicle Permit Required**

A Public Passenger Vehicle Permit is required of every public passenger vehicle used for transportation of passengers for hire, including limousines, horse and surrey livery, pedicabs, taxicabs, shuttles, motorcycles used for tours, and human service vehicles operating on the streets of the city of Milwaukee.

**LIMOUSINE** means a category of for-hire, unmetred, unmarked, chauffeur-driven, ground transportation vehicles solely engaged in the business of carrying passengers on a pre-reserved or contract service basis only.

**HORSE & SURREY LIVERY** means a horse-drawn surrey for hire.

**PEDICAB** means a multiwheeled hooded or unhooded passenger vehicle that is moved by human power, or rickshaw-type vehicle pulled or propelled by any person which is used in the movement of passengers for hire on the public highways.

**PEDICAB, COMMERCIAL QUADRICYCLE** means a vehicle with fully operational pedals for propulsion entirely by human power, that has 4 wheels and is operated in a manner similar to a bicycle, that is equipped with at least 12 seats for passengers, that is designed to be occupied by a driver and passengers providing pedal power to the drive train of the vehicle, that is used for commercial purposes, and that is operated by the vehicle owner or an employee of the owner.

A recent ordinance allows for the possession and consumption of fermented malt beverages upon commercial quadricycles. A Pedicab Plan of Operation (ccl-ppvpedi) must be submitted and approved by the Licenses Committee and Common Council. See Milwaukee Code of Ordinances Chapter 100 for regulations and restrictions.

**METERED FARE TAXICAB** means a public passenger vehicle with 3 or more doors which operates without a fixed route or schedule and which is available for hire upon demand for service including by hail on the street, or upon telephonic or other electronic request, and is equipped with a taximeter.

No new or renewal permit for taxicabs may be issued for motor vehicles of model years greater than 10 years old at the time of application and vehicles must provide passenger leg room of not less than 32 inches measured from the back of the seated passenger forward.

**SHUTTLE** means a privately owned vehicle which is solely engaged in the business of carrying passengers in either:

- **SHARED RIDE SERVICE** for hire on a fixed schedule to and from predetermined locations
- **GROUP TRAVEL SERVICE** for hire on a prereserved basis only, provided that the vehicle has a passenger-carrying capacity of 5 or more persons, excluding the driver.

**MOTORCYCLE (USED FOR TOURS)** means a vehicle as defined in s. 340.01(32) Wis. Stats, and is used on a for-hire or contractual basis.

**License Period**

Each permit is valid for 2 years from date of issuance.

**License Fee**

- \$284 per limousine, shuttle, pedicab, horse and surrey, or touring motorcycle vehicle
- \$400 per taxicab vehicle (includes the fee for the meter)

**Application Forms**

- Business License Application (ccl-busapp)
- Public Passenger Vehicle Permit Supplemental Application (ccl-ppvapp)

**Exempt from Fingerprinting**

Fingerprinting is not required for this license. However, a background check will be done by the Milwaukee Police Department.  
NOTE: If you are applying for other licenses at this time, they may require fingerprinting.

**Exemptions (license not required)**

- Network transportation companies
- No licenses are required for vehicles licensed by the Wisconsin Department of Transportation as human service vehicles as described in Ch. Trans 301, Adm. Code; and shuttle vehicles authorized by Milwaukee County to provide in-county shuttle service for General Mitchell International Airport under s. 4.05(4), Milwaukee County Code. See s. 100-50-1-a, MCO.
- No licenses are required for network transportation companies which operate similar to taxicabs, use an online, digital or electronic platform to connect passengers, and are not equipped with a taximeter.
- A vehicle operated on fixed routes pursuant to authority granted by the county, state or federal government.
- A rented vehicle to be driven by the renter or an agent.
- A vehicle operated solely as a funeral car.
- A vehicle used in a carpool operated by private individuals.
- A commercial motor vehicle as defined under s. 340.01(8), Wis. Statutes:  
The vehicle is a single vehicle with a gross vehicle weight rating of 26,001 or more pounds or the vehicle's registered weight or actual gross weight is more than 26,000 pounds.  
The vehicle is a combination vehicle with a gross combination weight rating, registered weight or actual gross weight of 26,001 or more pounds inclusive of a towed unit with a gross vehicle weight rating, registered weight or actual gross weight of more than 10,000 pounds. 340.01(8)(c)  
The vehicle is designed to transport or is actually transporting the driver and 15 or more passengers. If the vehicle is equipped with bench type seats intended to seat more than one person, the passenger carrying capacity shall be determined under s. 340.01 (31) or, if the vehicle is a school bus, by dividing total seating space measured in inches by 13.  
The vehicle is transporting hazardous materials requiring placarding or any quantity of a material listed as a select agent or toxin under 42 CFR 73.

City Clerk's Office

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Figure 2. Public Passenger Vehicle Information Sheet (After Redesign)

## Checklist

As Easy As...

1 Completion
 2 Approval
 3 Remember

### License Information Sheet

# Public Passenger Vehicles

Form  
PPV-1

**\$400**  
Taxicab Fee  
8284 All Other Vehicles

**2 Year**  
License Term

**Ch. 100**  
Code Reference  
[Milwaukee.gov/ordinances](http://Milwaukee.gov/ordinances)

#### Who Needs a License?

✔ **Yes**

- Anyone transporting passengers for hire on the streets of Milwaukee
- Includes taxicabs, limos, horse and surrey livery, pedicabs, and shuttles

✘ **No**

- Network transportation companies (e.g. Uber and Lyft drivers)
- State-licensed human service vehicles & state-licensed daycare vehicles
- Commercial motor vehicles as defined under s. 340.01(8), Wis. Stats.
- Shuttles authorized by the County to provide in-county airport service

#### Getting Started

- Complete **Form OWN-1**  
*Business Ownership Form*
- Complete **Form PPV-2**  
*Public Passenger Vehicle License*
- Complete **Form INS-1**  
*Proof of Insurance*
- Submit Copy of Vehicle Registration  
*Must be in the name of the legal entity*
- Submit Copy of Vehicle Lease  
*Only if Applicable (see Form INF-1)*
- Submit Payment  
*Cash (in-person), check (payable to "City of Milwaukee") or credit (online invoice)*

**Resources**  
Our Red Tape Rescue program has the tools to help you succeed

**Clerk Notes**  
Instructional Video Series  
[Milwaukee.gov/ClerkNotes](http://Milwaukee.gov/ClerkNotes)

**Pivot Program**  
Business Workshops  
[Milwaukee.gov/Pivot](http://Milwaukee.gov/Pivot)

**StartSmart**  
Online Planning Tool  
[Milwaukee.gov/StartSmart](http://Milwaukee.gov/StartSmart)

**Still have questions?**  
Visit our website!  
[Milwaukee.gov/1license](http://Milwaukee.gov/1license)

CITY CLERK • LICENSE DIVISION • 200 E. WELLS ST. ROOM 105 • (414) 286-2238 • [License@Milwaukee.gov](mailto:License@Milwaukee.gov)

**Keep in mind the important information:**

Vehicle must be licensed during the period; you will be notified by mail of the expiration details. License notices are mailed months prior to expiration.

Public passenger vehicle owners must provide a complaint form (see [s. 100-51.5](#) of the Code for details). Vehicles may be subject to a fee; contact the [Department of Revenue](#) for more information.

When you change or replace a vehicle during the license period, you must complete Form PPV-5 (Change Form) before the license expires. If you take a vehicle out of the state, you must complete Form PPV-6 (Vehicle Out-of-State Form).

Contact us at [License@Milwaukee.gov](mailto:License@Milwaukee.gov)

City Clerk's Office


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Figure 4. Business Ownership Form (After Redesign)

Business Ownership Form (page 2)



**Business Ownership Form**

Form  
OWN-1

**1. BUSINESS INFORMATION**

Business Trade Name (DBA)

*Business Address*

Street

City  State  ZIP

*Mailing Address*

Street

City  State  ZIP

Phone  -  Email

Business Type (select one)  
 Sole Proprietor  Corporation  LLC  Partnership  Non-profit

Legal Entity Name (Corporations, LLCs and Non-Profits only)

**2. PERSONAL INFORMATION (Sole Proprietor, Agent or 1st Partner)**

First Name  M.I.  Last Name

Date of Birth         Phone  -

Ownership  % Driver's License # or State ID #  -  -  -

*Home Address*

Street

City  State  ZIP

I confirm that all information is true and correct. I understand I am required by law to inform the City Clerk of changes to this information within 10 days. If I am agent, I accept appointment as agent and assume full responsibility for the corporation, organization, or LLC.

Signature

---

**Office Use Only:** Initials:  Filed:  Apprs.:

NL  NA | Last Lic:  New  Renewal |  Issues:  Exp.

DBA:   Pending Appl.  Denied Appl.

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