



DOA- Office of Innovation 2024-25 Summary

Innovation Office Priorities

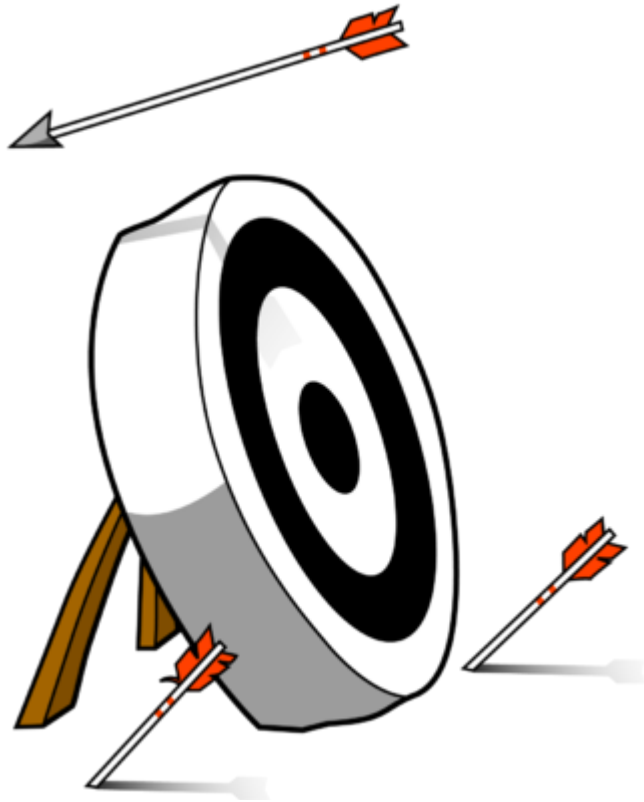
- Build upon the foundational work performed in the Ernst and Young [Reimagining Service Delivery in the City of Milwaukee](#) report as well as the City-County collaboration report by the Public Policy Forum
- Advance the efficiency and effective stewardship of City resources
- Work with internal and external stakeholders to identify opportunities for efficiency and collaboration
- Collaborate with stakeholders to assess the operational impact of emerging technologies to advance City interests
- Identify challenges and inefficiencies, working closely with departments to recommend, implement and test solutions

2024 -Targeted Financial Quick Wins

Goal of Reducing ~\$80+ Million Structural Deficit & Maintaining Vital Resident Services

- Parking Citation Increases
- Parking Meter Fee Increases
- Non-Traffic Deposit Schedule Increases
- DPW Special Event Charge Revisions/Fire Dept. Inclusion
- Expansion of DPW Flower Conversion to Perennials
- Added Acquisition of Forestry Prentice Loaders

Aiming But Just Missing the Target



Red Light Running Cameras

- Are legal in Wisconsin
- Represents sound public policy & potential revenue enhancer
- State law does not currently have an applicable “owner’s liability provision”
- Back to a state lobbying target...

MU Innovation Alley Partnership

- Pursuing enhanced UW Capstone, UWM SARUP & Bloomberg Harvard/Johns Hopkins partnerships

Potential Innovation Programs in Exploration/Discussion Phase

- **Supplementing City FastCare Clinic Sites?**

- McKinley Health Center
- Meijer FastCare Centers Currently in Greenfield, Sussex and West Bend
- Looking for functional added Milwaukee City or County sites

- **City Employee Home Down Payment Advance Program?**

- Encourages home ownership in city
- Fund with 3% City resident incentive
- Would Supplement Home Down Payment Assistance Program for income eligible employees
 - \$5,000 or \$7,000 eligible down payment

2024-25 Innovation “Group” Projects

- **Data Advancement Working Group**
- **City Facilities Plan Team**
 - City Hall Campus, Valley properties, Century City, fire repair facility focus
- **City Cross Departmental Policy Teams**
 - E.g., Vision Zero, business improvement
- **FPC /MPD Police Recruitment & Retention Working Group**
 - Address recruitment challenges & potential MOE shared revenue penalty
 - Lateral bonuses, Intergovernmental recruitment bonus, marketing, web site & social media firm RFI proposal, mandatory exit interviews, and private background investigations to speed recruitment process
- **GMC Task Intergovernmental & Advocacy Task Forces**
- **UW-LaFollette School Capstone Projects for FPC & DPW**
 - Recruitment & Retention Enhancement for Police/ Emergency Management Service Optimization

Projects Stemming from Outstanding Receivables

- **Outstanding Unpaid Parking Citation**

- Represents \$41m in outstanding citations & \$16m plus for 5 or more outstanding citations
- Enabling legislation adoption creating enforcement would yield est. \$2.5m from outstanding revenues w/ greater law adherence and tax payment
- Pursuing legislative policy around Habitual Parking Violators

- **Private Towing Companies**

- Represents ~\$500k in outstanding receivables
- Licensing timing change with DPW administrative change
- DPW maximize statutory towing administrative fee – encouraged increase from \$30 to \$35.

- **Chapter 98 Reforms/Conduit Revenue**

- Represents \$5m in outstanding receivables
 - 2 firms (Unity & Windstream) made back payments totaling \$343,000
- 10% revenue and penalty enhancer & future inflationary adjustments and interest penalty
- Process improvement for non-payment referrals & accountability around permitting

Intergovernmental Cooperation

- **State Innovation Fund Grant Challenges**

- DOR late in establishing rules; timing inflexibility of July
- 10% savings + inflation over 3-years.
- Signed agreement must be timed from Nov. 13, 2024 to July 2025
- Agreement must be a minimum of 6 years
- Rigidly applies to wholesale transfer of services & not shared agreements
 - E.G.- MFD maintenance agreements not eligible as they do not transfer a service. MRF would not have been eligible.

- **Wauwatosa LCR Workforce Tracker Software Deal**

- **Milwaukee County-City Discussions**

- Variety of opportunities in housing, workforce health, mowing, small engines, nursery/green house operations, and fire equipment maintenance, etc. being discussed

Intergovernmental Cooperation, Part II

- **Wisconsin Center District Pilot Revised Agreement**
 - \$500,000 initial 2026 base payment w/ annual growing payments over remaining 35 years of the original deal
 - Nullifies problematic funding language tied to “net income”
 - Inflationary increases of 2.5% annually to expand on and grow base payment
 - 1% monthly interest after 90 days for late payments
 - Delivers \$27.5m over 35 years in guaranteed payments vs. the current PILOT which has paid \$0 for three year’s running

Innovation in Intergovernmental Advocacy

Provide(d) Advocacy Around:

- Acceptance of City US DoJ Cops Grant application
- Police Recruitment Hiring Incentive Bonus Resolution
- MOE Federal Grants Exclusion Change
- MOE Flexibility Reform
- Red Light Running Flexibility/Speed Camera Legalization
- Water Workforce Training Partnership Earmark Request w/ Water Council, Veolia & MMSD

Technology, Data & AI Promotion

- **Initiated Civia GovAI Exploration & Trial**

- Enterprise AI/LLM tool w/ integrated compliance and safety layers into the solution and searches contextualized w/ local government users and applications in mind
- No data access required & no retention. Folios with security features and ability to track use

GovAI has the ability to upload and create function-specific Custom Assistants that can reference source material for City or department-specific agentic workflows. Some Examples:

- A Milwaukee City Ordinance Assistant which can help City Staff answer questions on internal policies/ordinances
- An IT Security Assistant which understands the NIST framework and City IT Policies and can assist information teams
- A Contract Review Assistant that understands the context of City Contract terms/requirements and can assist legal teams with initial reviews of agreements

Technology, Data & AI Promotion, part II

- **Exploring AI Website External Search Tool and Potential UCC AI IVR System (Voice Assistant)**
 - Current website host integrated search engine isn't functional. AI explored option offers promise.
 - IVR being explored for integration of city databases to provide specific info for residents in a voice operated question "when is my next scheduled recycling day at this address"? or "where do I vote"?
 - Multi-lingual function provides options to residents not fluent in English or Spanish
- **Introduced & Promoted City Joining GovAI Coalition**
- **Created Data & IT Tech Advancement Working Group**
 - Address silos- citywide repository for resources, professional development, etc. and setting strategic roadmap
 - Systemic data governance to establish, educate & enforce standards and improve data info sharing across departments
 - Add tools to enhance ease and access of public data
 - Infuse uses of data in policy decision making

Assorted Active Projects :

- **Midtown Permanent Voting Site Location & Affordable Housing Proposal**
- **City Facilities Plan**
- **Intergovernmental Consolidated Services Discussions**
- **Exploration of Revenue/Savings Opportunities Around:**
 - Various Benefits Reforms in DER
 - Solid Waste Incorporation of Replacement Cart & Delivery Costs
 - Ch. 98 Conduit Reform & City Fiber Non-profit Cost Recovery
 - Fire Emergency Incident Recovery Fee for Non-residents
 - DPW Consolidated Operations Site Tied to Facilities Plan
 - Enterprise-wide Telecom Audit
 - Recouping Outstanding Receivables
 - Conduit, Parking tickets (Habitual Parking Violator Ordinance), Towing Company Licenses

Future Innovation Priorities

Goals:

- **Expanded City Departmental Innovation Teams**
- **Enhance Data Infusion in Departmental Policy Making**

**Enhanced
Intergovernmental &
Community Focus**



The End

Questions? Thoughts?

“More is lost by indecision than wrong decision. Indecision is the thief of opportunity. It will rob you blind.” - Cicero

