DOA- Office of Innovation 2024-25 Summary

Innovation Office Priorities

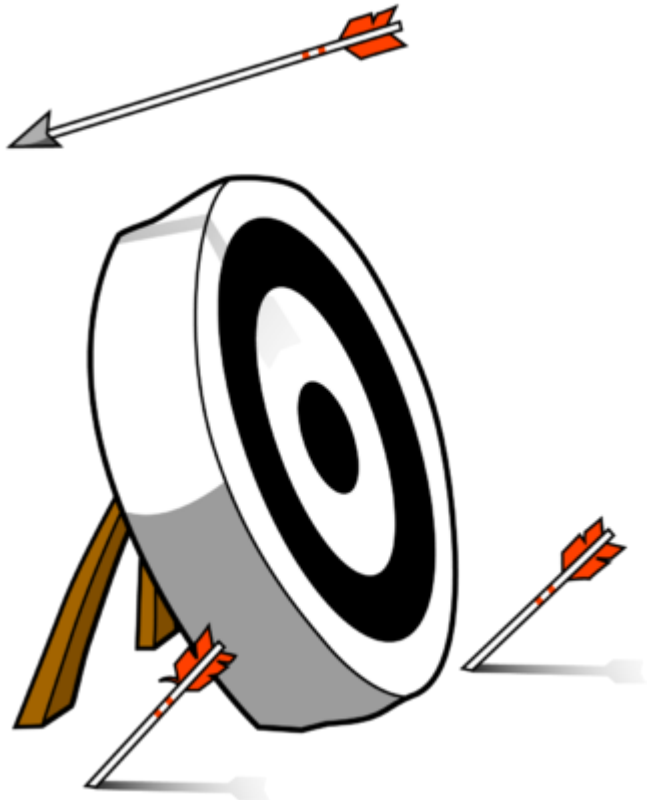
- Build upon the foundational work performed in the Ernst and Young Reimagining Service Delivery in the City of Milwaukee report as well as the City-County collaboration report by the Public Policy Forum
- Advance the efficiency and effective stewardship of City resources
- Work with internal and external 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 tix 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