Biennial Report

City of Milwaukee Innovation Office

June 2026

Purpose. This two-year report summarizes the Innovation Office's accomplishments, active initiatives, and potential next-phase opportunities that align with fiscal stewardship, operational modernization, public safety, and service delivery improvements. The portfolio reflects a dual emphasis on near-term revenue and efficiency gains, together with longer-horizon projects that can strengthen resident service, city operations, and intergovernmental collaboration.

Background

The City of Milwaukee's Innovation Office was established in June 2024 with a goal of identifying and implementing opportunities to enhance public services, improve service efficiency, modernize operations, recover revenue, and ensure exceptional service delivery. The office serves as a catalyst for positive change, leveraging data-driven insights, strategic partnerships, and diverse expertise to propel Milwaukee forward.

The Innovation Office's focus is to create an environment for experimentation and continuous improvement, learning and growth in City government. We assist City departments and select projects through ideation, consulting, and project implementation/execution. This happens through an emphasis on:

- **Policy Innovation:** Conduct and deliver research on revenue enhancement, service delivery efficiency, and policy innovation to inform decision-making for the Mayor's Office and Common Council.
- **Strategic Collaboration:** Partner with internal and external stakeholders to identify and implement efficiency enhancements, foster collaboration, and boost City revenues.
- **Data-Driven Decisions:** Encourage and integrate data into policy decision-making across City departments.
- **Innovation Initiatives:** Manage critical special city-wide projects to advance innovation. Facilitate operational and technological innovation projects, from identification through execution.
- **Intergovernmental Partnerships:** Identify and execute opportunities for service delivery partnerships with neighboring municipal governments.
- **Organizational Improvement:** Assist City departments with organizational enhancements, and guide innovative ideas into sustainable systems and processes.

- **Equity & Diversity:** Identify and foster organizational changes that prioritize diversity and equity within City government.

The Office

The Innovation Office operates with a single levy funded director position and two-year innovation fellow position that was secured through a two-year partnership with Bloomberg Philanthropies and Harvard University that began in August 2025. Efforts to secure and retain an additional levy supported innovation coordinator position for the office proved unsuccessful.

Strategic Framing

- Recent work has concentrated on projects with measurable fiscal impact, ordinance or administrative implementation potential, and operational improvements that can be scaled across departments.
- Current priorities continue to blend revenue enhancement, technology modernization, intergovernmental coordination, facilities planning, and policy design.
- Forward-looking opportunities are intended to preserve momentum, create future budget flexibility, and improve resident-facing service systems.

Report Breakdown

This report provides a consolidated summary of the Innovation Office's recent accomplishments, active project priorities, and potential future initiatives. Across this portfolio, the Office has focused on projects that improve fiscal stewardship, enhance operational efficiency, strengthen service delivery, support intergovernmental coordination, and position the City for long-term modernization.

The recent body of work reflects a practical emphasis on initiatives with measurable outcomes. In several cases, efforts that began as exploratory concepts were refined into implementable policies, budget actions, or administrative changes. At the same time, a number of current projects remain in development and may require additional policy design, partner coordination, or state-level support to advance fully.

I. Accomplishments and Enacted Project Wins

The Innovation Office has advanced a series of enacted or implemented initiatives that have already produced policy movement, new revenue, administrative improvements, or stronger cross-jurisdictional partnerships.

A significant share of recent progress has occurred in the area of auto-centric and transportation-related policy. Parking citation and parking meter fee increases were adopted and implemented beginning in late 2024, with additional work continuing through 2025 and into early 2026 to expand meter locations and update meter pricing where appropriate. The City also adopted an increase to the local motor vehicle registration fee through the 2026 budget process, with the change becoming effective on January 1, 2026. While initially discussed as a $10 increase, the approved structure ultimately rose to $11 due to revenue timing considerations.

The City also made meaningful progress in addressing habitual parking violators. Although booting as originally conceived did not move forward because of legal concerns, the work was successfully restructured into a towing-based enforcement ordinance. That ordinance became effective on November 1, 2025, and implementation began on January 1, 2026. This is a strong example of adapting a policy concept to legal realities while still advancing the underlying compliance and revenue objective.

Relatedly, the City administratively increased the non-consensual towing administrative service fee to the state maximum in May 2025. In the broader towing and compliance space, the City also advanced licensing reform related to non-consensual towing operations and related receivables issues.

The Office likewise supported progress on red light running camera policy at the state level. While statewide enactment does not occur in the current term, the issue moved farther than in prior efforts through bipartisan bill drafting and a legislative hearing. Although not yet a completed policy victory, the issue is now better positioned for renewed pursuit in the next legislative session.

Outside the transportation space, fee modernization efforts also produced results. Special event fee updates were approved, including increased pass-through of costs and inclusion of Fire Department costs for the largest special event category. This work reflects a continued effort to ensure that City fee structures more accurately reflect the real cost of municipal service delivery.

Intergovernmental coordination has also produced some notable outcomes demonstrating good examples of revenue-supportive intergovernmental collaboration. This includes a licensing agreement involving workforce tracking software with the City of Wauwatosa that was approved in July 2025 and a successful revised Wisconsin Center District PILOT agreement guaranteeing almost $28m in new City revenues over the next 35 years.

In the facilities and asset-planning category, one of the most consequential developments has been the Midtown mixed-use concept involving a former Walmart property. The project has proceeded to an agreement in principle that would provide the City with a substantial portion of the vacant big box site for public purposes, including a replacement location for the Capitol Library, a permanent location Midtown early voting site, and approximately 30,000 sq feet of additional space for future City usage. The proposal includes two phases of affordable housing, totaling 200 units, and other private sector uses in the back end of the Walmart building. Planning support for the library concept was approved in the 2026 budget and a review of zoning changes to allow the usage is imminent.

More broadly, recent accomplishments have also included implementation or advancement of a revised a full rewrite of Chapter 98 in the ordinances overseeing privatized uses of the City conduit system, Medicare Advantage plan changes for City retirees, Municipal Court non-traffic deposit schedule revisions, DPW receivables recovery efforts, GovAI chatbot deployment, police recruitment strategy work, and the continued development of enterprise data coordination efforts.

Milwaukee DPW / Brewers pothole-repair partnership with Mayor Cavalier Johnson filling holes at the rollout of the DPW hot box trailer purchased by the Brewers. This item ties to auto centric and external partnerships categories outlined in the report.

A Non-exhaustive List of Innovation Office Policy Wins to Date Includes the Following:

Category	Project	Summary
Auto-centric / transportation-related revenue	Parking citation and parking meter fee increases	Adopted in late 2024, with residual work continuing to expand parking meter locations and implement additional meter pricing updates. Changes became effective in mid-2025, with further adjustments continuing into early 2026.
Auto-centric / transportation-related revenue	Motor vehicle registration fee increase	Championed 2026 budgetary inclusion of $10 fee increase represents an opportunity to raise about $3m annually for road and complete streets improvements. Fee increased to $11 due to timing considerations tied to revenue administration.
Auto-centric/ license reform	License reform for non-consensual towing companies	Drafted a passed policy to tighten license requirement for non-consensual towing concerns, allow the city to better reclaim outstanding revenues owed it, while allowing for

		resident challenges to unscrupulous towing license holders.
Auto-centric / compliance	Habitual parking violator enforcement	A proposed booting concept did not move forward due to legal concerns, but it was successfully reframed into a towing-based ordinance for habitual parking violator vehicles. The ordinance became effective November 1, 2025, with implementation beginning January 1, 2026. Initial results have proved positive.
Auto-centric / state policy	Red light running camera legislation	While statewide authorization has not yet passed, the issue advanced through bill drafting and a legislative hearing. The effort is now better positioned for renewed action in the next state legislative session.
Auto-centric / administrative fee modernization	Non-consensual towing administrative service fee	Identified and recommended change incorporated by DPW to administratively increase the fee to the state maximum bringing about $50k in added annual revenue.
Finance/ accounts and outstanding receivables optimization	Accounts and Outstanding Receivables Working Group	Review of AR/OR policies for multiple departments led to the identification of bottlenecks, some optimized policy changes, and adherence toward standardize collections practices while reducing delinquent balances.
Finance/ revenue	Sale of unused IP addresses	Consulted with ITMD on the sale of surplus IP addresses controlled by the City resulting in 1x sales proceeds of $150k.
Fees and cost recovery	Special event fee updates- DPW/Fire	Updated special event fees were approved, including greater pass-through of costs and incorporation of Fire Department costs for the largest event category. The change was adopted in 2025 and effectuated during 2026 with a sizable anticipation of new revenue.
Fees and cost recovery	Municipal Court non-traffic deposit schedule increases & court admin fee increase	Advocated & consulted on successive legislation raising deposit ticket prices 20% for adults after 15+ years of no increase, and enacting of state sanctioned admin court fee, resulting in over $400k+ in new revenues.
Technology/ AI	GovAI enterprise-wide AI/LLM chat bot tool for city employees & website AI external search feature	Innovation championed City early participation allowed for permanent low-cost AI model with a government

		focus and greater built-in security and PII protections. Contract includes City website AI search bot negotiated at no cost, providing $34k in added annual savings. AI agents/assistant build outs present large upside for city.
Intergovernmental / licensing	Wauwatosa workforce tracking software agreement	A licensing agreement relating to workforce tracking software was approved in July 2025. Adds $10-20k in new annual revenue.
Policy reform and debt recovery	City conduit policy reforms – Chapter 98 MCO rewrite	Led efforts at total revision of Ch. 98 of MCO covering city conduit usage. Efforts to allow for increased collections and standardization of service. Addendum consulting efforts allowed for collections of ~$400k in one-time outstanding debt collections. $500k in new annualized revenues anticipated out of Ch. 98 changes.
Policy reform/ intergovernmental/ revenue	Revised Wisconsin Center District pilot	New pilot agreement delivers $27.5m over 35 years in guaranteed payments vs. the previous pilot that garnered no revenue over the three previous years.
Policy reform	Police recruitment marketing strategy	Advocated and participated in hiring of police recruitment consultant Safeguard. Resulting broad based strategies have resulted in a 66% increase in applications year-over-year. Efforts are vital to MOE strength adherence requirement in state Act 12 to avoid shared revenue penalty.
City facilities / creative placemaking/ elections / library services	Midtown mixed-use facility concept	Championed and advocate current agreement in principle advancing at former Walmart property. The concept would provide City space for a replacement Capitol Library, a permanent Midtown early voting site, and additional 30k + square feet for future City facility space in mixed use development including new affordable housing.
Policy reform/ cost reduction	Medicare Advantage Plan	Consulted on city deal providing retired post-65 former employees with Medicare Advantage Plan in lieu of Medicare option. Effort expands coverage for retirees at a savings of about $500k for the City.
Policy reform/ policy optimization/ debt recovery	Non-consensual towing license reform	Movement to annual license procedure aims to assist in collection of $400k in outstanding receivables and establish greater accountability to

		residents for problem towing companies.
Policy reform/ policy optimization	Police Recruitment & Retention Working Group	Fostered creation of & serve on multi-departmental effort to review and prescribe policies to improve flagging MPD recruitment efforts in light of Act 12 MOE provision and penalty risk. Hire of Safeguard Recruiting and a lateral police bonus are among changes stemming from the group.
External partnership/ revenue/ policy enhancement / auto centric	Hoan Foundation funding of DPW Route Reports technology pilot	Solicited and executed Foundation's funding of pilot using lidar sensing cameras in DPW vehicles able to locate, prioritize and route pot holes for efficient filling with other notable street sensing functions.
External partnership/ revenue /policy enhancement /auto centric	Milwaukee Brewers funding of DPW pot hole hot box trailer & police recruitment advertising	Solicited and executed Brewers' agreement to purchase DPW equipment establishing pot hole filling efficiencies. Consulted on agreement for free Brewers' advertisement of MPD police recruitment info.
External partnership/ revenue/ policy enhancement	Milwaukee Bucks police recruitment advertising	Solicited and consulted on Milwaukee Bucks' agreement to provide free advertisement of MPD police recruitment info.
External partnership/ policy enhancement	UW La Follette School Capstone Study of Emergency Management	Orchestrated Emergency Management's applications for systemic review of program funding and overall operations optimization of Emergency Management.
External partnership/ policy enhancement	UW La Follette School Capstone study- MPD recruitment	Initiated and vetted Capstone review of MPD/FPC's recruitment efforts for optimization.

Broader Implications of Select Policy Wins

- The habitual parking violator towing ordinance is an example of adapting an initially constrained idea into a legally actionable enforcement tool that can improve collections and compliance. Early returns since the ordinances inception in November 2025 look promising with over $1.1 million in formerly outstanding revenue being collected in the first 6 months after implementation. Addition efforts, including the resumption of employing registration holds on tickets is being explored. These changes should have a positive effect on reversing a ticket payment rate that has declined significantly in the past 15 years. Added revenues should boost the financially flagging City Transportation Fund.
- The registration fee increase, parking-related adjustments, and special event fee revisions demonstrate that revenue modernization can be achieved through a mix of budget action,

ordinance change, and administrative implementation. Future changes include a review of systematizing future increases to match inflation.

- The Midtown concept is especially significant because it links facility planning, library access, elections operations, neighborhood presence, and potential asset optimization in a single transaction. The creative filling of a long-vacant big box store, to include a two-phase affordable housing development and other private sector uses at the location aims to give the City-supported town center location a shot in the arm. This could serve as a model of innovative reuse for future empty brick and mortar redevelopment.
- GovAI chat bot, including broad city employee training initiative led by Innovation in conjunction with ITMD, presents the City the ability to gain broad workforce efficiencies and project savings through attrition at a low fixed cost to the City. The establishment of utilization of AI Agent/Assistants will enable streamlined work processes in various departments. Addendum website external chatbot will improve resident searches on city website, and free negotiation of this service will provide annual savings.

II. Active Projects and Current Priorities

Current Innovation Office work reflects a broad pipeline spanning operational efficiency, policy analysis, public safety support, data governance, technology-enabled service delivery, and partnerships. It can be grouped into several core areas.

First, the Office continues to pursue operational efficiency and fiscal review initiatives. These include an enterprise-wide telecom audit intended to identify unused services, redundant lines, overcharges, and lower-cost service options. Also active is an Accounts Receivable interdepartmental solution being explored between the Fire Department and DPW. Additional analytical work includes a review of ITMD fiber usage cost recovery for organizations currently using City fiber infrastructure without full cost recovery and multiple site fiber agreement being explored with MMSD.

Second, several current priorities are centered on workforce, benefits, and organizational effectiveness. These include ongoing work related to SLCIP and employee vacation policy review, including areas around equity and achieving potential fiscal savings. An employee engagement survey is also intended to provide a more grounded understanding of employee sentiment and retention-related opportunities. In the public safety workforce space, police recruitment and retention strategy work remains active in coordination with FPC and the Police Department.

Third, the Office is continuing to develop technology and resident-service modernization initiatives. GovAI has already created a platform for internal AI use, and related work is continuing around potential AI-supported service tools. In particular, the Office has been working with ITMD to advance a multilingual IVR AI voice system pilot project related to the Unified Call Center and City Hall operator functions, including after-hours and weekend call handling. This service will also offer email and text service and part of a larger interest in improving how residents interact with City services while also giving staff more coherent intake, workflow, and tracking capabilities.

Fourth, several active projects involve facilities, partnerships, and place-based strategy. The Midtown project remains a major active priority because it combines library service, elections operations, neighborhood investment, and long-term facility planning. Work here will include efforts to fill the aforementioned unused space available to the City. Additional partnership work includes additional collaboration with the Hoan Foundation around ADU homes, and various academic partnerships with MSOE, UW–La Follette, and UWM's SARUP. Camp RISE review work also remains active as part of a broader interest in evaluating data of the program's effectiveness and supporting its long-term sustainability. Lastly, the Office is working to expand collaboration with MATC and MPS to creatively establish expanded pipeline opportunities through youth apprenticeships for high demand and difficult to fill city positions.

Fifth, the Office continues to explore public safety and intergovernmental opportunities. This includes County-City discussions around CAD consolidation, synergized employee health clinics, and other potential shared-service or coordination opportunities. Also under study is an MFD non-resident motor vehicle accident cleanup, which may offer a future cost-recovery mechanism if policy, billing, and implementation issues can be worked through effectively.

Taken together, the active portfolio shows that some of the City's most meaningful innovation work is not limited to a single visible program. Instead, it often consists of a mix of policy design, administrative clean-up, fiscal discipline, intergovernmental coordination, and technology modernization that can produce substantial long-term value.

Current active projects the Innovation Office has consulted on, is advising, or is project managing includes:

Operational Efficiency and Fiscal Review

- An **Enterprise-wide telecom audit** to identify unused lines, overcharges, and opportunities for lower-cost service structures. Anticipated savings of greater than $250,000 annually are expected and discussion has materialized around creating an AI assistant to provide long-term internal monitoring of unutilized devises.
- A review of **ITMD fiber usage cost recovery** for institutions and non-profits currently accessing City fiber without full cost recovery. This effort includes discussions around establishing **multi-location fiber agreement with MMSD**.
- Consulted with DPW on the prospect of **reestablishment of motor vehicle registration holds** for vehicles with outstanding parking citations.

Workforce, Benefits, and Organizational Effectiveness

- An **employee engagement survey** intended to identify operational and workplace improvements that can support retention and organizational effectiveness. Supplemental work will be made with interviews around police retention to assist ongoing police strength efforts.
- **A DER Benefits Work Group** review of Sick Leave Control Incentive Policy and vacation policy benefits questions from equity, reform and long-term savings implications lenses.

• Continued development of **police recruitment strategy** work in coordination with FPC and the Safeguard Recruiting.

Various Milwaukee forestry services. DPW Forestry services tie to the workforce, apprenticeship, and technology partnership operational improvement initiatives found in the report.

• Build on existing ***YouthForce* high school youth apprenticeship programming** in a Forestry and MFD maintenance by driving additional city youth apprenticeships around vehicle service technicians, CDL, and assorted Water Work positions. Training partnerships to cover high demand City work that is difficult to fill. Training to tie in with MATC certification programing in conjunction with dual enrollment in MPS.

• Active leadership roles **in Food Security and Employee Home Down Payment Working Groups** seeking to develop city sound policies in these areas.

Technology and Resident Service Modernization

• **GovAI enterprise chatbot deployment** and broader evaluation of AI-enabled internal tools including **AI Agents/Assistants.**

• Systemic **Front Desk multi-channel resident facing AI pilot** involving email, SMS and IVR AI voice opportunities for the Unified Call Center and City Hall operator functions, focusing initially on after-hours and weekend call handling. This multi-lingual system functions in over 100 languages and will help us manage data around service calls providing opportunity for greater efficiencies.

Facilities, Partnerships, and Place-based Projects

- **Midtown mixed-use project** development involving MPL and the Election Commission, with LITC housing and providing development filling a long-vacant Walmart big box store. Coordinated EV car charging stations to go into new site and exploring continued options for anticipated vacant City space.
- **External partnerships** with corporate, nonprofit, and academic institutions, including work with the, the **Hoan Foundation** on providing free public **Auxilary Dwelling Unit designs**, a **UWM SARUP Capstone Study** on **optimizing MKE Parks**, and a unique **MSOE AI tech partnership** that utilizes city data on our urban canopy of trees in a tool to **optimize Forestry tree maintenance** and reduce failures.
- Orchestrated a **CampRISE outside audit/program review** by Bloomberg Cities' Initiative in conjunction with Harvard to sharpen programmatic offerings with CampRise while seeking a means to broaden support for long-term program sustainability.
- Soliciting and consulting on **Milwaukee Bucks agreement** to provide **free advertisement of MPD police recruitment** info on LED advertising signs. Initial agreement needs to be formalized.
- Exploring partnerships with the **Forest County Potawatomi Nation and Airport Gateway Bid** to assume maintenance and operations of 4 of 6 **Gateway signs** the City established in the early 2000s and which MMSD has supported recently but is relinquishing to the City.

Public Safety and Intergovernmental Exploration

- **County-City partnership** discussions involving **shared CAD replacement infrastructure**, **combined employee health fast care clinics**, and other coordination opportunities. Exploration of **consolidating fire & EMS dispatch services** with **Wauwatosa & West Allis**.
- Ongoing review of a possible **non-resident Fire Emergency Recovery / motor vehicle accident cleanup fee** by MFD. This effort went through an unresponsive RFP process and internal alternatives are being explored for carrying this forward.

Project Spin-off Opportunity

While the recent telecom audit is not a project with much public visibility, it presents us the ability to yield long-term durable savings through recurring collections improvements, better contract management, asset review, and standardized business processes. The almost completed audit identified pricing discrepancies, bundle opportunities and targeted elimination of idle cell phones and I-pads accounts that is anticipated to provide savings of greater than $250k. The firm providing the audit then wanted to sell the city a technological solution to assist in providing ongoing monitoring of tech devices and avoid/reduce wasteful expenditures around idle contracted equipment. The Innovation Office saw this as an opportunity to "do it ourselves" and is pursuing the feasibility of constructing an AI Agent solution with ITMD through the GovAI enterprise chatbot to accomplish the same goal.

III. Potential Future Projects and Next-phase Opportunities

Looking ahead, several prospective initiatives appear especially worthy of continued development.

At the state level, one clear area for future support involves Act 12-related flexibility, especially around COPs grant treatment, the reform of police and fire maintenance-of-effort staffing requirements, and potential changes to the pension system discount rate. These issues may become more viable in the January 2027 policy environment and would likely benefit from sustained coalition support. Red light running camera legislation should also remain part of that longer-term state agenda.

Internally, one promising future opportunity is the potential implementation of a non-resident Fire Emergency Recovery Fee for motor vehicle accidents. This concept is currently being explored by MFD though has hit a wall around establishing an accounts receivables process. The fee could represent a targeted cost-recovery tool, particularly for capital equipment and service-related expenses, if structured appropriately and efforts will be explored for alternative accounts receivable options.

The Office is also considering larger modernization concepts that could frame the next stage of innovation work. One is exploring viable intergovernmental opportunities around consolidated employee health clinics with other local governments, along with consolidation of fire and EMS dispatch services with two of our western suburban neighbors. Both of these service consolidations might serve as eligible for state grant dollars through the second phase of the state Innovation Fund.

A second future concept is the creation of an automatic annual price adjustment structure for eligible City fees. Such an approach could reduce the need for repeated legislative updates while helping preserve purchasing power and improve revenue planning. A carefully designed ordinance in this area could become an important long-term fiscal management tool.

Finally, sound use of the remaining undedicated space at Midtown remains an important future-facing priority because of its potential to produce operational, civic, neighborhood, and asset-management benefits at the same time.

Some Prospective Innovation Office Policies Includes the Following Ideas:

Opportunity area	Potential direction
State-level agenda for 2027	Advocate for added flexibility in Act 12 COPs grant treatment, reform of police and fire maintenance-of-effort staffing constraints, potential modification to the ERS pension discount rate, enabling legislation for electronic/mobile notification for outstanding parking citations and renewed advancement of red-light running camera authorization.

Review of Sick Time & FMLA Policy	During the recent DER Benefits Work Group recent review of the City's Sick Leave Control Incentive Policy and vacation policy, wide discrepancy in sick time usage was noted between departments and personnel. Additional cases of potential FMLA overuse were reported. The group discussed need for a future systemic review of these issues.
Explore consolidated services and city privatization efforts for possible second round eligibility with state Innovation Grant funding	Explore opportunities around consolidation of County and Wauwatosa employee health/fast care clinics with the city, and consolidation of a Wauwatosa/West Allis joint Fire Department dispatch into City DEC. Other contracted vendor opportunities have been noted like administrative/clerical testing in DER.
Automatic annual fee adjustment policy	Explore an ordinance establishing routine annual price adjustment for eligible City fees, charges and fines to preserve purchasing power and reduce the need for repeated legislative updates.
MSOE tech & AI partnership opportunities	Build off preliminary discussions with MSOE following a successful DPW-Forestry tech tool collaboration with MSOE. Assistance in building AI agents and other ITMD opportunities exist.
Consolidated accounts receivable initiatives	One key area to explore is whether DPW admin could absorb the accounts receivable services for MFD enabling the establishment of a MFD non-resident motor vehicle accident clean-up fee.
Facilities and asset optimization	Work to establish viable opportunities for final 30,000 square feet of space in former Midtown Walmart being ceded to the City and properties owned by the City in the Menomonee Valley.
NID funded resident alley plowing	Explore creative service delivery through a pilot initiative that uses NIDs to provide a funding mechanism to assist residents wanting to fund privatized alley plowing efforts

IV. Cross-cutting Observations

Several themes emerge across the larger portfolio of Innovation Office work:

- Many of the strongest projects do not fit neatly into a single department. Their value comes from coordination across budget, operations, legal, technology, facilities, and external partners.
- A number of the most promising initiatives are pragmatic rather than flashy: fee modernization, receivables collection, telecom review, and cost recovery can produce meaningful fiscal benefits when executed consistently.
- The portfolio also shows increasing interest in using technology to improve both internal operations and resident facing services, especially through AI tools, data governance, and better intake systems. In short, the project pipeline reflects a growing interest in pairing fiscal

stewardship with modernization. The Office is not treating innovation as separate from budget discipline; rather many current and potential projects are intended to improve both service quality and financial resilience. The implementation of AI on a broad scale to increase productivity represents the one biggest opportunity under City control to achieve long-term fiscal savings through workforce attrition. This effort would benefit from robust enterprise-wide AI training and implementation of AI agents/assistants to achieve greater departmental efficiency.

- Several ideas will require sustained external support or legislative strategy, particularly where state law affects local flexibility.

V. Conclusion

Taken together, the Innovation Office project portfolio shows a disciplined emphasis on initiatives that can improve the City's fiscal position, modernize service delivery, strengthen intergovernmental collaboration, and position Milwaukee for more durable long-term efficiencies. The recent record includes concrete policy wins and implementation progress; the active pipeline includes credible opportunities for additional savings, revenue, and modernization; and the forward agenda provides a practical framework for the next phase of work.

Submitted: June, 2026

Jim Bohl, Director of Innovation

Department of Administration