

# Department of Administrative Services

Information Management Services Division

## Technology Procurement Overview



# Who is DAS-IMSD

## VISION

*Information Management Services Division (IMSD) is a **transformational technology leader that enables** Milwaukee County with innovative digital services and solutions.*

## MISSION

*IMSD is a **strategic partner that empowers** Milwaukee County through superior and effective information and technology services.*

## Governance

## Business Relationship

## IMSD

## Applications

## Infrastructure & Operations



MILWAUKEE  
COUNTY

# 2024 – 2026 IMSD Strategic Plan Overview



## Customer Experience Management

1. Customer Centric Mindset
2. Consistent, Timely, and Quality Services and Solutions
3. Automation Throughout the Service Delivery Process
4. Customer Empowerment through Engagement and Transparency
5. Reportable Success Factors

## IMSD is Inclusive and Diverse



1. Cultivate an inclusive and diverse organization that brings different perspectives to technology decisions with reportable success factors.

## Maximize Value of Technology



1. Consolidation, introduction, and adoption of resilient technology that maximizes Milwaukee County's resources and constituent services
2. **Best Value, not Best Price - The right technology to meet the customer's need.**
3. Align IT Costs to the County's Services and Departments
4. Communicate the IT Value in the Language of the Stakeholder
5. Reportable Success Factors based on Stakeholders, not IMSD

## Data Driven Culture



1. Define and educate the County and users about the value of data and how it is critical to success.
2. Establish a data driven culture through established data governance, ownership, quality, and classification.
3. Drive County service improvements through use of data for data driven decision making.
4. Make data accessible and consistent to eliminate silos.
5. Reportable Success Factors

## Security Throughout



1. Everyone is responsible for IT security and awareness.
2. Deliver risk-based, dynamic, and nimble IT security services for the County and its partners.
3. Create an IT security framework and capability maturity model (CMM) around infrastructure resiliency, connectivity, data, access, and cybersecurity.
4. Establish and execute an IT risk and controls framework aligned to department needs.
5. Reportable Success Factors



2. Bridge the Gap (2A, 2B)
3. Invest in Equity (3B)

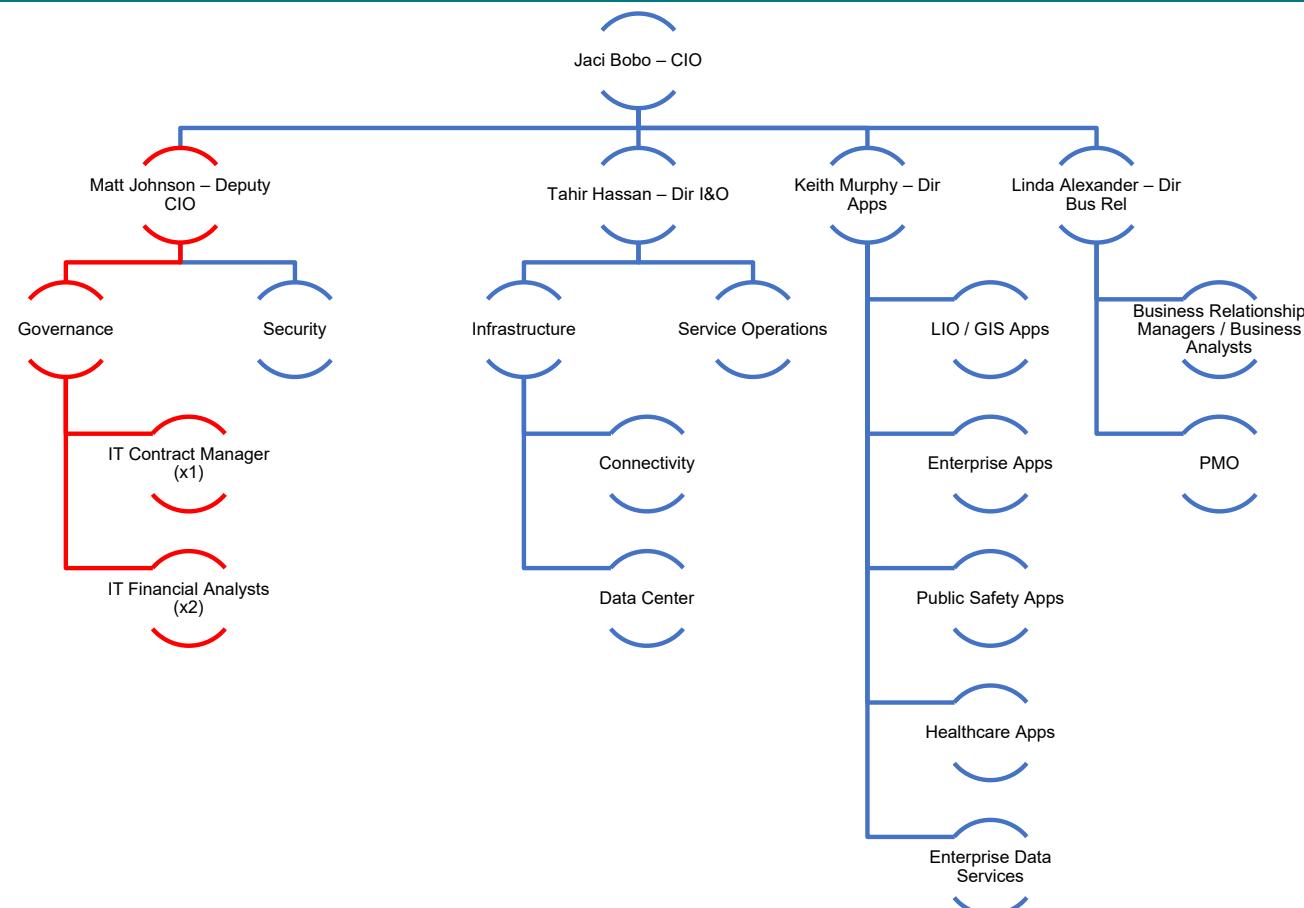
1. Create Intentional Inclusion (1A, 1B)
2. Bridge the Gap (2C)
3. Invest in Equity (3C)

2. Bridge the Gap (2A, 2B)
3. Invest in Equity (3B)

1. Create Intentional Inclusion (1B)
2. Bridge the Gap (2A, 2B, 2C)
3. Invest in Equity (3A, 3B, 3C)

- 2 Bridge the Gap (2A, 2B, 2C)
3. Invest in Equity (3A, 3B)

# IT Governance Team Overview



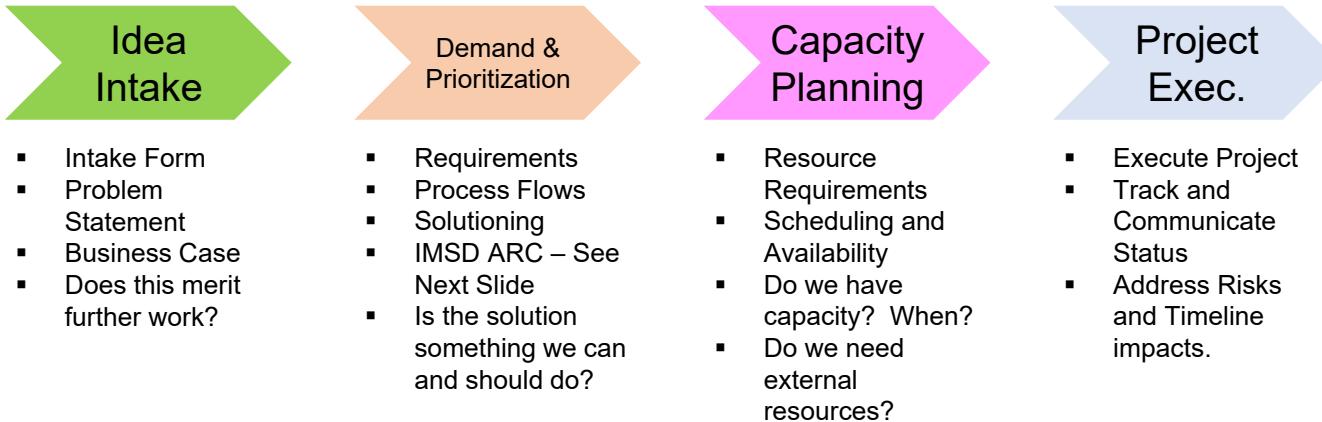
# Maximize Value of Technology – Intake

## Maximize Value of Technology – Reduce duplication by...

- IT Business Relationship Pillar – Departments make a request and outline the problem they are trying to solve. Often, we already have a solution in place for a department.
- Centralized contract and vendor management, including cost negotiation. [AMOP 15.01](#) includes [roles and responsibilities](#) – “IMSD's review of technology purchases (hardware, software, and subscription services) is required prior to execution of a contract.”
- Centralized support via the IMSD Service Desk portal for technology operations.



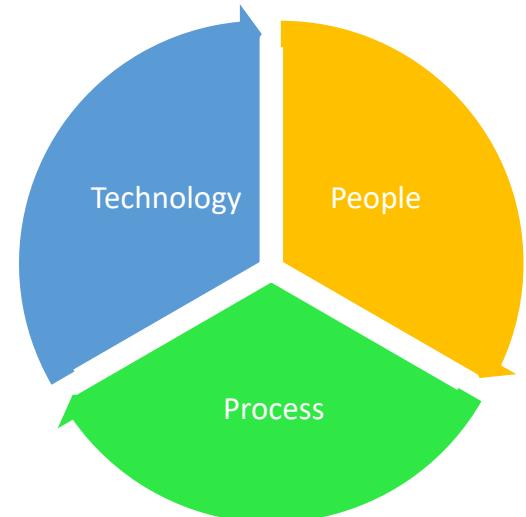
## Technology Solution and Project Request Process



# Architecture Review Council (ARC)

## Purpose

- Understand Milwaukee County's infrastructure and underlying business processes, applications, and data.
- Define technologies upon which systems, applications, and IT infrastructure are built to support the business process.
- Set guiding principles based on the defined technologies.
- Define Enterprise Architecture (EA) roadmaps to support Future State Decisions.
- Ensure that new and existing solutions and changes to existing solutions are consistent in supporting the strategic, financial, and security objectives of Milwaukee County.
- Responsible for overseeing architectural requests and guaranteeing compliance with regulations and standards.
- Ensure any changes to the IT ecosystem are vetted, validated, and fall under the guidelines of the County's governance, best practices, and relevant IT standards.
- To mitigate risks, ARC follows well-defined, objective processes, enforce rules uniformly, and respond to requests in a timely manner.



# Technology Budgets

## Agency 116 – IMSD Operating

- Separate agency and fund (internal services fund) for IMSD employees, training, Countywide infrastructure (e.g., Microsoft, infrastructure hosting providers, network connectivity, security tools, etc.).

## Capital – Departmental and IMSD Projects

- **Departmental** – Coordination with departments and Facilities Management Division (DAS-FMS) to evaluate capital projects and budget for associated technology expenses (e.g., contractors, infrastructure hardware, software, implementation costs, etc.).
- **IMSD** – IMSD capital projects. For 2026, only one new project is added – End User Device Lifecycle.

## Agency 115 (DAS) – Central Spend

- Central Spend is operating budget, within Agency 115 (DAS), allocated for recurring software license and maintenance costs and non-capital IT hardware initiatives.
- Central Spend does include Countywide miscellaneous hardware break / fix and miscellaneous software line items. However, each year, the budget for these lines has been reduced to accommodate vendor cost increases elsewhere to achieve budget targets.

## Departmental Operating

- **Technology for Net New Positions** – Departments fund the end user device purchases for net new positions through IMSD procurement processes. These devices are then included in future DAS-IMSD capital lifecycle projects.
- Ancillary User Equipment and / or Consumables (e.g., web cams, keyboards, USB drives, etc.)



# OPEX (Expenditures) – 2025 to 2026

	2025 Adopted Budget	2026 Recommended Budget	Summary of Changes
IMSD (Agency 116) – Personnel	\$10,845,241	\$11,382,916	<ul style="list-style-type: none"> <li>Includes 1% salary increase.</li> <li>Abolished 3 vacant positions and unfunded IT Interns – Reduced V&amp;T by \$650,000 (from \$950,000 to \$350,000).</li> <li>+1.0 Cross Charged to Medical Examiner – See details below</li> <li>+1.0 Supplemental Position – See details below</li> </ul>
IMSD (Agency 116) - Commodities & Services	6,421,331	\$6,268,793	<ul style="list-style-type: none"> <li>Reduction through cost optimization to achieve levy reduction target.</li> <li>No service reductions.</li> </ul>
<b>Total</b>	<b>\$17,266,572</b>	<b>\$17,651,709</b>	
Technology Purchase Management (Agency 115) – Commodities & Services			
Technology Purchase Management (Agency 115) – Commodities & Services	\$9,099,300	9,816,685	<ul style="list-style-type: none"> <li>\$859,000 BHS – Increase of users to Netsmart, Waystar, Articulate, and Smartsheet for Grant Reporting. This is charged to BHS (non-levy).</li> <li>\$140,355 – Reduction through cost optimization to achieve levy reduction target. No service reductions.</li> </ul>
Employees (Excludes Interns)			
Employees (Excludes Interns)	111.00	110.0	<ul style="list-style-type: none"> <li>-3.0 FTE Vacant Positions (Governance, Geospatial Applications, Enterprise Data Services)</li> <li>+1.0 Business Intelligence Analyst (Medical Examiner Cross Charge)</li> <li>+1.0 ERP Product Owner (Supplemental Request)</li> </ul>
Contractors	1.75	2.75	<ul style="list-style-type: none"> <li>Cross Charge to Parks – Converted Intern position to a Contractor</li> <li>Cross Charge to Zoo – 0.75 FTE is Seasonal Contractor</li> </ul>
<b>Total</b>	<b>112.75</b>	<b>112.75</b>	



# 2026 Capital Requests

IMSD CAPITAL PROJECTS			\$ Recom. – 2026
Dept	ID	Request	
IMSD / DAS-FMD	WC031201	<b>Courthouse – G2A server Room Safety Improvements</b> This project proposes a comprehensive upgrade to the computer/server room infrastructure to improve fire safety, modernize critical systems, and ensure long-term operational continuity. Key components include fire suppression installation, HVAC system modifications, downsizing the server room, upgrading the Honeywell Building Automation System (BAS), and enhancing the MKE Complex with new UL-listed servers and upgraded workstations.	\$1,100,000
IMSD	WI020903	<b>Technology Lifecycle Replacements – Phase 3</b> Lifecycle replacement and deployment of end user devices (e.g., laptops, desktops, etc.) and network equipment (e.g., switches, routers, wireless access points, etc.) based on IMSDs asset tracking and end of life status.	600,000
<b>Total</b>			<b>\$1,700,000</b>
DEPT. CAPITAL PROJECTS w/ SIGNIFICANT IT COMPONENTS			\$ Recom. – 2026
Zoo	WZ017401	Zoo Front Entrance – Admissions Reconfiguration	\$13,600,000
Parks	WP080801	Parks Lighting Improvements	682,940
MCSO	WR021601	CJF – Camera Replacements	620,965
Zoo	WZ020901	Zoofari Building – Roof and HVAC Replacement	175,000



# DAS-IMSD Technology Purchasing

## Contracted Purchases

- Management of over 350 agreements (and increasing)
- Non-Disclosure Agreements (NDAs), Master Services Agreements (MSAs), Implementation Statements of Work (SOWs) – Containing key provisions, for example:
  - Service Level Agreement (SLA) Clauses
  - Data Protection (e.g., public records requirements, geo-restrictions, no data sharing, etc.)
  - Standards and Regulations Compliance (e.g., CJIS, PCI-DSS, HIPAA, etc.)
  - AI-Related Protections (e.g., do not use County data for model training)
  - Audit Terms and Conditions (e.g., standard County audit clause, specific IT audit clauses, where appropriate)
- Q1 2026 project to review and update IMSD standard terms and conditions with industry best practices.

## Non-Contracted Purchases (i.e., Punchout Vendors and Purchase Requisitions)

- **Commodity Approvals** – July 2025 – Implemented IMSD review and approval of items in Infor based on Commodity Codes. Allows IMSD to ensure punchout and other PO-based purchases are inline with IMSD standards. Further optimization of this process in 2026.
- **Integration of Dell Punchout Vendor** – Integration with the IMSD Service Desk – When a department places an order, an IMSD Service Desk ticket is automatically created. Devices are shipped to IMSD's offices at Fleet.
- **P-Cards** – Currently, IMSD does not have visibility into departmental technology purchases via P-Cards. Ongoing discussions with Comptroller and Procurement for evaluation of possible solutions.



# Technology Consolidations / Optimizations

## Completed

- **MMIA** – Consolidation of MMIA's separate Microsoft tenant into the County's tenant. Elimination of duplicated services and support. Standardization of security tools and processes on MMIA devices.
- **UW Extension** – UW Extension technology now on standardized County devices (e.g., network, end user devices, etc.) and support processes.
- **Salesforce** – Consolidation of separate Salesforce platforms for County Board and CEX.

## Ongoing

- **DHHS No Wrong Door Program** – Consolidation of legacy processes and applications on a modern, Software as a Service (SaaS) platform (Netsmart). Completed over 20 projects since 2022. Further work planned through 2028.
- **Source to Pay** – Streamline existing, disparate procurement processes and requirements into a Countywide process with clear roles and responsibilities. Implement additional software tools, if required, or modify existing applications to manage these new processes. Targeted 2026 completion.
- **Telephony Systems** – Migration from legacy voice over internet protocol (VoIP) systems to Microsoft Teams Voice. Targeted 2026 completion.
- **Printers** – Review and optimization of printer fleet and deployment. Targeted 2026 completion.



# Technology Consolidations / Optimizations

## Areas for Future Consideration

- **MMIA** – Further process and system integrations (e.g., IT support services, Cityworks, etc.).
- **Courts and District Attorney** – Opportunities for IT services standardization. Major challenge is the requirement to use State managed technology (e.g., end user devices) while interacting with the County environment.
- **OEM Radio** – Opportunities for IT services standardization with the Radio division.
- **Major Software Platforms**
  - Web Sites
  - Collaboration Tools
  - Maintenance Applications
  - Financial and Back Office Applications (e.g., ERP, HRIS, etc.)
- Challenges to Consolidation / Optimization:
  - Resources and Availability
  - Budget to Achieve
  - Business Process Maturity
  - Organizational Change Management



# Questions and Discussion





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