

CLIENT RESPONSE TO GARTNER RECOMMENDATIONS AS OF 8/28/2015		
GARTNER RECOMMENDATION	STATUS	CLIENT RESPONSE
SECTION A: PERFORMANCE RECOMMENDATIONS (5)		
A1. The Client should define minimally acceptable system performance criteria using the guidelines provided in this report. These should be used to monitor and measure system performance and incorporated into the Motorola maintenance and support agreement.	In Progress	Acceptable system performance criteria was developed by Gartner and presented to Motorola. Negotiated acceptable system performance criteria has been refined and accepted by all parties within a proposed Maintenance and Support Agreement which will be presented to the County Board on 9/15/15 and to the City Commission on 9/16/15.
A2. The Client should monitor system performance against the minimally acceptable system performance criteria for a period of 90-days to establish a baseline of stable system performance.	Pending	A reporting process will be established with the CAD Support Manager to provide status updates to the Technical Sub-Committee and the CDA Director upon the acceptance of the proposed maintenance and support agreement.
A3. The Client should follow the Motorola recommended workstation and server maintenance schedule of weekly workstation reboots, monthly application server reboots and quarterly database server reboots.	Complete	As of July 7, 2015, Motorola's recommended reboot schedule for all workstations and servers have been followed.
A4. The Client should report all system performance related issues, including each occurrence of CAD or mobile workstation errors and any system-wide performance issues to Motorola in order to properly document the nature, frequency and severity of issues and to assist in the identification of root cause.	Complete	As of July 7, 2015, staff has reported all system performance issues and errors to Motorola via Motorola's support ticketing system. Any logs that can be captured are also submitted to Motorola.
A5. The Client should work with Motorola to create a test environment able to simulate production level system loads. The Client should require Motorola to conduct a performance test baseline simulating full production load as part of any major version upgrade before it is released into production.	Pending	Upon execution of the proposed Maintenance and Support Agreement, the requirements to set up a test environment to simulate production level system loads will be developed.
SECTION B: VENDOR MAINTENANCE AND MANAGEMENT RECOMMENDATIONS(6)		
B1. The Client should continue with Motorola only if the Client is able to execute a maintenance and support agreement that defines specific system performance and service level requirements and has associated financial incentives using the guidelines provided in this section of Gartner's report.	In Progress	A proposed Maintenance and Support Agreement has been negotiated and will be presented to the County Board on 9/15/15 and to the City Commission on 9/16/15.
B2. If the Client and Motorola are unable to agree on a suitable maintenance and support agreement, then the Client should continue with Motorola using a standard maintenance and support agreement and immediately begin the process to find a suitable replacement system using a market-based competitive bid process.	Not Applicable	A proposed Maintenance and Support Agreement has been negotiated and will be presented to the County Board on 9/15/15 and to the City Commission on 9/16/15.
B3. The City and Motorola should follow an agreed upon process for creating, documenting and managing support tickets using standardized severity level definitions and escalation policies.	Complete	The processes have been reviewed and verified.
B4. The City and Motorola should institute daily teleconference calls to review open priority issues and develop a transparent and trusting way to communicate findings and actions taken when troubleshooting issues.	Complete	In review of the recommendation, it is believed that weekly conference calls and communications are sufficient. However, during any periods of instability daily communications will be conducted.
B5. The City should assign a dedicated CAD support manager with no other duties besides the management of the CAD system support. The CAD support manager should be assigned to work at the CDA and be responsible for tracking and reporting of all CAD issues.	In Progress	The Technical Sub-Committee's Selection Committee has interviewed six candidates. Two candidates have been short listed and brought in for on-site visits of the CDA and further interviewing. Hiring is anticipated to be completed early September.
B6. The Client should require Motorola to complete System Administration training as a condition of signing any maintenance and support agreement.	Complete	System Administration training was completed on August 20, 2015.
SECTION C: SCOPE MANAGEMENT RECOMMENDATIONS (5)		
C1: The City and Motorola should follow a consistent process for defining, prioritizing and tracking open work including issue resolution, maintenance update and enhancements.	Complete	A process has been defined and implemented.
C2: The City and Motorola should agree on specific tasks and timelines for each open issue and report progress regularly.	Pending	This will be implemented and managed by the CAD Support Manager as part of the weekly meetings or teleconferences with Motorola.
C3: The City and Motorola should agree on an issue escalation process that clearly defines how and when issues are reported and escalated and to whom, including both Motorola and the Client stakeholders.	In Progress	An agreed upon issue escalation process has been defined in Exhibit B of the proposed Maintenance and Support Agreement.
C4: The City should use a more formal and structured scope management process for large, complex IT projects to set and manage expectations of both system stakeholders and vendors.	In Progress	The current project management process is being reviewed for application to large, complex IT projects.
C5: Any future major system enhancements, upgrades or new system implementations should include a detailed Statement of Work that includes scope, schedule, deliverables and acceptance criteria.	In Progress	The proposed Maintenance and Support Agreement establishes a structure for the CAD Support Manager to follow as part of the defined project management process.

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SECTION D: REQUIREMENTS MANAGEMENT RECOMMENDATIONS (3)		
D1: The Client should develop a full set of high-level, outcome-objective based CAD requirements using business owner representatives. These requirements will help to identify actual critical gaps in functionality and can be used to either scope enhancement requests for Motorola or a baseline for any future system procurement.	Pending	The CAD Support Manager will complete this task.
D2: The Client should define observable acceptance criteria for any enhancements or future system deliverables so that clear traceability between the requirement and the delivered software can be maintained.	Pending	This will be a responsibility of the CAD Support Manager.
D3: The Client should prioritize requirements so that system functionality can be delivered incrementally as budget allows.	Pending	The CAD Support Manager will work with the CDA Director and the Technical Sub-Committee to prioritize requirements.
SECTION F: USER ACCEPTANCE TESTING RECOMMENDATIONS (4)		
F1: The Client should create a test environment where full system load testing can be performed using automated tools. Each new release should be fully load tested and tested for expected error conditions under load before being released to production.	Pending	Upon execution of the proposed Maintenance and Support Agreement, the requirements to set up a test environment to simulate production level system loads will be developed.
F2: The Client should create a comprehensive regression test plan for all new releases and where possible automate the regression test using testing tools. The regression test should be periodically reviewed and updated to ensure that the appropriate level of testing is performed on each new release.	Pending	The CAD Support Manager will lead the effort in defining this plan.
F3: The Client should share the regression tests with Motorola and request that Motorola follow the same regression tests before providing new releases to the Client for testing and should not accept any releases that have not been fully regression tested.	Pending	The CAD Support Manager will responsible for this task.
F4: The Client should continue to carefully track regression test errors to improve the quality of each version release.	Pending	The CAD Support Manager will be responsible for this task.
SECTION G: CLIENT SUPPORT RECOMMENDATIONS (8)		
G1: The City should provide a more 'hands-on' and in-depth level of technical system support including system administration and the ability to conduct technical diagnostics and trouble identification (support Level 2 / 3).	In Progress	City ISS is hiring a CAD Support Manager as well as temporarily assigning dedicated desktop support. Pending approval of additional staffing, a dedicated desktop/CAD administrator will be hired.
G2: The City should assign a dedicated CAD support manager who has no other duties besides the management of CAD system support. The CAD support manager should be assigned to work at the CDA and be responsible for the accurate tracking and reporting of all CAD issues.	In Progress	The Technical Sub-Committee's Selection Committee has interviewed six candidates. Two candidates have been short listed and brought in for on-site visits of the CDA and further interviewing. Hiring is anticipated to be completed early September.
G3: The CAD support manager should work with the CDA, Client stakeholders and Motorola to create and track key support performance metrics for both the City and Motorola, and report support performance against those metrics regularly to the CDA Board.	Pending	This will be the responsibility of the CAD Support Manager.
G4: The City should provide centralized provisioning support, including the identification and tracking of all provisioning tasks and requests through its help desk system. Centralized provisioning should be accountable for all provisioning requests, and support end-users who may have provisioning responsibility.	Complete	The current CAD Administrator has been assigned to provide centralized provisioning support.
G5: The City should support centralized management reporting, including the organization of a representative group of stakeholders to cooperatively define data element definitions and the structure and use of standardized reports.	Pending	A position is proposed for this function and will work with a sub-group of the Technical Sub-Committee.
G6: The City should provide additional dedicated support resources, particularly for network infrastructure and system administration, who can aid in the identification, diagnosis and resolution of outstanding issues.	In Progress	Staff is in the process of hiring a dedicated CAD Support Manager and pending approval of recommendations from Gartner regarding additional staffing, dedicated resources for the network and system administration will be assigned to support the CDA.
G7: The City should develop standardized infrastructure health 'checklists' used to identify and validate the health and condition of critical infrastructure components for which it is responsible and provide them as part of routine troubleshooting.	In Progress	The City has hired a qualified, independent vendor to conduct a full assessment on its network. A health checklist is being developed as advised by the vendor. Additionally, a health check for the desktop environment will be scheduled.
G8: The CDA Board should establish support level expectations for the City that include regular reporting of system health against established system performance criteria and clear escalation and notification of priority issues.	To Be Scheduled	The Technical Sub-Committee will work with the CDA Director to establish guidelines for this recommendation and present to the CDA Board for review.

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SECTION H: TRAINING (2)		
H1: The Client should require Motorola to complete System Administration training and provide required documentation.	Complete	System Administration training was completed on August 20, 2015.
H2: The Client should continue to enhance the Motorola provided training materials making them more specific to and useful for the CDA, where appropriate.	To Be Scheduled	Staff will work with CDA training to accomplish this recommendation.
SECTION I: INFRASTRUCTURE (4)		
I1: The City should invest in and deploy the necessary tools required to actively monitor and troubleshoot the complete end-to-end CAD network performance and connectivity, including the LAN, WAN and RadioIP. The tools should be deployed with sufficient coverage to provide visibility of the complete health and condition of the network from CAD servers to / from any end user device.	In Progress	Monitoring tools have been deployed (SolarWinds). Additional tools may be recommended by the network assessment vendor.
I2: The City should hire an outside, independent network specialist to assess the current network design and performance across all public safety systems and aid in the identification of potential problems and in the development of a network monitoring program.	In Progress	The City and the County have hired qualified, independent vendors to conduct a full assessment on their respective networks. Final written reports are expected from the vendors by early September.
I3: The City should assign a single Network Support Administrator to be accountable for the maintenance and support of the CAD network.	Pending	Pending approval of a recommended staffing plan, the City will hire a dedicated network support administrator for the CAD network.
I4: The City should work to create a network health checklist that can be used to definitively establish the health of the network at any given time, and in particular when issues of slowness or connectivity are reported. This should include both observable connectivity tests as well as reports from network monitoring tools before, during and after the time issues are reported.	In Progress	The City has hired a qualified, independent vendor to conduct a full assessment on its network. A health checklist is being developed as advised by the vendor. Additionally, a health check for the desktop environment will be scheduled.