The City Tallahassee, Leon County and the Leon County Sheriff's Office Computer Aided Dispatch Risk Assessment

Proposal and Statement of Work Prepared for:

May 6, 2015

City of Tallahassee

LEON COUNTY SHERIFF'S OFFICE

GARTNER CONSULTING

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Background and Objectives

- The City of Tallahassee, Leon County and the Leon County Sheriff's Office (the Client) consolidated emergency call-taking and dispatching under a single, jointly controlled entity. As part of that consolidation, Motorola's PremierOne[tm] Computer Aided Dispatch (CAD) system was implemented to support consolidated call taking and dispatch operations for all of the agencies served by the consolidated communications center.
- Since the implementation stakeholders have become increasingly concerned with the CAD's functionality, stability and performance and are now seeking an independent and objective assessment of the CAD program.
- Gartner performs program Risk Assessments based on proven, best practice methodology. Our Public Safety & Justice Consulting team brings a deep understanding of CAD solutions and practical considerations for CAD and 9-1-1 operations to assist the Client in addressing its current challenges.
- The following proposal summarizes Gartner's approach to supporting the Client in conducting an independent assessment of its CAD environment and a recommendation for moving forward.

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Background and Objectives (Cont.)

The key objectives of this assessment of the Motorola PremierOne[tm] CAD implementation include:

- Assess functionality to identify critical gaps in operational capability
- Assess technology to identify issues related to hardware and software integrity and security
- Assess completeness of solution implementation to identify gaps in expected capabilities and if those might contribute to the justification for an alternative solution
- Assess potential mitigations to address issues with current CAD implementation
- Identify and assess potential solution alternatives including risks, timeframes, cost
- Assess potential impacts of alternatives to budget (cost of transition), resources and staffing levels
- Identify safeguards necessary to support a potential transition to a new solution, including impacts to staffing and approaches to ensure continuity of support of the existing system during a potential transition
- Provide insights into other vendor capabilities and general market trends
- Identify potential impacts to the Consolidation Dispatch Agency's accreditation
- Conduct market research, including insight into industry solutions, peer agency projects to identify performance expectations and key capabilities
- Provide a specific recommendation to either continue to utilize the Motorola PremierOne CAD or to transition to an alternative system.

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Approach Overview
Program Risk Assessment

- Gartner assists client organizations assess existing program and system conditions for risks and examines opportunities for mitigation and means to realize intended goals.
- Our approach is based on an objective, proven risk assessment framework that isolates key risk categories, identifies pressure points and opportunities for improvement. Risk categories are defined that represent the target areas most important to our clients and their stakeholders.
- We begin by focusing on understanding our clients' program objectives and priorities. We identify key participants and conduct an independent discovery and analysis process to objectively find areas that may create program constraints near term and through the life of the program, its related systems and operations.
- We follow the assessment tasks by developing mitigation strategies that are practical and actionable to help organizations avoid pitfalls.
- The following slides provide an overview of Gartner's Program Risk Assessment methodology, key tasks and artifacts and a proposed scope of work to assist the Client in meeting their CAD system and operational objectives.

Gartner's Public Safety & Justice Consulting practice leverages our proven Risk Assessment approach to pair Gartner's best practice methodology with in-depth industry understanding of Public Safety technology and operational imperatives

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Approach Overview
Program Risk Assessment

Gartner's independence and objectivity is a major reason why clients involve us in programs of this type. We provide value in 5 risk areas inherent in all large projects and programs:

Business Benefit Risk

Independent assessment of your project charter, project plan, and stakeholder/project team governance processes, and business case helps assure that your project will deliver the expected value to our clients. Often, these become mis-aligned and never get explicitly re-aligned before and during implementation. This results in a perceived large spend, without tangible benefits.

Budget Risk

Independent assessment of your schedule, budget, and scope management processes and related deliverables helps ensure that your plans and solution scope match the hardware, software and people resource dollars allocated. Often, vendors look only at their portion, which masks the true total cost of an "implemented" solution vs. an "installed" solution.

Operational Risk

Excellent execution of each project phase results in deliverables that minimize the operational risk of "go live". We independently and proactively assess completed and in-process deliverables for required breadth, depth, and quality to help ensure that what is "done" is truly done and what is planned for completion is on target. Hitting a schedule or budget deadline does not guarantee a successful "go live".

Organizational Risk

Independent assessment of your organizational change management, business support, and site readiness approach and plans addresses one of the top reasons for project failure - unwillingness to use the solution as designed.

Customer Risk

The impact to internal/external customers and other external partners is often overlooked. This results in additional operational disruption and can result in significant decrease in customer, supplier and employee satisfaction, often adversely impacting key objectives and operational metrics. We help you with risk mitigation activities that help you prepare early and often for managing stakeholder expectations and cooperation.

Gartner supplements your Project Management team and any key 3rd party partners with independent, objective, and actionable advice

- We can avoid political agendas more easily than the internal team
- We have no vested interest in decisions that could increase/decrease the scope of any third party hardware, software, or services being procured.

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Approach Overview

Assessment Categories (Focus Areas Are Assigned Based on Client Priority)

Strategy
Origination & Initiation

- Program/Project Governance Strategy
- Business Case
- Risk Mitigation Strategy
- Executive Support
- Scope Definition
- Sourcing Strategy

Planning
Planning & Prelim Design

- Program/Project Governance Plan
- Risk Management Plan
- Schedule Planning
- Budget Planning
- Scope Refinement
- Resource Planning
- Communications Planning
- Org Change Mgmt Planning
- **Vendor Planning Support**
- Security Planning
- **Development Planning**
- **Overall Test Planning**
- Data Conversion Planning
- **Training Strategy & Planning**
- **Deployment Planning**
- **Interface/Integration Planning**
- Reporting/BI Planning
- Portal Planning
- Benefits Realization Planning

Execute
Build/Test/Deploy

- Program/Project Governance Execution
- Risk Management
- Budget Management
- Schedule Management
- **Scope Management**
- Resource Management
- Communications Mgmt
- **Organization Change Mgmt Execution**
- **Vendor Implementation Support**
- **Requirements Management**
- Security Execution
- Development Execution
- Unit Testing
- Integration Testing
- **Performance Testing**
- **User Acceptance Testing**
- Data Conversion Execution
- Training Dev & Delivery
- **Deployment Execution**
- Interface/Integration Execution
- Legacy Retirement Execution
- Reporting/BI Implementation
- Portal Implementation
- Benefits Tracking & Delivery
- Operational Transitional Planning

Manage
Post-Implementation Transition

- Governance
- Operational Budget
- **IT Operations Support**
- **Business Operations Support**
- **Vendor Maintenance Support**
- Ongoing Business Value Management
- Technical Infrastructure Support
- Disaster Recovery / Business Continuity Support

Areas noted in **bold** indicate priority focus areas for the Client's Program Risk Assessment

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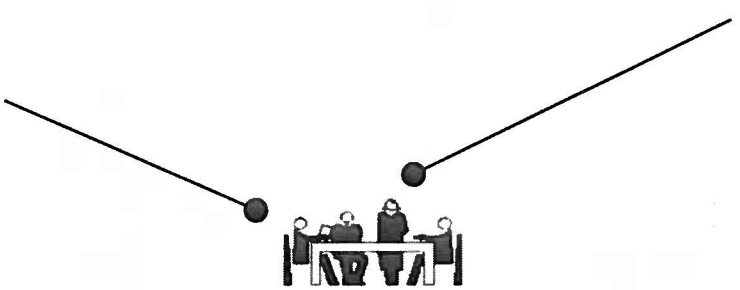
Approach Overview
Discovery

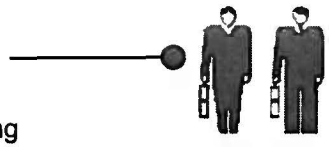
- The Discovery Task involves review of the Client's relevant data and a set of scheduled interviews (individual or small group) to discover what is and is not working to identify (a) areas of success to leverage; and (b) areas of risk to mitigate.
- The interview approach shown below reflects how your overall program may be organized. The Client project managers will determine the appropriate interviews. Each interview would focus on the domain area of each interviewee to obtain honest and open perspectives of what is working and not working well during the program/project strategy and planning activities that have occurred thus far.
- We require no more than 60-90 minutes per individual or group interviewed so we do not hinder your main activities.

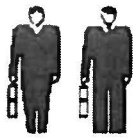
Core Functional Team Leads
- ✓ CAD Functional Leads
- ✓ 911 Operational Leads
- ✓ Stakeholder Leads
- ✓ Department Managers
- ✓ Program/Project Communications
- ✓ Reporting/Information Access
- ✓ Key 3rd Party Contractor Leads

Core Technical Team Leads
- ✓ CAD Technical Leads
- ✓ Enterprise Architecture
- ✓ Overall Technical Development
- ✓ Data Migration
- ✓ Integration
- ✓ Testing
- ✓ Security
- ✓ IT Operations/Infrastructure
- ✓ Key 3rd Party Contractor Leads



Project Sponsors
- ✓ Business Sponsor
- ✓ IT Sponsor
- ✓ Selected Executive Steering Committee Members





PMO/Project Management
- ✓ Program/Project Director
- ✓ CAD Project Manager(s)
- ✓ 911 System Project Manager(s)
- ✓ PMO Lead(s)

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Approach Overview
Analysis

- From an output perspective, we create a Risk Assessment Scorecard supported by detailed findings and recommendations. Our focus is typically on high and medium risks.

Evaluation Phase / Category	Risk	Evaluation Phase / Category	Risk
1 Strategy Summary	N.A.	3.5 Scope Management	Low
1.1 Program/Project Governance Strategy	N.A.	3.6 Resource Management	Medium
1.2 Business Case	N.A.	3.7 Communication Management	Low
1.3 Risk Mitigation Strategy	N.A.	3.8 Organizational Change Management Execution	Medium
1.4 Executive Support	N.A.	3.9 Vendor Implementation Support	Low
1.5 Scope Definition	N.A.	3.10 Requirements Management	Low
	N.A.	3.11 Security Execution	Low
	N.A.	3.12 Development Execution	Low
	N.A.	3.13 Overall Test Management	Low
	N.A.	3.14 Unit Testing	N.A.
	N.A.	3.15 Functional / Integration Testing	Medium
	N.A.	3.16 Performance Testing	Low
	N.A.	3.17 User Acceptance Testing	Medium
	N.A.	3.18 Data Conversion Execution	Medium
	N.A.	3.19 Training Development & Delivery	Low
	N.A.	3.20 Deployment Execution	Medium
	N.A.	3.21 Integration / Interface Implementation	Medium
	N.A.	3.22 Legacy Decommission Execution	Medium
	N.A.	3.23 Reporting and BI Implementation	Low
	N.A.	3.24 Portal Implementation	N.A.
	N.A.	3.25 Benefits Delivery & Tracking	Low
	N.A.	3.26 Operational Transition Planning	Medium
	N.A.	**4 Production Support Summary**	Medium
	N.A.	4.1 Governance Transition	Medium
	N.A.	4.2 Operational Budget Transition	N.A.
	N.A.	4.3 IT Operations Transition	Medium
	N.A.	4.4 Business Operations Support Transition	N.A.
	Low/Me		
ary	d	4.5 Vendor Maintenance Support Transition	Low
ct Governance Execution	Low	4.6 Ongoing Business Value Management	N.A.
nt	Low	4.7 Technical Infrastructure Support	Low
xecution	Low	4.8 Disaster Recovery / Business Continuity Support	N.A.
ment	Low		

Detailed Findings and Recommendations – Execution
3.6 Resource Management

EXAMPLES

Medium Risk

Supporting Findings

General Findings

- Estee resources feel that there was a lack of effective knowledge transfer from IBM during the build phase.
- Some resource constraints on the team leads due to key resources missing at the region and local levels. Ramp-up did not occur as fast as it should have.
- Findings show a team of one managing the portal. A mistake we have seen on many ERP implementations is to look at portal as tactical, when in fact it is a key customer/supplier/employee-facing component.

Relevant to Group 1 Cutover

- There is pretty widespread concern about moving too fast into Group 1 planning and analysis activities at the expense of completing and stabilizing Group 1.
- The affiliates have concerns about the priority and focus of key resources during IT4 and run up to go live.
- There is a risk of burn-out. The feeling was shared across multiple teams.
- Exec Sponsor concerned that the Global team is stretched very thin and this is being exacerbated by extra attention needed to gain UK acceptance.

Recommended Actions

Cutover / Post-Cutover Stabilization Impact Actions

- Do detailed, team-by-team analysis of what is needed and who is needed with respect to initial Group 2 planning and analysis activities. Use this information as part of detailed resource planning exercise to examine and resolve collisions with Group 1 activities. Priority needs to be given to Group 1 activities for key personnel.
- Identify Group 2 and Group 3 resources (who will play key roles in those deployments) that can assist APAC and Germany affiliates to ensure adequate capacity at those leanly staffed sites. This will have the added benefit of getting these resources up-to-speed earlier in the process.
- Develop "Capability Transfer" plans for specific regional and global roles that are new and take on significant operational accountability starting with Group 1. These would include Regional Buyers, Global Material Management, Regional Supply/Demand Planning, Centralized Product Costing, etc.

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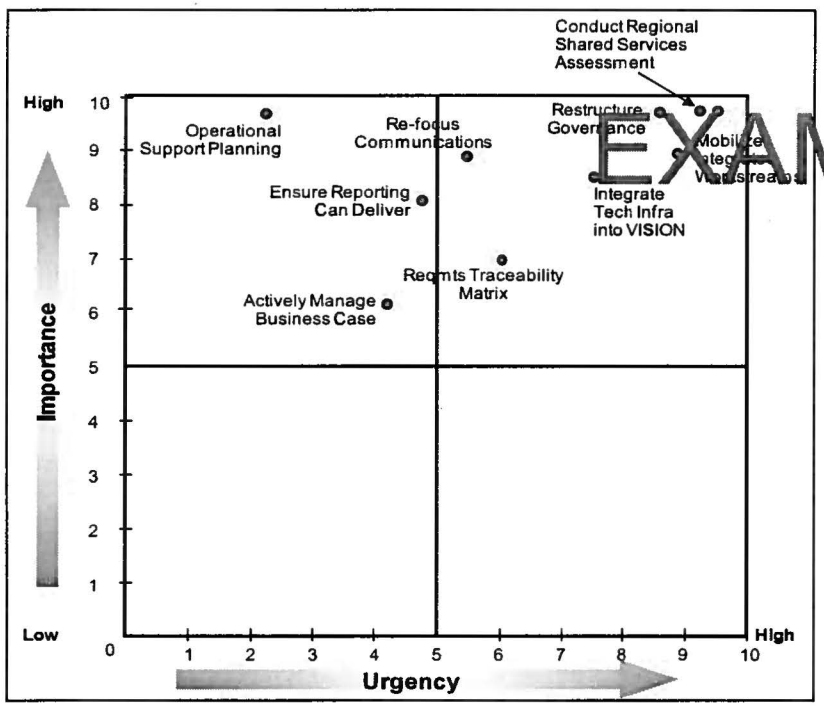
Approach Overview
Analysis

- Gartner then prioritizes risk recommendations so that you can efficiently achieve the greatest risk management value going forward.
- Gartner reviews all detailed findings and develops recommendations across common themes, which are then prioritized as shown below. This helps you mitigate several risks through common and consolidated approaches, addressing urgent and high impact areas, to get the most benefit from your risk mitigation plan. The Risk Assessment tool allows you to link detailed recommendations into higher level key risk summary recommendations that provide the basis for the prioritized 2x2 chart below.



EXAMPLES

1. Restructure Governance Model (see diagram on slide 16)

- Modify Structure of Project Board to consist of smaller, more nimble Steering Committee of major decision -making stakeholders:
  - Even though moving to a new role within UNICEF, keep existing Project Sponsor in place as "final arbitrator" over decisions made by Steering Committee.
  - Define Steering Committee membership to consist of those direct sponsors over the program who hold authority over, have ownership of, and provide the bulk of the resources directly to the program. This would include DFAM, DHR, SD, PD, PARMO, PFP, DPP, and ITSS.
  - Steering Committee meeting agendas would be prepared by joint collaboration of VISION and IPSAS Project Managers, supported by PMO structure (see PMO Recommendation).
  - Program Director, VISION Project Manager, and IPSAS Project Manager would participate in Steering Committee meetings, but would not have voting rights.
  - Utilize ad-hoc teams, organized by Steering Committee, that are comprised of additional Project Board members or Divisional Coordinator counterparts who are most impacted by or have the most knowledge of the key decision at hand.
  - Ad-hoc teams will analyze and develop recommendation alternatives and present recommendations to the Steering Committee for approval.
- Assign remaining Project Board members to an Advisory Committee that needs to be informed of Steering Committee decisions.
  - Program Director, supported by PMO Communications Manager (see PMO Recommendation) would inform Advisory Committee of program status and key decisions as well as decisions being worked.

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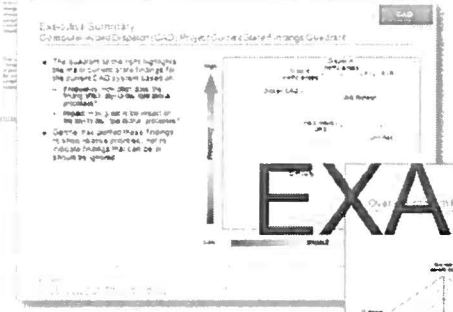
Approach Overview

Sample Deliverables – Program Risk Assessment

Risk Assessment deliverables that may be applied through Gartner engagement

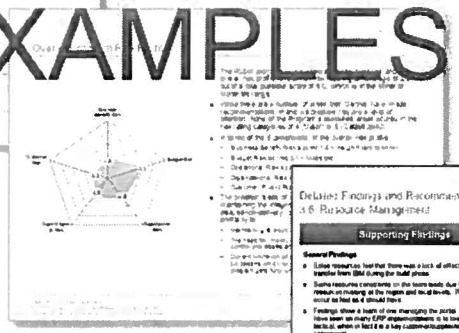
Risk and Rating Scale

Current State Risk Analysis

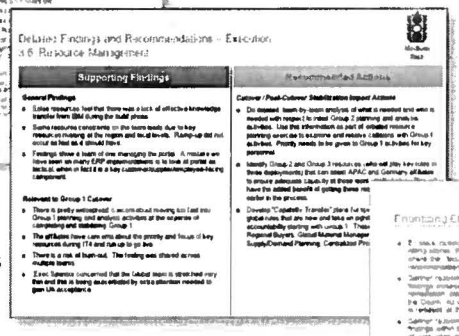


EXAMPLES

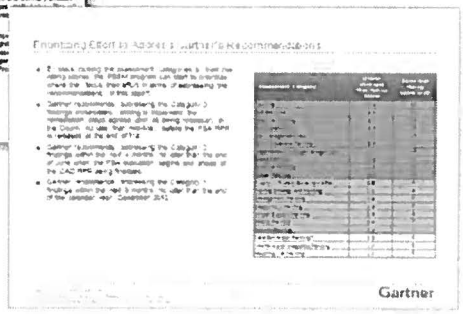
Risk Profile Summary



Risk Analysis Detail



Recommendation Prioritization



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Scope of Work: CAD Risk Assessment

- Scope of Work Summary
- Task Detail
- Project Schedule
- Project Organization
- Assumptions
- Investment Summary

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CAD Risk Assessment
Scope of Work Summary

	Task 1 Initiation and Project Management	**Task 2** Discovery	**Task 3** Assessment	**Task 3A** Market Assessment	**Task 4** Final CAD Assessment Report
Activities	*Week 1* ▪ Launch project ▪ Conduct project initiation meeting ▪ Finalize approach, plan and schedule ▪ Confirm stakeholder landscape ▪ Confirm project governance and communications plan ▪ Identify and collect background documentation ▪ Distribute Project Status Reports prior to Weekly Project Status Meetings	*Weeks 2-4* ▪ Review existing background information and data ▪ Tailor the Gartner IT Project Assessment framework for the specific needs and dynamics of the client organization ▪ Conduct up to 10 interviews with key stakeholders, operations and technical teams, users, and vendors. ▪ Conduct operational tours ▪ Document observations and findings. ▪ Conduct current state findings briefing to validate data collected and conclusions	*Weeks 5-6* ▪ Perform analysis of findings ▪ Conduct follow up interviews, as needed ▪ Build out assessment profiles and risk scoring for each assessment category ▪ Develop summary recommendations ▪ Prepare Assessment Workshop ▪ Conduct Assessment Workshop	*Weeks 5-6* ▪ Conduct functional market assessment ▪ Conduct peer agency functional assessment ▪ Summarize findings and conclusions ▪ Present findings and conclusions to project team	*Weeks 7-8* ▪ Revise the recommendations and remediation/mitigation based on input from the Assessment Workshop ▪ Develop summary roadmap for implementation of recommendations ▪ Develop final Assessment Report ▪ Prepare Executive Briefing ▪ Deliver Executive Briefing
Deliverables	▪ Project Initiation Document (PID); communications plan and final schedule ▪ Site visit & interview schedule ▪ Status Report (Weekly)	▪ Current State Findings and Initial Observations ▪ Findings Workshop	▪ Assessment and Recommendations ▪ Assessment Workshop	▪ Findings Summary (included in Step 3 deliverable)	▪ Final CAD Assessment Report ▪ Executive Briefing

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CAD Risk Assessment
Task 1 Detail

Task 1: Initiation and Project Management

Objective, Activities and Responsibilities

Objective:

- To ensure effective project controls, team mobilization, effective participation, project efficiencies, and proper risk focus
- Gartner will conduct a planning conference call one week prior to the assessment (or earlier) to prepare for on-site logistics and focus and to ensure an efficient data gathering effort.

Activities performed by Gartner:

- Launch project
- Conduct project initiation meeting to review draft Project Initiation Document (PID) that will include scope summary, communications and governance plan, project schedule and initial documents requested for review
- Finalize approach, plan and schedule
- Confirm stakeholder landscape
- Confirm project governance and communications plan
- Identify and collect background documentation
- Distribute Project Status Reports prior to Weekly Project Status Meetings

Client Responsibilities:

- Kickoff and Planning conference call participation
- Delivery of requested electronic documentation; distribution of correspondence, and agenda; interview scheduling

Deliverable(s), Timeframe and Assumptions

Deliverable(s):

- Project Initiation Document (PID); communications plan and final schedule
- Site visit & interview schedule
- Status Report (Weekly)

Timeframe:

- Week 1

Assumptions:

- 1 x 1 hour project initiation call will be conducted by teleconference
- PID will delivered in draft prior to the initiation call and finalized based on client input
- All relevant project documentation for review will be provided no later than 3 business days after completion of the initiation meeting

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CAD Risk Assessment
Task 2 Detail

Task 2: Discovery

Objective, Activities and Responsibilities

Objective:

- To identify risk findings through document review, interviews and observation
- Summarize findings and validate through facilitated discussion with the Client project team and stakeholders

Activities performed by Gartner:

- Review existing background information and data
- Tailor the Gartner IT Project Assessment framework for the specific needs and dynamics of the client organization
- Conduct up to 10 interviews with key stakeholders, operations and technical teams, users, and vendors.
- Conduct operational tours
- Document observations and findings.
- Conduct current state findings briefing to validate data collected and conclusions

Client Responsibilities:

- Coordinate all meeting logistics and participation
- Provide requested background documentation
- Key Project Leads and Stakeholders—participate in interviews and respond to any required follow-up

Deliverable(s), Timeframe and Assumptions

Deliverable(s):

- Current State Findings and Initial Observations
- Findings Workshop

Timeframe:

- Weeks 2 – 4

Assumptions:

- Up to 10 x 1 hour individual or small group interviews conducted onsite
- Up to 4 x 1 hour operational observations conducted on site
- All relevant project documentation for review will be available and reviewed prior to conducting interviews and site visits
- Gartner will conduct 1 x 2 hour findings workshop by teleconference
- The Client will participate in the development and approval of the client-specific criteria and priorities that will be used for this assessment and Gartner's recommendation.

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CAD Risk Assessment
Task 3 Detail

Task 3: Assessment

Objective, Activities and Responsibilities

Objective:

- Analyze findings and determine risks, impact and likelihood based on Gartner Risk Analysis framework
- Develop remediation recommendations and review in context of risk analysis with the Client project team

Activities performed by Gartner:

- Perform analysis of findings
- Conduct follow up interviews, as needed
- Build out assessment profiles and risk scoring for each assessment category
- Develop summary recommendations
- Prepare Assessment Workshop
- Conduct Assessment Workshop

Client Responsibilities:

- Timely review of assessment content and active participation in review discussions
- Coordinate distribution of all assessment documents
- Coordinate all meeting logistics and participation

Deliverable(s), Timeframe and Assumptions

Deliverable(s):

- Assessment and Recommendations
- Assessment Workshop

Timeframe:

- Weeks 5 – 6

Assumptions:

- Up to 3 x 1 hour follow up interviews as needed for clarification or supplemental information
- Gartner will conduct a 1 x 2 hour Assessment Workshop onsite
- Feedback collected during the Assessment Workshop will be incorporated as appropriate in final report and delivered in Task 4

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CAD Risk Assessment
Task 3A Detail

Task 3A: Market Assessment

Objective, Activities and Responsibilities

Objective:

- Collect information on functional capabilities of select market solutions to assess viability of the Client's requirements
- Collect information from peer agencies applying like functionality to identify feasibility in deploying desired functionality

Activities performed by Gartner:

- Conduct market assessment
- Conduct peer agency functional assessment
- Summarize findings and conclusions
- Present findings and conclusions to project team

Client Responsibilities:

- Timely review of assessment content and active participation in review discussions
- Coordinate distribution of all assessment documents
- Coordinate all meeting logistics and participation

Deliverable(s), Timeframe and Assumptions

Deliverable(s):

- Finding Summary
- Assessment Workshop (provided with Task 3 deliverable)

Timeframe:

- Weeks 5 – 6

Assumptions:

- Review of up to 10 major functions
- The Client will define up to 10 major functions at a high level to be included in market assessment
- Review of up to 3 CAD market offerings
- Review of up to 3 peer agencies
- Peer agencies to be defined in collaboration between Gartner and the Client project team
- Findings summary will be incorporated in Task 3 deliverable and related workshop
- Review of CAD solutions and related findings will be non-binding and not necessarily represent functionality offered or available by solution providers

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CAD Risk Assessment
Task 4 Detail

Task 4: Final CAD Assessment Report

Objective, Activities and Responsibilities

Objective:

- Aggregate previous work tasks and deliverables into a final report
- Apply remediation roadmap to indicate priority and timing to mitigate identified risks
- Conduct an Executive Briefing to communicate process, findings and recommendations to key stakeholders

Activities performed by Gartner:

- Revise the recommendations and remediation/mitigation based on input from the Assessment Workshop
- Develop summary roadmap for implementation of recommendations
- Develop final Assessment Report
- Prepare Executive Briefing
- Deliver Executive Briefing

Client Responsibilities:

- Coordinate meeting logistics and Sponsor/Executive Steering Committee participation
- Review, finalize and accept final deliverable

Deliverable(s), Timeframe and Assumptions

Deliverable(s):

- Final CAD Assessment Report
- Executive Briefing

Timeframe:

- Weeks 7 – 8

Assumptions:

- Final report will include aggregate of previous deliverables
- Executive Briefing will consist of content derived from preceding deliverables and not contain new or additional content
- Gartner will conduct a 1 x 2 hour Executive Briefing onsite

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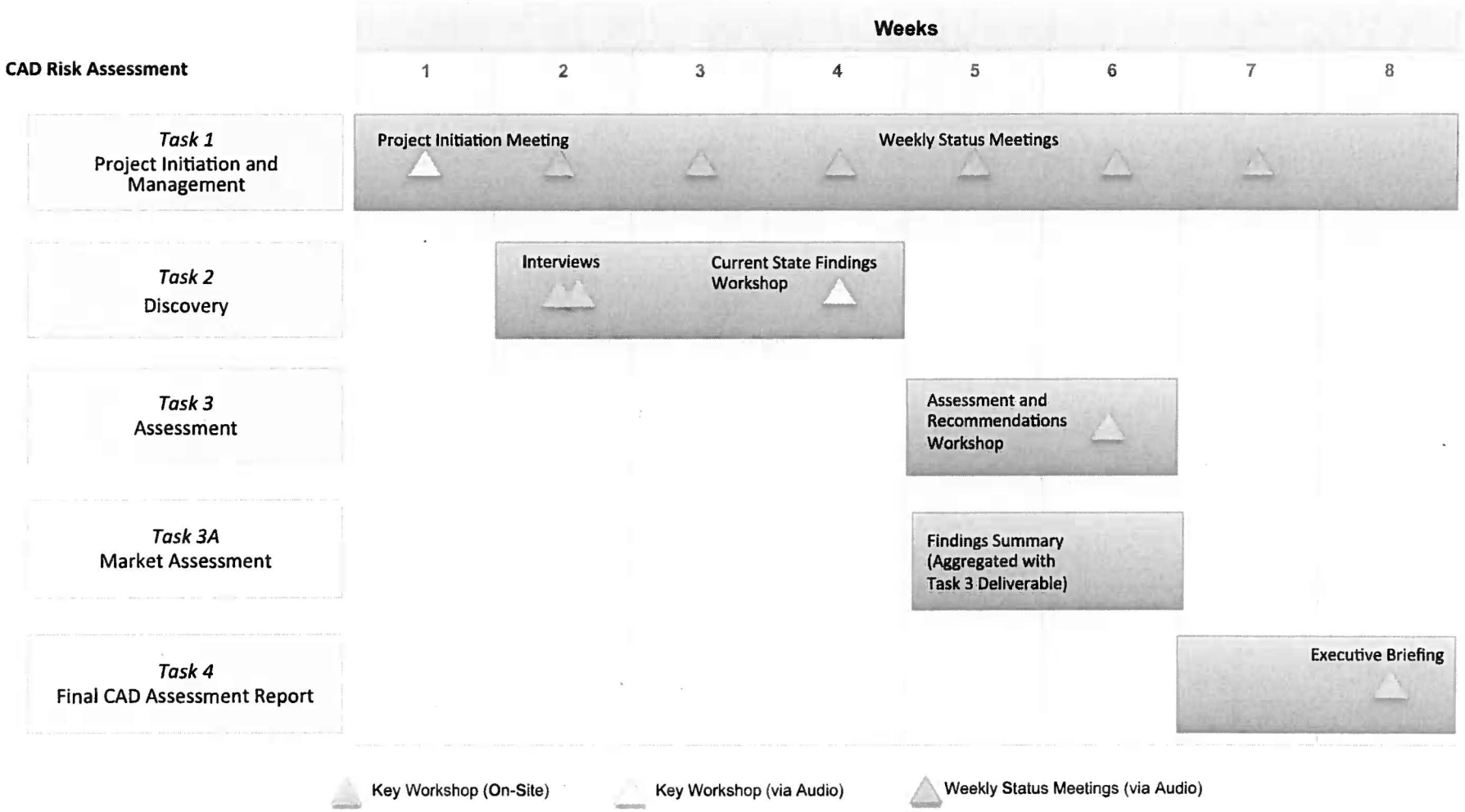
CAD Risk Assessment
Project Schedule



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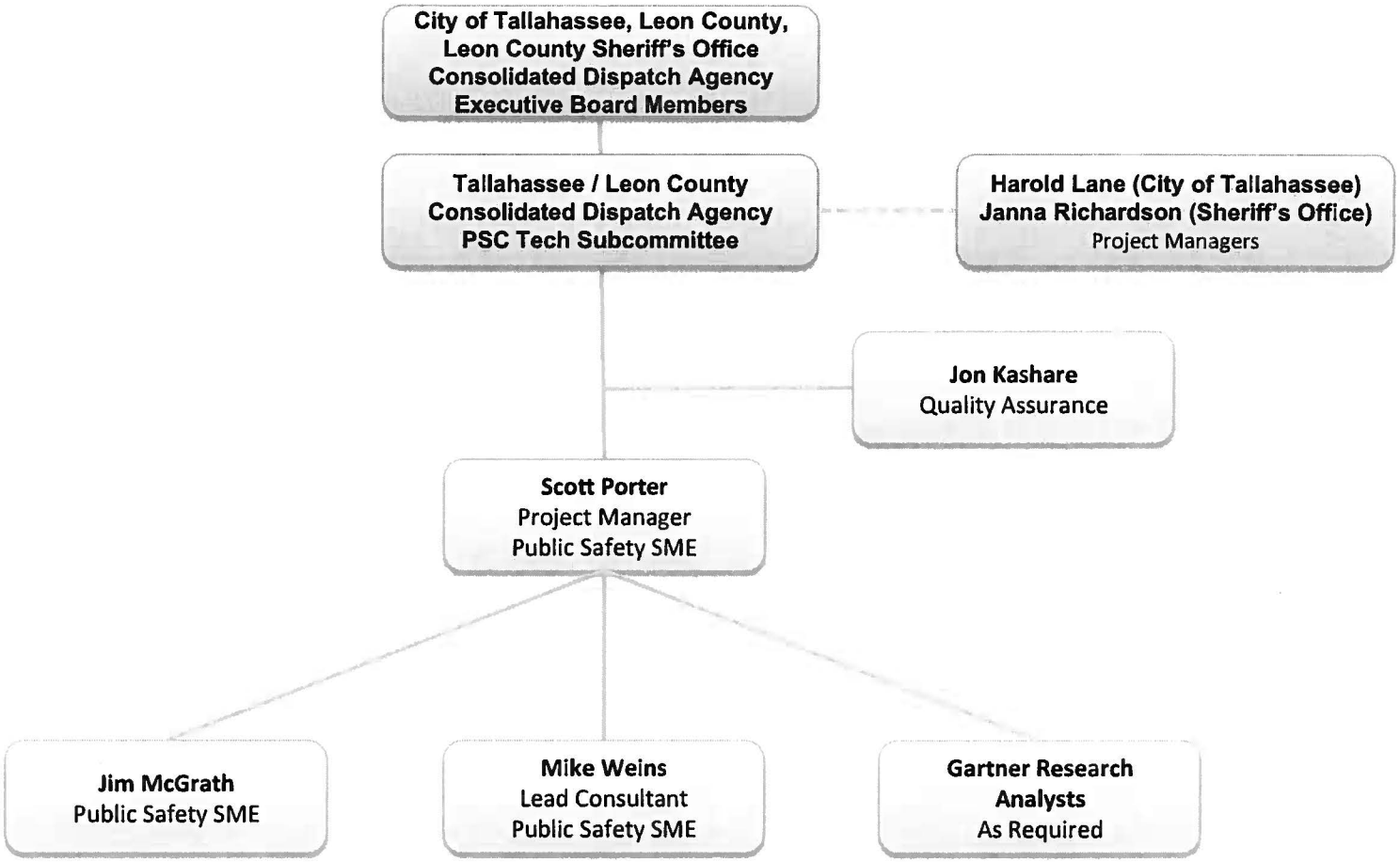
CAD Risk Assessment
Project Organization



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CAD Risk Assessment
Assumptions

The deliverables, schedule and pricing in this proposal are based on the following assumptions:

Key Stakeholder Participation

Gartner assumes that the Client will designate a project manager to act as the primary point of contact for this project. The project manager will be expected to work closely with the Gartner employees as needed and will: (a) approve project priorities, detailed task plans and schedules; (b) facilitate the scheduling of Gartner interviews with appropriate client personnel; (c) notify Gartner in writing of any project or performance issues; (d) assist in resolving project issues that may arise; and (e) coordinate deliverable distribution, review and feedback in a timely basis.

The work effort described in this proposal assumes that the Client personnel are available to actively participate in interviews and deliverable/report review sessions as scheduled. In the event that the Client personnel are not available, a change of scope may be necessary.

The work effort described in this proposal requires Gartner to provide a recommendation as to a specific course of action that Gartner thinks is most appropriate for the Client regarding the CAD system. In order to do this, Gartner assumes that the Client will fully participate in the Discovery phase described in Task 2 in order to establish clear criteria and priorities.

The Client will review and approve documents within 3 business days. If no formal approval or rejection is received within that time, the deliverable is considered to be accepted by the Client.

The Client is to schedule its resources for project activities and provide meeting facilities as necessary.

Interviews, Document Collection, and Analysis

Gartner assumes that the Client will provide requested relevant documentation prior to week 1 interviews.

Gartner also assumes that the interview schedule will be locked down prior to week 1 interviews. We understand that individual changes may occur and will be worked out to the mutual satisfaction of both parties.

All interviews will be conducted on-site at the Client's facilities. Some/all follow-up discussions will be held via conference call.

Analysis and work product/deliverable preparation will be done off-site at Gartner office locations.

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CAD Risk Assessment
Assumptions (Cont.)

Other Key Assumptions

With the exception of review meetings and interviews, Gartner work will be performed at Gartner locations, unless mutually agreed to by both parties.

Office space, telephones and access to the open Internet will be made available to Gartner staff at the Client's locations for on-site project time.

Gartner will have access to printing/copying services at the Client's locations.

All deliverables will be developed using Microsoft products (for example, Project, Excel, Word and PowerPoint). The Final Report will be in PowerPoint format.

Any requests for additional information (beyond the details described in the tasks above) that are made by the Client will be considered a change in scope for this engagement and will be handled accordingly (see Changes to Scope section of this proposal).

Gartner resources proposed are based on a start date no later than 15 days after May 5, 2015. Should proposed resources not be available at the actual project start, Gartner will make every effort to support the project with requisite subject matter experts.

Not in Scope

- Financial audit / risk assessment
- Source code or configuration setting level reviews
- Technology/vendor selection activities
- Development of missing deliverables

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CAD Risk Assessment
Investment Summary

Gartner proposes to conduct the proposed CAD Risk Assessment as a firm-fixed price agreement, inclusive of all expenses as follows:

- Tasks 1, 2, 3, 3A and 4 **$140,000**

This cost Gartner will bill as follows:

- 20% upon completion of Task 1
- 40% upon completion of Task 2
- 40% upon acceptance of Task 4

All invoices are payable net 30 days from date of invoice. While we do not itemize billing for professional services, we agree and will comply with any reasonable requests for records substantiating our invoices.

If the Client requires a purchase order (PO) number, please specify the PO number in the Authorization section and forward a copy of the PO, with this agreement, to name/address or fax of appropriate individual. Ensure that the PO includes all labor and travel expenses quoted in this Statement of Work. Any pre-printed terms on the PO that are in addition to or in contradiction of the terms of this agreement shall be inapplicable.

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CAD Risk Assessment
Changes to Scope

The scope of this engagement is defined by this Statement of Work. All Client requests for changes to the SOW must be in writing and must set forth with specificity the requested changes. As soon as practicable, Gartner shall advise the Client of the cost and schedule implications of the requested changes and any other necessary details to allow both parties to decide whether to proceed with the requested changes. The parties shall agree in writing upon any requested changes prior to Gartner commencing work.

As used herein, "changes" are defined as work activities or work products not originally planned for or specifically defined by this SOW. By way of example and not limitation, changes include the following:

- Any activities not specifically set forth in this SOW
- Providing or developing any deliverables not specifically set forth in this SOW
- Any change in the respective responsibilities of Gartner and the Client set forth in this SOW, including any reallocation or any changes in engagement or project manager staffing
- Any rework of completed activities or accepted deliverables
- Any investigative work to determine the cost or other impact of changes requested by the Client
- Any additional work caused by a change in the assumptions set forth in this SOW
- Any delays in deliverable caused by a modification to the acceptance criteria set forth in this SOW
- Any changes requiring additional research analyst time or changes to research analyst resources

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CAD Risk Assessment
Authorization

This Proposal is submitted under the terms and conditions of the State of Florida Department of Management Services State Term Contract for Management Consulting, Contract Number 973-000-14-01, between the Client and Gartner, Inc. When signed by Gartner and the Client, this SOW is an attachment to and governed by the Master Services Consulting Agreement between the parties. These two documents will set forth the relationship between the parties for this engagement.

SUBMITTED ON BEHALF OF GARTNER, INC.

SIGNATURE

Jon Kashare, Senior Managing Partner
PRINT NAME AND TITLE

5 May 2015
DATE

AGREED ON BEHALF OF THE CITY OF TALLAHASSEE

SIGNATURE

PRINT NAME AND TITLE

DATE

AGREED ON BEHALF OF THE LEON COUNTY

SIGNATURE

PRINT NAME AND TITLE

DATE

AGREED ON BEHALF OF THE LEON COUNTY SHERIFF'S OFFICE

SIGNATURE

PRINT NAME AND TITLE

DATE

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CAD Risk Assessment
Proposal Validity Period and Other Assurances

The Proposal, including the Statement of Work, is valid for 30 days from 4 May 2015.

Gartner Research and Consulting recommendations are produced independently by the Company's analysts and consultants, respectively, without the influence, review or approval of outside investors, shareholders or directors. For further information on the independence and integrity of Gartner Research, see "Guiding Principles on Independence and Objectivity" on our Web site, www.gartner.com or contact the Office of the Ombudsman at ombudsman@gartner.com or +1 203 316 3334.

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Appendix A – Team Biographies

CAD Risk Assessment

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Scott Porter
Senior Director, Consulting

Scott Porter is a Senior Director at Gartner Consulting where he focuses primarily on state and local government technology strategy and project management. Scott is also an expert in public safety and justice systems and provides thought leadership in the areas E911, computer aided dispatch, records management and geographical information systems and 311.

Based in New York City, Mr. Porter is currently part of the East Consulting team. He has a wide range of experience in project management and oversight, strategic planning, development, implementation and testing of complex IT solutions. He has worked with both state and local government agencies and Fortune 1000 companies for more than 25 years. Mr. Porter's value comes from a wide range of both project and practical experience, and his ability to quickly understand complex business requirements and relate them to technology solutions. He is certified as an agile scrum master and product owner and has experience working with a variety of software development and project management methodologies.

- **City of Calgary Fire Department (Canada)** – subject matter expert. Assess Fire Department's critical systems and recommend strategy for portfolio management and project prioritization.
- **Montgomery County, MD** – subject matter expert. Assess 911 center operations and make recommendations for organizational, technical and facility changes.
- **United States Marine Corps VA** – subject matter expert. Assist the USMC with the evaluation of current capability and suitability of the technical infrastructure and systems that support 911 Communication Centers on 13 USMC bases across the continental US (CONUS).
- **City of Charlotte, NC** – engagement manager. IT services consolidation and shared services organization roadmap. Assist the City make the case for change and develop a roadmap for the implementation of a consolidated shared services IT organization.
- **City of Aurora, CO** – engagement manager. Provide an alternatives assessment of City's computer aided dispatch system including a review of the City's systems, contracts, capabilities and requirements. Gartner also assisted the City with the procurement of a new system including the development of requirements and evaluation of vendor proposals.
- **City of Cincinnati** – project manager. Developed RFP and managed the vendor selection process to replace the CAD / RMS.
- **New York State Department of Motor Vehicles**—project manager. Developed e-Government strategy, including visioning, assessment of current technical capabilities, business case development and implementation plan.
- **New York State Police**—project manager. Involved with procurement of statewide NCIC message switching system. Defined requirements, developed RFPs, managed RFP process and vendor selection, and assisted in contract negotiations.
- **Nashville Metropolitan Government**—project manager. Conducted an audit of the E911 systems and operations. Conducted business impact analysis for E911 operations and assisted in the development of a business continuity plan.
- **City of Greensboro, North Carolina**—project manager. Developed an RFP for the City's public safety systems, including police and fire records management. RFP also included enterprise reporting and GIS requirements.

Prior to joining Gartner, Mr. Porter's professional experience included project management for MCI Systemhouse and Litton PRC, large systems integration firms that specialized in the development and deployment of high-availability, mission-critical public safety systems for clients in North America and the United Kingdom. Mr. Porter also worked in local government for several years, where he was a paramedic and 911 communications supervisor.

Mr. Porter earned a Bachelor of Science degree in business, management and economics from State University of New York. Mr. Porter is also a member of the Project Management Institute (PMI) and National Emergency Number Association (NENA) and the Scrum Alliance.

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Mike Weins
Associate Director, Consulting

Michael Weins is an Associate Director with Gartner Consulting. He has over thirty years of experience in project management and system engineering, and a twenty year focus in Public Safety. He is a certified Project Management Professional (PMP) and Emergency Number Professional (ENP). Areas of expertise include public safety applications, PSAP consolidation, wireless data systems and mobile computing. Mr. Weins provides a full range of consulting services from needs assessment, specification development, proposal evaluation, negotiation, implementation and project management. In addition to consulting, Mr. Weins was a key contributor and member of the IJIS Public Safety Technology Standards Committee (IPSTSC) and the National Fire Protection Association (NFPA) Data Exchange Committee.

Mr. Weins experience includes the following:

- Performed requirements gathering, RFP development and project management for replacement of state-wide CAD, RMS and mobile data systems in two State-wide projects (one East Coast, one Southwest). Site visits were performed at PSAPs throughout the state.
- Managed requirements gathering, design, and procurement of Police, Fire and EMS Computer Aided Dispatch (CAD), Police and Fire Records Management and Mobile Data system for a medium sized agency in the mid-West.
- Performed requirements analysis, assisted in procurement and implementation of the hardware, software and services for a new CAD, Records and mobile data system for several cities in Texas.
- Led an extensive public safety systems upgrade took place in a large East Coast County. The project included requirements analysis and needs assessment for the replacement of the Computer Aided Dispatch, Police and Fire Records Management Systems, and Jail Management System. The agencies involved include the County Police Department, Fire Department, Sheriff's Office and Detention Center.
- Performed requirements analysis, assisted in procurement and implementation of the hardware, software and services required for a new mobile data system for an upscale community in the Dallas Metroplex. Request For Proposals were developed for the mobile data infrastructure, followed by proposal evaluation, selection, negotiations and implementation.
- Subject Matter Expert for a large East Coast International Airport. Provided expertise for Consolidated Dispatch Center upgrade, implementation of a new CAD and design of a new backup center. System interfaces included state CAD-CAD, state records and numerous airport systems such as video, fire and door alarms, and the crash phones.

Prior to joining Gartner, Mr. Weins was Director of the Public Safety Information Systems practice at RCC Consultants, and a Project Manager for the Unisys Justice and Public Safety Practice. Mr. Weins holds a Master's Degree in Engineering Management from George Washington University, and a Bachelor's Degree in Engineering Technology from the University of Dayton.

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Jim McGrath
Senior Director, Consulting

Jim McGrath is a Director with Gartner Consulting supporting critical programs for state and local government clients focused on IT strategy, procurement and project oversight. Mr. McGrath is an experienced project manager specializing in the Public Safety and Telecommunications industries on large scale change programs. He has extensive experience through a variety of high profile IT projects with a number of clients across several industries. Most notably the Metropolitan Police Service (MPS), the City of New York's Police and Fire Departments, United States Marines Corps Systems Command, British Telecom (BT) and EuroPol.

In addition to project management and strategic advisory consultancy services, Mr. McGrath has experience of business and product development, formally a Vice President at Portrait Software International, responsible for global business development in the Public Safety industry and also responsible for Portrait's global public sector product development operation. Mr. McGrath's most relevant experience includes the following:

- **Quality Assurance & Strategic Advisor to New York City's DoITT** — QA Program Lead for a $2B Emergency Communications Transformation Program (ECTP) that is delivering business and technical change for the New York Police Department (NYPD) and Fire Department of New York (FDNY) and the City's 911 service. Responsible for quality assuring the program management team and component projects on behalf of the Deputy Mayor for Operations, the program's executive sponsor. Responsible for providing the City and the ECTP Program with strategic options for mitigating risks and ensuring the timely and quality delivery of the program's objectives. Responsible for managing a team of Gartner consultants deployed across the program
- **911 and CAD Systems Replacement Strategy & Risk Assessment for the City of Aurora, Colorado** — Public Safety SME for a Computer Aided Dispatch (CAD) replacement project. Responsible for performing an operational and technical gap analysis and risk assessment of the 911 center's current CAD system as part of an overall system replacement strategy engagement.
- **E-911 Systems Upgrade Alternatives Assessment for the United States Marines Corps (USMC)** — Public Safety SME for an E-911 and NG-911 alternatives assessment. Responsible for reviewing the capability and suitability of the technical infrastructure and systems that support 911 Communication Centers on 13 USMC bases across the continental US (CONUS). Objectives were to validate 911 site surveys performed by USMC; identify and document USMC CONUS Bases E-911 routing and infrastructure; identify any base that Gartner would recommend not receive E911 equipment and to provide the rationale for that recommendation; prioritize the proposed order of E911 implementations; identify potential E911 equipment vendors; identify any E911 that would not be compatible with NG911 solutions.
- **Command & Control (C&C) / CAD Project Management for the Metropolitan Police Service (MPS)** — Responsible for a portfolio of projects delivering change to MPS C&C operations. Delivered an infrastructure upgrade for all hardware, storage, telephony and networks to support C&C during the 2013 Olympic games until 2015.Migration of all C&C infrastructure from existing datacenters into 2 new List-X datacenters. Implementation a new Alarms Management application and technology platform into C&C.
- **911 Call Handling Strategy for New York City's DoITT** — Engaged with New York City's Deputy CIO and representatives from the police (NYPD) and fire departments (FDNY) regarding contact handling strategy. Invited to work with the joint task-force as a CRM domain expert by Gartner Consulting to aid in the development of their contact handling strategy for the City's new 911 service.
- **Contact Management / Multi-Channel CRM Consultancy and Project Management for the Metropolitan Police Service** — Responsible for leading the analysis & design of a joined-up Emergency and Non-Emergency call center packaged application solution implementation. Role consisted of: analysis, design, specification and configuration of the packaged solution to meet the requirements of the business; Managing a team of 10 consultants. Responsible for evaluating CRM and Call Center vendors through a rigorous and intensive package evaluation process on behalf of the client, evaluated 10 of the leading CRM vendors.
- **Head of IT Strategy, Post Office Limited (Consultant to Curve Consultancy)**—Responsible for developing an IT Strategy integrated with the Business Strategy. Developed the IT Road Map to support the business achieving their 5 year goals. Responsible for managing third party suppliers to POL, primarily Fujitsu UK.

Prior to joining Gartner Mr. McGrath was a Vice President of Emergency Services and Public Sector for Portrait Software and a Senior Consultant with Unisys. Mr. McGrath holds a Bachelor of Science degree from the University of Hull in the United Kingdom.

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Jon Kashare
Senior Managing Partner, Consulting

Jon Kashare leads Gartner's Public Safety & Justice Consulting Practice for North America. Mr. Kashare's areas of specialization include critical program management, defining requirements, procurement, and implementation of public safety systems, IT strategic planning and contract negotiations. He has extensive experience in large-scale emergency communications and Public Safety technology, processes and operations. He has experience with Computer Aided Dispatch (CAD), Records Management Systems (RMS), Automated Vehicle Location (AVL), Geographic Information Systems (GIS), communication center/facilities design and build, radio communications systems and planning, business process re-engineering and operational and program governance. Mr. Kashare's experience includes all aspects of the project life cycle, from strategic planning and design to acquisition and implementation. Based in Los Angeles, he joined Gartner in 1999.

His recent experience includes the following:

- **Quality Assurance Lead** – USMC 911 modernization program, Calgary Fire Department IT Assessment and Strategic Plan, California Department of Parks and Recreation CAD strategy, PRIMECorp RMS service management assessment and strategy, Las Vegas Metro Police Department JMS operational assessment and upgrade strategy, Maui County Police Department CAD upgrade assessment and strategy, Palm Beach County Sheriff public safety modernization program assessment, Toronto Police Service IT assessment,
- **Quality Assurance Program Manager** – Program Manager for Gartner's Quality Assurance Team overseeing New York City's consolidation of emergency communications services. This $1.5B project includes replacement and upgrade of all of NYC's emergency communications facilities, infrastructure and applications in addition to operational consolidation of key emergency communications processes. The Gartner team was responsible for providing objective oversight to develop program strategies, ensuring strategic alignment for the life of the program, project scope and cost validation and budget compliance, oversight of requirements definition and management, risk reporting and delivery assurance.
- **CAD/RMS system assessment, strategy, procurement and implementation oversight** – Honolulu HI, Cincinnati OH, Kansas City MO, Ft. Worth TX, Anaheim CA, Alhambra CA, Fairfield CA, Fullerton, CA Lakewood CO – included baseline system assessment, alternatives analysis, requirements definition, RFP development, vendor evaluation and selection, contract negotiation assistance.
- **Records management system selection and implementation** — project manager on an engagement to develop the functional requirements and RFP for the Hawaii County Police Department's RMS and imaging systems, as well as contract negotiations and implementation assistance. This project also included analysis and recommendations for networking, hardware requirements and costs, staffing and business processes.
- **Microwave radio system procurement and implementation** — project manager on an engagement to define functional requirements, develop an RFP, select a system vendor and negotiate the contract for an replacement of the County of Hawaii's existing microwave system. The project also includes project oversight during the planned two-year implementation phase.
- **Radio communications system selection** — project consultant on a project for Ingham County, Michigan, to develop the functional requirements and RFP for a Countywide public safety communications system. The project comprised both 800 MHz and conventional radio systems for fire and police agencies.
- **Mobile data communications procurement** — project consultant on an engagement to procure a computer-aided dispatch (CAD) and mobile-data system (MDS) for the City of Fort Worth, Texas. The project has included developing the functional requirements and the RFP for the city, as well as project oversight during implementation of CAD and the MDS.

Prior to joining Gartner, Mr. Kashare was a business development consultant for Legacy Management Services working with IT-related start-up companies on business planning as well as marketing, funding and management strategy. He was also managing partner — managed operations, for Ocean Park Locations, a Southern California-based film location firm which specialized in representing and marketing commercial and industrial property for location filming.

Mr. Kashare earned a Bachelor of Arts degree from the University of California at Los Angeles and an MBA from the University of Southern California, specializing in information systems and management consulting.

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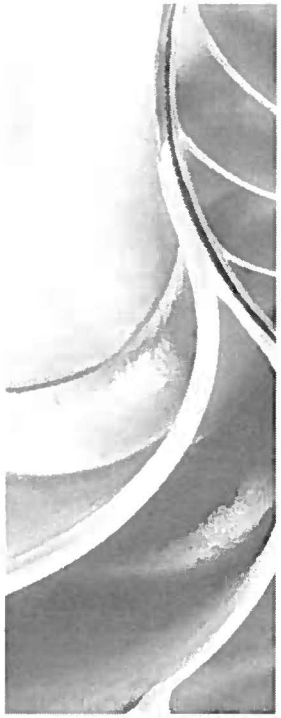

Appendix B – Gartner Overview

Focus: Public Safety and Justice Consulting

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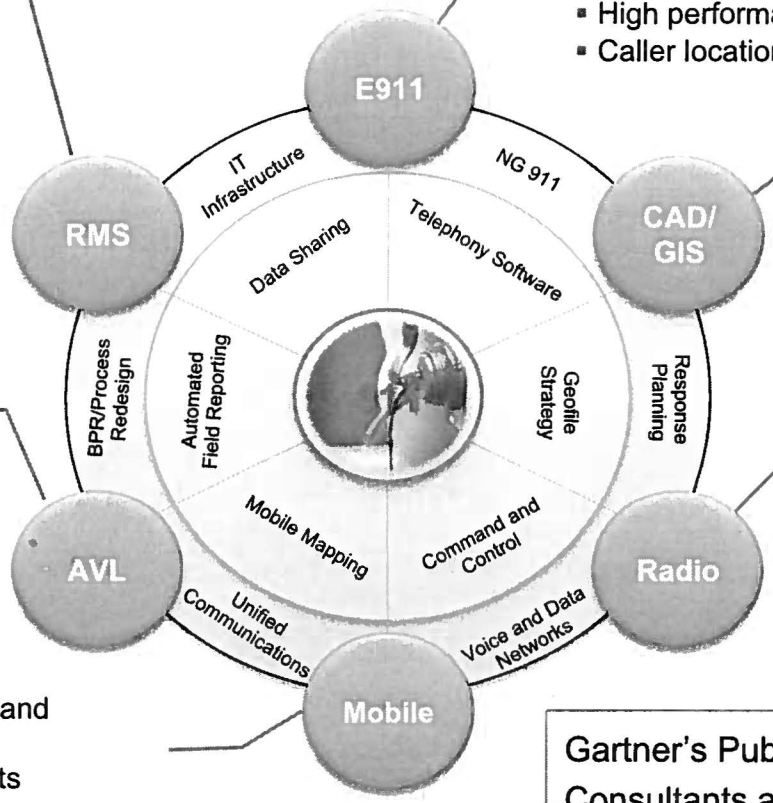
Gartner Overview: Public Safety & Justice Consulting

Subject Matter Expertise and Focus Areas

- Centralized data for reporting and analysis
- Automated workflow
- Chain of custody
- Personnel records management and administration
- Investigative tools

- Virtualization
- VOIP
- High performance networks, infrastructure
- Caller location data



- Situational awareness
- Mapping and data integration
- Decision support, triage
- Incident management

- Supports optimized unit routing to incidents
- Real-time unit location
- Officer safety

- Inter-agency interoperability
- Voice and data integration
- Data-to-device (e.g. SMS)
- Personal alarms (e.g. Panic buttons)

- Mobile access to CAD records and operational data
- Mobile capability to enter reports
- Computerized dispatch
- Mobile mapping

Gartner's Public Safety and Justice Consultants apply the latest thinking in ***Public Safety IT*** with a practical understanding of the ***Operational Needs*** of our clients.

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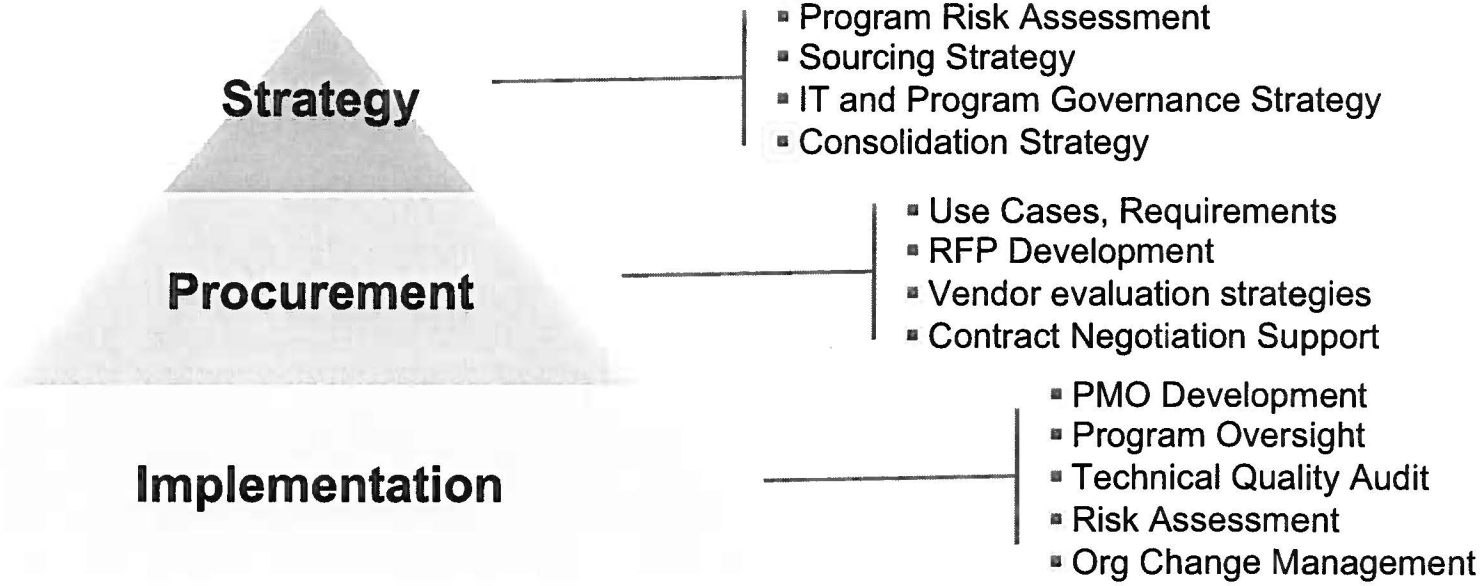
Gartner Overview: Public Safety & Justice Consulting

Services that Support Critical Decisions

Technology has gone quickly from nice to have to must have for Public Safety and Justice agencies. While budgets are constrained the need for effective IT is growing rapidly. Public Safety agencies and IT organizations supporting them must adapt quickly and maximize their investments in IT or risk critical operational failure – ***requiring effective decision-making***.

Gartner's team of experienced consultants provides our clients with a thorough knowledge of the IT that serves Public Safety and Justice organizations and understanding of the operations that rely on it.



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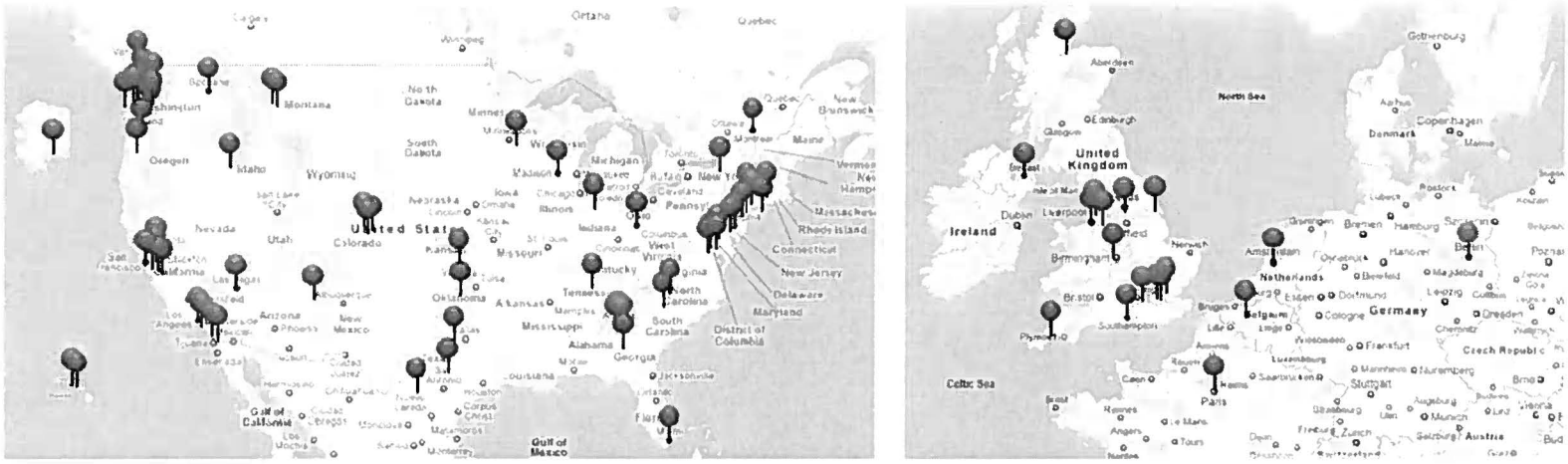
Gartner Overview: Public Safety & Justice Consulting

Client Experience Provides Insight to Trends and Best Practices

Gartner's Public Safety and Justice team has worked with first responder agencies both large and small across North America and Europe.

- ✓ We understand what makes mission critical systems and the operations they support unique
- ✓ We understand the Public Safety and Justice vendor market, its capabilities and limitations
- ✓ As the world leader in IT Research we have the tools and critical thinking to help your IT plan succeed.



Gartner Public Safety and Justice Clients

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Gartner's Research, Consulting, Benchmarking, Executive Programs and Events deliver unparalleled expertise and value to our customers

Consulting & Benchmarking

- Provides customized solutions to unique client needs through on-site, day-to-day support
- 1,500 engagements delivered each year by 550 Gartner consultants
- Hundreds of millions of dollars in aggregate cost savings to clients
- Improved business performance by benchmarking client spending and best practices; helps clients measure, understanding and manage performance
- Largest IT performance repository in the industry, drawing on 5,500 IT benchmarks a year

Events

- Worldwide events that bring executives together to learn, compare experiences and solve problems
- 42,000+ people at 70 events annually

Research

- World leader in technology and industry coverage
- 935 analysts engage in 290,000 one-to-one client interactions each year
- Web site alone includes 73,000 searchable documents across 1,000 technology and business topics

Executive Programs

- High-level peer networking and information sharing
- Annual CIO agenda developed from the responses of 1,500 CIOs in 30 countries, and then customized per client
- 3,700 CIOs and IT executives get customized advice and peer exchange opportunities

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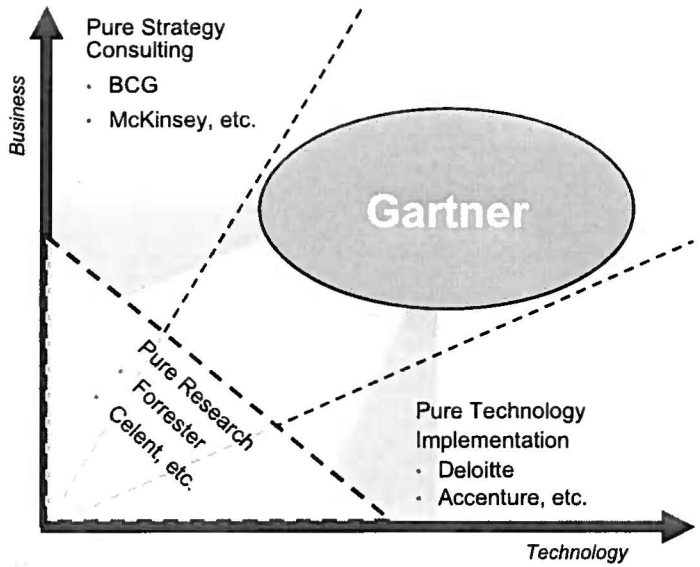
Gartner Consulting Positioning

Gartner Consulting advises senior business and technology leaders on critical decisions that create business value through IT

Gartner Positioning



- Gartner is the world's leading IT Research & Advisory firm
- Technology providers and consultancies rely on Gartner Research to accelerate their growth, create new business models that disrupt markets, open undiscovered opportunities, and go to market with strategies that maximize shareholder value
- Unmatched leader in IT metrics, processes, best practices and IT optimization & transformation; helps clients maximize business value from their IT investments and assets

Gartner Credentials

World Class Clients	▪ Over 65% of Fortune 1000 ▪ Extensive commercial & public sector expertise ▪ Virtually every technology provider, plus over 8700 technology end-users
Global Presence	▪ $1.65 Billion in Revenue ▪ 13,000 clients in 85 countries ▪ Over 1000 engagements per year
Expertise	▪ Focus exclusively on technology-based needs ▪ Consult to both IT end-users & IT vendors ▪ Access to Gartner research, data, network, etc.
Objectivity & Independence	▪ Not focused on systems implementation ▪ Without prejudice to IT platforms or providers ▪ Separation of consultants from analysts
Data-driven Advisory	▪ Primary and secondary research expertise ▪ Deep analytical power – people and processes ▪ Unmatched benchmarking metrics & capabilities
Breadth of IT Knowledge	▪ Core Technology Consulting solution portfolio ▪ Go-To-Market Consulting solution portfolio ▪ Transformational Services solution portfolio

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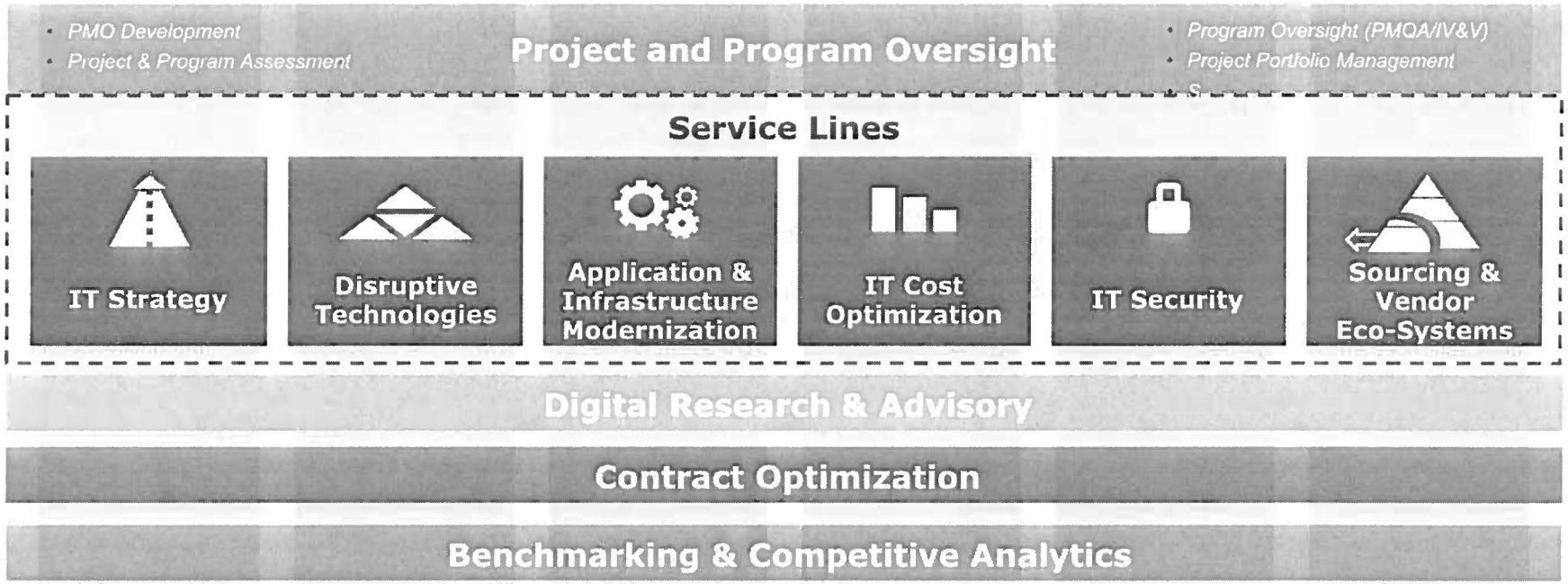
Gartner Consulting Capabilities

A Full Range Of Strategic IT Service Lines That Create Business Advantage



- Strategic planning
- IT Governance
- IT Org. design
- Enterprise Architecture
- Service management and costing

- Cloud Computing
- Enterprise Mobile Strategy
- Content Collaboration & Social Initiatives
- Innovation Mgmt
- Enterprise BI & Big Data

- Portfolio rationalization
- Architecture assessment
- Application overhaul/ modernization strategy
- SDLC Optimization
- ERP/CRM/SCM
- DC/Network Modernization
- Virtualization/Private Cloud

- IT Cost Optimization
- IT Cost benchmarks
  - Applications
  - Infrastructure
- IT Process Improvement (ITIL)
- Negotiating/optimizing SW contracts

- Security Strategy
- Identity & Access Management
- Information Security Program Mgmt
- IT Risk Management
- Infrastructure, App, and Data Protection
- Compliance Mgmt

- Sourcing Strategy
- Outsourcing
  - Vendor Selection
  - Renegotiation
  - Price/contract benchmarking
  - Contract Support
- Vendor Management
- Multi-sourcing

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GARTNER CONSULTING

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