

products and manufacturers. Staff found that service to be very useful in informing our product selection decisions.

The Department is in the process of developing its organization, management team, and expanding the depth of responsibility of the County technical staff. Additionally, the County is in the process of moving to a hybrid cloud-based technology environment where some applications will be hosted on premise and others distributed to multiple vendor cloud environments depending upon the specific benefits to the application and its County business owner. This system topology involves more vendors and more complex contract vehicles including such things as infrastructure as a service, platform as a service, and software as a service. Each of these contract vehicles has its own set of business concerns and risks.

Some examples of how the Department has leveraged services and research include:

- In-depth review of contract terms, pricing, and service levels for the Hosted Communications Services and IT Service Management agreements, benefiting the County with significant vendor concessions in contract terms, pricing, and service levels.
- In-depth review of contract terms, pricing and service levels for a hosted video solution for law enforcement that identified significant short-comings and risks in the initial offering and helped shape the County's negotiating position.
- Architectural technical and business advice on hyper-converged technology infrastructure offerings, benefiting the County by correctly sizing and optimizing the procurement of servers, storage, and the supporting network.
- Numerous technical review and advisory calls on security architecture, data encryption, and infrastructure planning.
- Consumed hundreds of research documents providing the department guidance on multiple technology initiatives, roadmap planning, best practice processes, and allowing the department to rapidly relate business requirements against provider products and services.
- Completed maturity assessments specific to department technology capabilities to better understand operational practices that inhibit or enhance business outcomes.
- Joined monthly interactions with executive partner and analysts on cloud opportunities, risk management, technology trends and strategic planning.
- Attended executive events tailored to exchange ideas from IT industry leaders and gain a strategic view of emerging trends shaping IT and the business. These events explore new ways to approach IT challenges.

The Department is requesting to renew one license for Gartner's Leadership Team services that will provide access to the following critical resources:

- Dedicated strategic executive partner to assist in guiding the Department in multiple ongoing strategic and operational improvements (e.g., IT maturity assessments, strategy and roadmaps, business relationship management, risk management, governance, and cost optimization).
- Independent and objective assessment of buyer-seller documents (e.g., request for proposal, service level agreements, and vendor contracts).
- Support the team of senior managers and lead staff with professional development and succession planning.
- One-on-one access to more than 1,900 expert analysts covering over 1,300 IT topics.
- Unlimited access to thousands of independent research reports regarding technology vendors and best practices applicable to current business challenges.
- Detailed benchmarks that assist in establishing various IT metrics (e.g., customer satisfaction, service availability, and workforce investment).
- Detailed benchmarks that assist in the validation of costs and service levels for use in vendor contract negotiations.

- Access to executive program events and team workshops focused on areas needing improvement (e.g., service management, customer service, planning and governance).

Over the course of the next year, the Department will be issuing requests for proposals for sourcing providers (the agreement with Avenu Insights & Analytics expires December 2019). We plan to engage Gartner in reviewing our proposal, vendor responses, and associated contracts via our licenses for its services. We think this approach will be more economical than contracting for this sort of support service, separately, as we did several years ago.

In addition to engaging Gartner advisory services in new sourcing contracts, other initiatives over the course of the next year will include:

- Review of technical plans and products to support a major network refresh including software defined networking (SDN)
- Technical roadmap for hybrid-cloud storage of surveillance video
- Technical roadmap for replacement of the County's central data store (SAN) that's currently over 5 years old.
- Review current best practices for backup systems, related compression, de-duplication, data encryption and replace current under-performing products
- Developing financial models and chargeback algorithms for hybrid-cloud infrastructures.

The Gartner subscription is transferrable should there be a change in management. It is a solid investment not only for the technical research and advisory services but also for the many staff development and educational opportunities made available through the Gartner library and webinars.

ALTERNATIVES:

The Board could choose to not approve this agreement; however, this is not recommended. In addition to access to industry-leading technical research, the Department and the County benefits from Gartner's ongoing, expert support on technology and service improvements initiatives.

OTHER AGENCY INVOLVEMENT:

County Counsel has reviewed and approved the contract as to form.

CAO RECOMMENDATION:

APPROVE DEPARTMENTAL RECOMMENDATION