AMENDMENT NO. 2
TO
COUNTY OF VENTURA CONTRACT # 7914
WITH GARTNER
FOR
IT CONSULTING SERVICES

The County of Ventura (County) and Gartner Inc., hereby agree that that agreement identified as Ventura County Contract No. 7914 previously entered into by the parties is amended, effective as follows:

1. The criminal justice agencies of Ventura County currently are served by a shared case management system referred to as the Ventura County Justice Information system (VCIJIS). VCIJIS is developed on a legacy platform and presents sustainability risks and limited opportunities for the County to benefit from technology innovations. Add the attached SOW, effective February 1, 2021, to have Gartner develop a strategic roadmap to guide the County's VCIJIS modernization initiative.

2. The new not to exceed amount is increased by $206,000 to $2,062,370.01 for the Service Period May 1, 2020 through April 30, 2024.

3. All other terms and conditions remain the same.

COUNTY OF VENTURA	GARTNER INC.
Mulni Rgr (signature)	*Kim Blimka* (DocuSigned by) 9FB5551581C34B5...
Signature	Authorized Signature
Melissa Lorenzen	Kim Blimka
Printed Name	Printed Name
Buyer	Contracts Specialist
Title	Title
01/15/2021	
Date	Date

GARTNER INC.

N/A

Authorized Signature

Printed Name

Title

Date

AMENDMENT NO. 2
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* If a corporation, this Contract must be signed by two specific corporate officers.

The first signature must be either the (1) Chief Executive Officer, (2) Chairman of the Board, (3) President, or any Vice President.

The second signature must be the (a) Secretary, an (b) Assistant Secretary, the (c) Chief Financial Officer, or any (d) Assistant Treasurer.

In the alternative, a single corporation signature is acceptable when accompanied by a corporate resolution demonstrating the legal authority of the signature to bind the company.

VCIJIS Modernization Strategic Plan – Proposal

Gartner Public Safety & Justice Consulting

Prepared for: Ventura County
Engagement Number: 330067806
February 1, 2021

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The purpose of this document is discuss Gartner's potential engagement approach to assist Ventura County in supporting the County's **VCIJIS Modernization Strategy**

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Introduction
Understanding and objectives

Our understanding of the current situation

The criminal justice agencies of Ventura County currently are served by a shared case management system referred to as the Ventura County Justice Information system (VCIJIS). VCIJIS is developed on a legacy platform (PowerBuilder and Sybase) that presents sustainability risks for the County and limits opportunities to benefit from technology innovations.

The County engaged Gartner to assess modernization alternatives for VCJIS completed earlier in 2020, exploring options such as COTS, custom-build and hybrid approaches. As a result of the assessment a go forward recommendation was provided based on specific criteria and County priorities. Leveraging the assessment recommendation as a basis the County is seeking to validate and expand on planning assumptions and develop a strategic roadmap to guide the County's modernization initiative. Key planning components include:

- Technical architecture assumptions
- High level initiative descriptions, assumptions, outcomes, ROM timeframes and resource needs
- Sequence of and dependencies between initiatives
- Program governance model and governance oversight assumptions

The County has asked Gartner to provide subject matter expertise and facilitate its process in developing its VCIJIS Modernization Strategy and Roadmap.

Gartner response

Gartner's Public Safety and Justice Team has extensive experience developing system modernization strategies and specific expertise for integrated justice information systems (IJIS), platforms and capabilities. We understand the operational drivers for advanced IJIS solutions and based on our experience can quickly develop aligned planning assumptions for the County's program based on priorities, leading practices and technical realities.

Our proposed approach is designed to achieve the following objectives:

- Confirm and validate the County's solution direction, associated assumptions, implications and governance model to deliver a modern VCIJIS
- Build on initial solution assumptions (phase 1) to include planning, sourcing, integration assumptions as a basis for the County's VCIJIS Strategic Plan
- Define components/initiatives required to execute the strategy
- Build a consensus, actionable roadmap that defines sequence, outcomes and dependencies of confirmed initiatives to deliver the County's Modern VCIJIS

Gartner's methodology is based on tested tools and processes and is designed to be collaborative, transparent and result in the actions most appropriate for the needs of the County and its stakeholders.

The following slides summarize our proposed approach.

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Introduction

Approach Overview

Statement of Work

Assumptions

Investment Summary

Contract Details

Authorization

Appendix:

- **Associate Biographies**
- **About Gartner**

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Approach Overview
VCIJIS Modernization Strategic Plan – Scope Summary

1 Initiation and Guiding Principles

2 Validation and Strategic Planning Baseline

3 Initiative Development

4 Strategic Roadmap

ACTIVITIES			
Initiate project, governance, controls	**Validate Conditions, Assumptions, Establish Modernization Strategy**	**Describe discrete initiatives required to achieve VCIJIS modernization objectives**	**Develop actionable roadmap to serve as guide to modernizing VCIJIS**
• Initiate project • Establish status reporting and communication protocols • Establish Core VCIJIS Working Group • Conduct project kickoff meeting including discovery workshop for recent VCIJIS developments and presentation of IJIS fundamentals • Conduct policy level visioning workshop to determine strategic objectives and priorities for data sharing in Ventura County	• Apply Gartner IJIS framework to identify and define needs and opportunities • Conduct work group interviews to measure conformance, gaps and readiness against each component of the IJIS framework • Incorporate market intelligence into sourcing decisions (e.g., CMS solution providers) • Facilitate consensus decisions among stakeholders through targeted workshops • Document and present analysis and conclusions	• Develop preliminary recommended initiatives for filling IJIS gaps and improving readiness including alternatives where applicable • Determine high level costs, durations, resource requirements • Conduct workshops with VCIJIS Work Group to validate and refine recommended initiatives • Present initiative charters to the Work Group	• Validate inter-initiative and external dependencies and priorities • Develop draft integrated roadmap and action plan to modernize VCIJIS • Confirm roadmap with Work Group • Present final Roadmap to executive level leadership

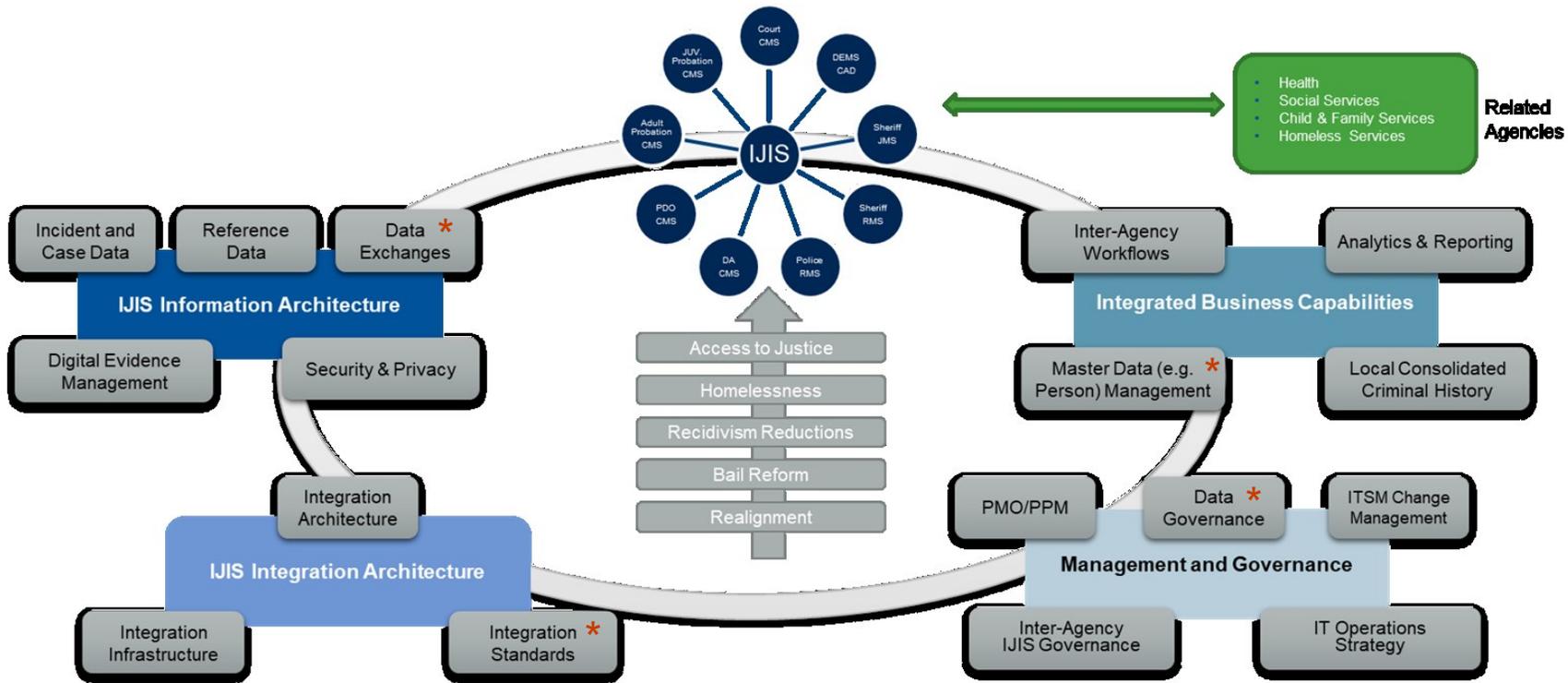| DELIVERABLES			
• Project Initiation Document • Weekly Status Reports	• VCIJIS Modernization Strategy Baseline	• VCIJIS Modernization Initiative Summary Charters	• VCIJIS Strategic Plan and Roadmap

TIMEFRAME			
• 1 week	• 5 weeks	• 3 weeks	• 2 weeks

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IJIS Strategic Planning Framework
Review and validate IJIS components with Working Group

Gartner will provide recommendations and facilitate decisions for the following:

- Governance

- Data sharing architecture

- Readiness

  – Data

  – Organization

  – Technical

- Agency-level system sourcing (build vs. COTS)

- Implementation and transition assumptions (phasing and cutover)

* A Data & Analytics Leadership Partner will accelerate data-governance maturity and enable the modernization transformation for the County (see slides 14, 15 & 38)

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Approach Overview
VCIJIS Strategic Planning – Development Approach

Roadmap Overview

Validating and extending programmatic, technical and implementation assumptions drives definition of initiatives; when integrated, reflect the County's roadmap to its Modern VCIJIS.

Roadmap Initiative Template For Year 1

Initiative	1b. Platform revisions or replacements to support requirements	Initiative Owner	BIS KSI Customer Focus (Individual TBD by BPA)
Description	Replace existing platform. Extend new platform to support priority processes and functionality		

Key Objectives, Outcomes and Measures	Key Activities
■ Enhanced support platform for internal and customers ■ Connected processes and services across customer relationship management, billing, and contracting ■ Estimated benefits for business case include operational effectiveness/efficiency and customer satisfaction	■ Evaluate hosting options and priorities for platforms: on-premises, cloud, managed service ■ Evaluate user experience and interface for ease, clarity – could include reaching out to customers to find out needs and preferences ■ Evaluate integration options across multiple data sources ■ Evaluate revised and replacement platform vendors and products ■ Select platform, processes, and services for implementation ■ Pilot, test, and deploy revised capabilities

Key Deliverables	Constraints and Dependencies
■ Business Case ■ Platform(s) and product vendors selected	Constraints: 1. Resource availability and knowledge to revise or replace platform 2. Funding availability to purchase and implement new platform 3. Constrained in ability to ask customers about preferences and needs, and to evaluate current portal 4. Procurement timeline, cybersecurity requirements and IT support are potential barriers Dependencies: 1. Data dictionary and information will require to BTO's ability (Foundational 1, 4)

Effort + Timing	■ 6 months in Phase 1	

Key Skills + Resources	Estimated Costs	Change Management Considerations/Communications
■ Vendor management	■ $600,000	■ Acceptance and adoption of new system by the enterprise ■ Customer and employee willingness to adopt self service and standard processes

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Task Detail
VCIJIS Modernization Strategic Plan – Task 1

Task 1: Initiation and Guiding Principles

Overview	Deliverable(s) and Time Frame

Objective:

- Work closely with Ventura County to set the foundation for a successful engagement that is delivered on time, within budget and meets the objectives of the County and stakeholders.

Activities performed by Gartner:

- Conduct project planning meeting with County PM to confirm stakeholders, discuss logistics and schedule near term activities
- Prepare draft Project Initiation Document (PID) – inclusive of project plan, schedule and communication plan
- Conduct Project Initiation Meeting with key stakeholders (ITSD and agencies) to discuss objectives, scope, schedule and assumptions, finalize PID based on stakeholder input
- Develop status report and conduct weekly project status meeting
- Review relevant background information
- Prepare visioning workshop background materials
- Conduct Policy Level Visioning Workshop to determine strategic objectives and priorities for criminal justice data sharing in Ventura County
- Incorporate strategic objectives, priorities and guiding principles in the Task 2 VCIJIS Modernization Strategy Baseline

County responsibilities:

- Schedule and participate in initiation meeting
- Schedule stakeholders and participate in workshop

Deliverable(s):

- Project Initiation Document
- Weekly Status Reports

Time frame:

- Week 1 (Status Reports delivered weekly through week 11)

Assumptions:

- 1 x 1 hour project planning meeting by teleconference
- 1 x 1 hour Project Initiation Meeting by teleconference
- 1 x 30 minute weekly project status meeting by teleconference (through week 9)
- 1 x 2 hour Policy Level Visioning Workshop by teleconference
- Relevant project documentation will be provided NLT the end of Task 1one week prior to stakeholder interviews

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Task Detail
VCIJIS Modernization Strategic Plan – Task 2

Task 2: Validation and Strategic Planning Baseline

Overview	Deliverable(s) and Time Frame

Overview

Objective:
- Develop a baseline target state description for core VCIJIS program components and identify areas of prerequisite need for the modernization program.

Activities performed by Gartner:
- Conduct IJIS Framework Orientation Meeting to introduce the Gartner IJIS framework to the VCIJIS Account Managers and other ITSD stakeholders
- Conduct work group interviews to measure conformance, gaps and readiness of VCIJIS and supporting structures against each component of the IJIS Framework
- Conduct detailed workshops on designated IJIS topics (program governance, integration architecture, agency system partitioning and sourcing strategies)
- Prepare summary level market reviews of vendor providers for key VCIJIS components (e.g., agency level systems, integration platforms, systems integrators, etc.)
- Conduct COTS Market Review workshop to present and refine findings
- Prepare the draft VCIJIS Modernization Strategy Baseline inclusive of the framework validation and market review activities
- Conduct the VCIJIS Modernization Strategy Baseline workshop to present and refine the draft deliverable
- Incorporate stakeholder feedback to prepare the final VCIJIS Modernization Strategy Baseline

County responsibilities:
- Schedule stakeholders and participate in workshops
- Provide all relevant project background documentation

Deliverable(s) and Time Frame

Deliverable(s):
- VCIJIS Modernization Strategy Baseline

Time frame:
- Weeks 2 - 6

Assumptions:
- 1 x 1 hour IJIS Framework Orientation Meeting by teleconference
- Up to 4 x 90 minute IJIS Framework Validation workshops by teleconference
- Up to 4 x 90 minute IJIS Detail workshops by teleconference
- 1 x 2 hour COTS Market Review workshop by teleconference
- 1 x 90 minute draft VCIJIS Modernization Strategy Baseline review by teleconference

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Task Detail
VCIJIS Modernization Strategic Plan – Task 3

Task 3: Initiative Development

Overview	Deliverable(s) and Time Frame

Objective:

- Develop summary level descriptions of the specific projects and high level tasks (i.e., initiatives) required for the County to achieve its VCIJIS modernization objectives.

Activities performed by Gartner:

- Identify preliminary recommended initiatives for filling IJIS gaps and improving modernization readiness including identification of alternatives where applicable
- Conduct Initiative Development workshops with VCIJIS Account Managers to refine initiative objectives, descriptions and associated initiative attributes
- Estimate high level costs, durations, resource requirements associated with each initiative
- Prepare draft Initiative Charters
- Conduct workshops to validate and refine recommended initiatives
- Incorporate feedback into the draft Initiative Charters
- Present the final Initiative Charters to the VCIJIS Account Managers and other ITSD stakeholders

County responsibilities:

- Schedule and participate in workshops

Deliverable(s):

- VCIJIS Modernization Initiative Charters

Time frame:

- Weeks 7 – 9

Assumptions:

- Up to 6 x 1 hour Initiative Development workshops by teleconference
- Up to 2 x 2 hour draft Initiative Charter review workshops by teleconference
- 1 x 2 hour final Initiative Charter review by teleconference
- Initiative charters are prepared at a summary level sufficient to serve as input to the Task 4 strategic roadmap task
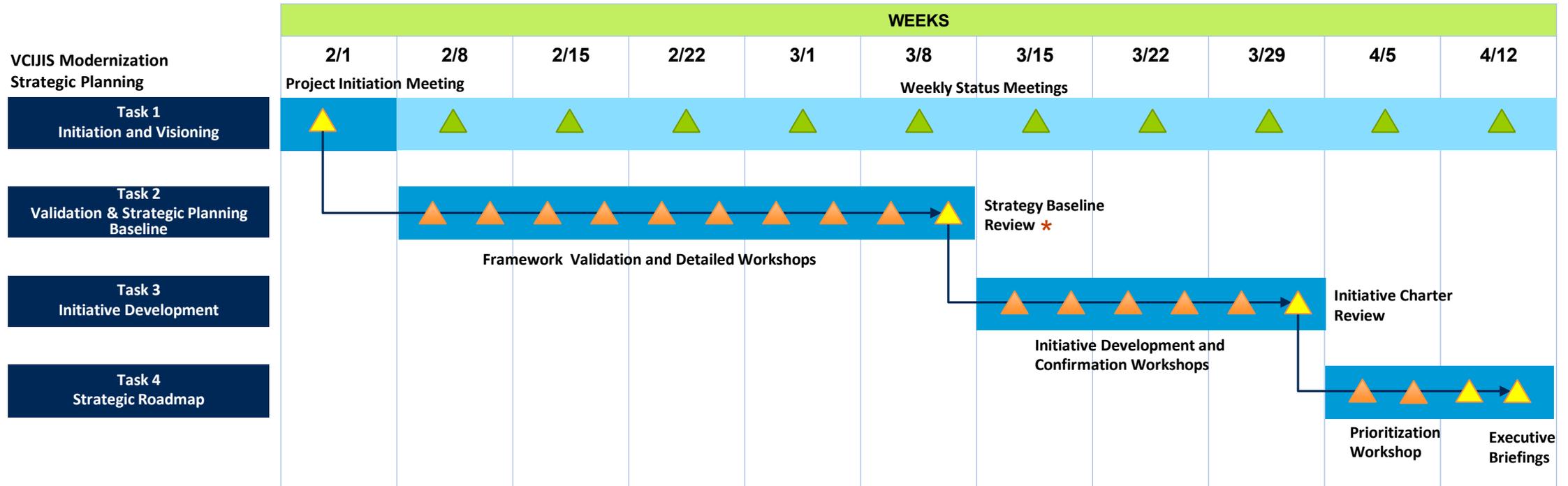
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Task 4: Strategic Roadmap

Overview	Deliverable(s) and Time Frame

Objective:

- Consolidate and prioritize earlier engagement activities to develop the Strategic Plan and Roadmap for the modernization of VCIJIS.

Activities performed by Gartner:

- Conduct the Initiative Prioritization workshop with the VCIJIS Account Managers
- Validate inter-initiative and external dependencies and priorities
- Document execution activities required for VCIJIS modernization
- Develop the draft integrated roadmap and action plan to modernize VCIJIS
- Conduct the draft Strategic Plan and Roadmap briefing to present and refine the deliverable content
- Incorporate Account Manager input and produce the final Strategic Plan and Roadmap
- Conduct Strategic Plan and Roadmap presentation with ITSD leadership by teleconference
- Conduct Strategic Plan and Roadmap presentation with countywide and agency executive leadership by teleconference

County responsibilities:

- Schedule and participate in workshops

Deliverable(s):

- VCIJIS Strategic Plan and Roadmap

Time frame:

- Weeks 10 – 11

Assumptions:

- 1 x 90 minute Initiative Prioritization workshop
- 1 x 2 hour draft Strategic Plan and Roadmap review by teleconference
- 1 x 90 minute final Strategic Plan and Roadmap presentation with ITSD leadership by teleconference
- 1 x 90 minute final Strategic Plan and Roadmap presentation with countywide and agency executive leadership by teleconference

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VCIJIS Modernization Strategic Plan - Project Schedule

Gartner anticipates completion of this engagement within 11 weeks as detailed in the timeline below. Assumed start and end dates are proposed, pending County confirmation for Gartner to plan staffing accordingly.

VCIJIS Modernization – Conceptual Program Approach

The VCIJIS Modernization Strategic Plan is a first step in the overall VCIJIS modernization program. The diagram below provides a conceptual view of the program, with further detail to be determined during the strategic planning process.

VCIJIS Conceptual Modernization Approach

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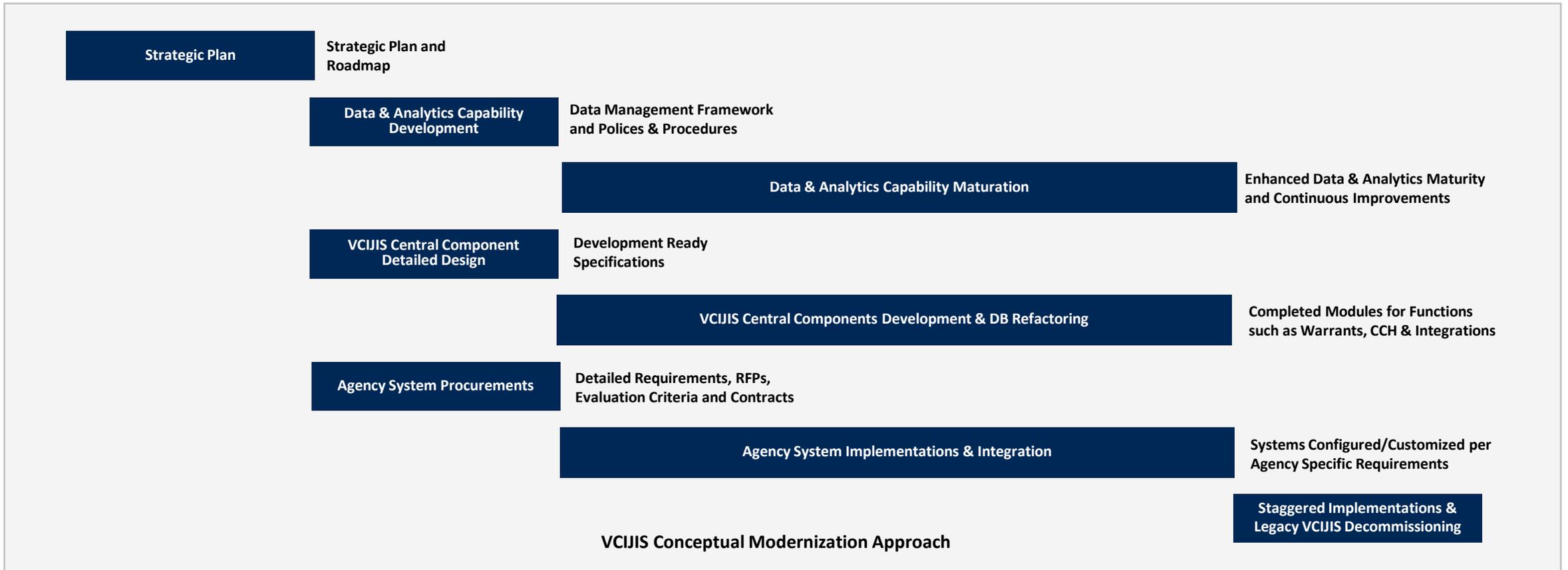
Data Management Capabilities – Critical for VCIJIS Modernization

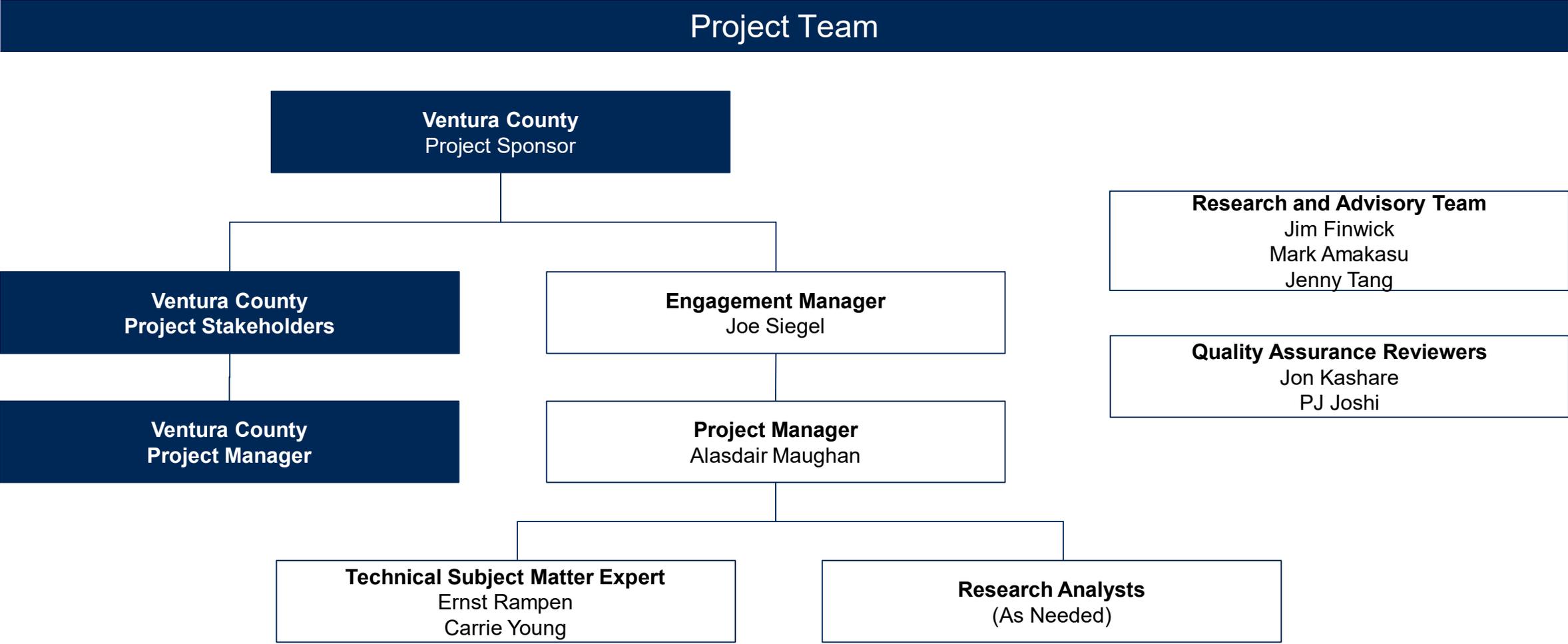| Business Priorities	Initiative Workstream	Team Lead	1 Prioritize & Plan Work	2 Design	3 Build & Monitoring	4 Continuous Improvement
			Data Management Execution Framework			**Operational Excellence**
Empowering DnA Citizens and Champions with single source data repository	• DnA Engagement Platform (1) • Data Management and Quality Program (4) • Data Aggregation and Integration (5)	EIM Director Data Quality Lead	Establish framework to improve reliability and usability of information by ensuring that data is fit-for-purpose in downstream business processes. Establish architectural principles and team design and execution responsibilities.	Design and Inform EIM technology, processes, and tool capabilities for • Metadata management • Master data management • Data quality management • Information life cycle management • Privacy and security	Inform implementation team with the frameworks, architectures, and best practices to execute their respective areas of responsibility and monitor against progress. Inform and monitor best practice deployment to validate quality assurance is applied at all stages of the data and analytics architecture.	Establish a framework for applying data governance to new data management and analytics programs. Establish data quality improvement as an ongoing initiative, aligned with the DnA strategy to achieve the desired standardization and business outcomes.
Develop Differentiating Self service Products and Services	• Data Governance Program (9) • DnA Program Execution	Program Manager	Build consensus and agree on responsibilities and deadlines for EIM and governance to synchronize decisions between strategic, operational and technical stakeholders. • Data Asset Risk workshop • Identify risk profile for most critical assets • DnA Governance Steering Committee • Establish KPIs for Benefit Realization	Design and Inform Data service delivery charters for Program Governance and Execution Tasks, Roles, Responsibilities. • KPI's to identify risk and service development • Service Delivery Charter Templates	Operationalize and execute standardized resolutions. Deploy repeatable and scalable solutions across the entire organization. Benefits Realization framework for measuring return on investments.	Define a specific set of maturity milestone indicators and track the competency of each specific data domain against it. Monitor overall progress across data domains toward maturity milestones.
Identify & Optimize Operations through Predictive Analytics	• Data Aggregation and Integration (5) • Data Warehousing (6)	Data Architect	Establish architectural principles and team design and execution responsibilities. Provide architectural frameworks for Logical Data Warehouse, Data Lakes, and Integration layer.	Provide advisory expertise, reference architectures and blueprints to support Creation of Information Sharing Architecture and Data Warehouse	Track the use of data through auditing and statistics and Managing data semantics and semantic variations of data over time	To maximize results, utilize continuous cycles of development. For each cycle, choose a development style, or have two or three styles running in parallel.
	• DnA Engagement Platform (1) • Data Presentation and Consumption Services (7)	Product Manager	Establish framework for product managers and product teams to share a common, customer-centric culture, and apply best practice methods to drive excellence in the role or function.	Design the foundation for product delivery by deciding which resources to align by products within each business domain, and which resources to move into shared-service pools.	Work closely with product teams to convey the product vision, continuously verify that the product fulfills that vision (as measured by business value and business outcomes) and help the team ensure it is building the right product.	Maintain a full product life cycle perspective, and work to balance short-term achievements with long-term goals (such as minimizing technical debt while maximizing resiliency).
Empowering users with access to foundational data program to improve productivity	• Data Visualization and Analytics Tools (2) • Dashboards / Reporting / Data Services (8)	TBD Predictive Analytics Lead	Align data management solutions for analytics use cases to the data management infrastructure model based on the user personas identified.	Work with business strategists or enterprise architects to understand likely scenarios for your organization and their analytic model implications. Establish Solution Criteria for Data Science and Machine Learning.	Build an ecosystem that includes not only tools but also data, people and processes to support the use of augmented analytics.	Establish a process, supported by technology, for operationalizing analytic assets within business processes, as well a process for monitoring and managing the impact from a business perspective.

Project Team

Project Team

Ventura County
Project Sponsor

Research and Advisory Team
Jim Finwick
Mark Amakasu
Jenny Tang

Ventura County
Project Stakeholders

Engagement Manager
Joe Siegel

Quality Assurance Reviewers
Jon Kashare
PJ Joshi

Ventura County
Project Manager

Project Manager
Alasdair Maughan

Technical Subject Matter Expert
Ernst Rampen
Carrie Young

Research Analysts
(As Needed)

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Assumptions

<u>Data Collection</u>

- The due diligence ("as is") data is reasonably available via interviews and documentation review.

- The County will provide timely access to all appropriate personnel to be interviewed. These personnel will have the ability to provide data necessary to complete this project, answer questions, provide existing documentation and attend working sessions.

- Project pricing assumes that Gartner will conduct the number of interviews specified in the *Statement of Work* section of this proposal; that all or the majority of the interviews will be conducted over the number of consecutive days as specified in the *Statement of Work* section of this proposal; that all or the majority of the interviews will be conducted at the location specified in the *Statement of Work* section of this proposal; and that the County will arrange all interview sessions with County personnel.

- All data collection and interviews/workshops will take place in-person (or via teleconference/videoconference when necessary) at the County-selected location as described in this Proposal or as agreed to at the project planning kickoff.

<u>Key Personnel</u>

- Resumes of key personnel provided in this Proposal assume a project start date within 60 days of the effective date of this proposal. If the actual project start date is later, proposed individuals may not be available. In this event, we will work with the County to identify alternative personnel with appropriate skills and background.

<u>Participation</u>

- The County will designate a project manager to act as the primary point of contact for this project. The County 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; and (d) assist in resolving project issues that may arise.

- The work effort described in this Proposal assumes that County personnel are available to assist in the project as defined in this Proposal. If County personnel are not available; a change of scope may be necessary.

- The County will review and approve documents within the number of days specified in the *Statement of Work* section of this proposal unless otherwise noted within this proposal. If no formal approval or rejection is received within that time, the deliverable is considered to be accepted by the County.

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Assumptions (continued)

<u>Participation (continued)</u>

- The County is to schedule County resources for project activities and provide meeting facilities as necessary.
- The County personnel will be made available per the final project schedule. Unless otherwise noted within this Proposal, County participant hours are not included in the resource estimates.

<u>Project Performance</u>

- Gartner and its employees, subcontractors, or agents will not make management decisions for County.
- County project team members will be empowered to make decisions within the scope of their roles. The County project team leader will have the authority to resolve project issues within 24 hours after an issue arises to keep the project on track.
- Periodic status meetings will be scheduled with the County project team leader in accordance with the communication plan established at project kickoff.
- All engagement activities will be conducted in English. All deliverables will be developed in English using Microsoft products (for example, Project, Excel, Word and PowerPoint).

<u>Place of Performance</u>

- Gartner is fully committed both to the health of your team and ours, and the success of this engagement. The Gartner team is accustomed to working remotely, and will be flexible to work through any COVID-19 constraints. The team will rely on our technology capabilities and digital channels to enable seamless interaction and execution of the engagement. The team will use Gartner hosted WebEx or Microsoft Teams as the primary tool for interviews, workshops and meetings

Discovery Interviews   **Workshops / Briefings**

Status Calls   **Documentation Review**   **Deliverable Reviews**
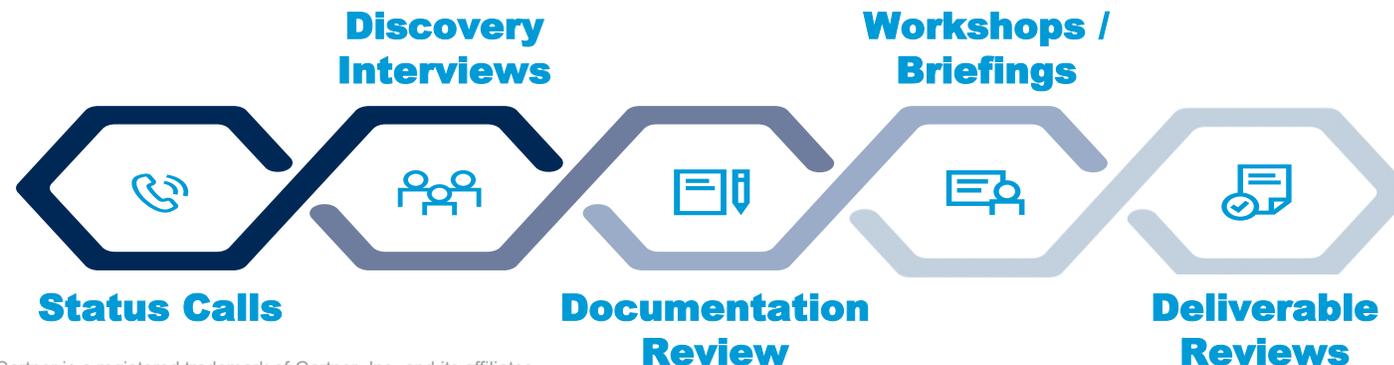
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Assumptions (continued)

Critical Success Factors

- Availability of Information – Gartner expects that any relevant documentation and information is readily available for use on this project. In cases where information is not available, Gartner will work with County to make reasonable assumptions in order to facilitate completion of the project in a timely manner.

- On-site Work Time – For purposes of this engagement, if absolutely necessary Gartner can make its team available onsite in addition to remote collaboration via video-conference calls. The exact amount of onsite time will be dependent on the finalized project plan, schedule, availability of resources, and the depth of interaction required.

- Available Project Resources – The County will make the appropriate resources available to participate in the defined management processes and to execute other project activities. Gartner also expects that the County will provide access to appropriate personnel who can validate and verify information for Gartner throughout this project.

- Deliverable Acceptance – Gartner will provide support to the County team throughout this effort. Success will require diligence by both the County and Gartner with open and frequent communication. To assure alignment of expectations, Gartner and County will define a formal deliverable acceptance process during Project Kickoff. This process is used throughout the project to ensure the resulting work products meet County expectations. Upon achievement of defined project milestones, a formal deliverable acceptance request is made available for sign-off by the County primary project contact.

Further Assurances

- 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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Changes in Scope

- The resource, schedule, and pricing estimates in the Proposal are based on information available at this time and are subject to revision as the County project scope and requirements are confirmed. The scope of this engagement is defined by this Statement of Work. All County 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 County 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 County 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 County

- 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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Investment Summary

Task	Deliverable(s)	Duration	County Cost
1. Initiation and Visioning	Project Initiation Document (PID)	1 Week	$30,000
2. Validation & Strategic Planning Baseline	VCIJIS Modernization Strategy Baseline	5 Weeks	$60,000
3. Initiative Development	VCIJIS Modernization Initiative Charters	3 Weeks	$50,000
4. Strategic Roadmap	VCIJIS Strategic Plan and Roadmap	2 Weeks	$66,000
Tasks Total *(Applied Structured Research Advisory Services: Medium complexity IT Strategic Planning)*		**11 Weeks**	**$206,000**

Task-based Terms

▪ Gartner will conduct Tasks 1 – 4 as outlined in this Proposal based on the Applied Structured Research Advisory Services for a Medium complexity IT Strategic Planning, priced at $206,000 based on 2020 rates.

▪ The price is inclusive of all expenses including labor costs, employee benefits, profit, administrative processing, overhead and any other direct or indirect costs incurred by Gartner in the performance of the work. Pricing does not include any applicable taxes.

▪ Gartner will bill for services based on the completion of deliverables and acceptance of associated deliverable by the County.

▪ 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 County requires a purchase order (PO), please specify the PO number in the Authorization section and forward a copy of the PO with this agreement. Any preprinted terms on the PO that are in addition to or in contradiction of the terms of this agreement shall be inapplicable

Optional Services

▪ At County discretion, Gartner recommends a Data & Analytics Leadership Partner to define and enable the Data Management Framework, as described on pages 14 & 15 of this Statement of Work.

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Authorization

- This Proposal/SOW (Engagement # 330067806) is submitted under the terms and conditions of "Gartner Ventura County Contract #7914" for Information Technology Services dated March 12, 2019.

- When signed by Gartner, Inc. and County, this Proposal/SOW is an attachment to and governed by "Gartner Ventura County Contract #7914" for Information Technology Services with, dated March 12, 2019. These two documents will set forth the relationship between the parties for this engagement. This SOW may be modified at any time provided such changes (i) are agreed by the parties in writing and (ii) where applicable, are in accordance with the Change Order provision.

- The Proposal, including the SOW, is valid for 60 days from February 1, 2021.

IF USING A DIGITAL SIGNATURE, PLEASE CONFIRM THE FOLLOWING AS A CONDITION OF CONTRACT EXECUTION:

[ ] By ticking this box, I agree that by affixing my digital signature hereunder I am attesting that: (i) this is my own personal legal signature; and (ii) I am a duly authorized signatory for my company. My signature verifies that the information provided to Gartner hereunder is subscribed by me, under penalty of false statement and material breach of contract.

SUBMITTED ON BEHALF OF Gartner, Inc.

Pankaj Joshi

SIGNATURE

Pankaj (PJ) Joshi, Associate Partner

PRINT NAME AND TITLE

February 1, 2021

DATE

AGREED ON BEHALF OF County of Ventura

Melissa Lorenzen

SIGNATURE

Melissa Lorenzen, Buyer

PRINT NAME AND TITLE

01/15/2021

DATE

CT 4800FY200000000000059

PO NUMBER (If applicable)

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Joe Siegel
Expert Partner, Public Safety and Justice Consulting

Joe Siegel, PMP, consults with agencies across the US and Canada to achieve improved public safety and operational efficiencies. Mr. Siegel's background includes over 27 years of experience with public safety and justice clients, specializing in planning, implementing and utilizing information technology. Applications include integrated justice, case management and analytics. In particular, he has nationally recognized expertise helping agencies plan and implement integrated justice platforms and systems to promote constitutional policing practices.

Mr. Siegel participated in the formative workshops of the U.S. Department of Justice (DOJ) Global XML Structure Task Force (XSTF) to create version 2 of what became the National Information Exchange Model (NIEM). He has spoken at national conferences on topics including integrated justice, court technology trends and officer early intervention systems. Experience includes:

- For four major law enforcement agencies, all under U.S. DOJ consent decree monitoring, supported the creation of early intervention systems and data analytic platforms Source data systems included all law enforcement operational areas
- For numerous state and regional level jurisdictions, planned, supported and managed the implementation of integrated justice information systems (IJIS). Such systems included data exchanges, integrated portals and utilized standards including NIEM, GJXDM, and GRA. Participating entities included all criminal justice agencies and enterprise service bus platforms from multiple vendors were utilized
- For a trial court with over 500 judicial officers, led the implementation of document management, electronic filing, Probate case management and public web sites
- For a large trial court, managed the development and implementation of an Electronic Court Records system recognized for technology innovation by Harvard's Kennedy School of Government
- For a state court administrative office, prepared a current system sustainability assessment and CMS market analysis
- For a state court administrative office, provided subject matter expertise for requirements development and the procurement of a state-wide eFiling and document management system
- For implementation of a new state-wide court case management system, managed the planning and implementation of a ESB based data sharing platform
- For a large police department, managed application portfolio management, document management, domestic violence transcript management and RMS integration initiatives
- For the nation's largest Sheriff's office, managed RMS integration projects and the implementation of a civil process management application
- For a large metropolitan public defender office, managed the creation of the case management system
- For a county-level prosecutor's office, designed and managed the creation of an indictment system with integrations to law enforcement and the court

Mr. Siegel was previously the Vice President for Justice & Public Safety Solutions at Sierra Systems. He is a certified Project Management Professional (PMP) and holds a Bachelor of Arts degree in mathematics and music from CSU Long Beach.

Gartner

Alasdair Maughan
Associate Director, Gartner Consulting

Alasdair Maughan is an Associate Director with Gartner Consulting's Digital & IT Strategy practice. Mr. Maughan as a management consultant has over 12 years of advisory experience in business and technology, largely in the public sector. In this capacity, he has advised senior leaders across government, higher education, the justice sector and social programs. Mr. Maughan works in strategic planning, digital transformation, operating model modernization, and change management design across functional business units. Mr. Maughan joined Gartner in 2018 and works out of Vancouver, Canada.

Mr. Maughan's recent project experience includes:

- For a provincial Ministry Funding Agency in the Justice Sector — As Lead Business Architect, led the definition of business architecture and modernization program planning (including organizational readiness, costing and scheduling).

- For a provincial Appellate Court – As Lead Business Architect, conducted stakeholder workshops to map current processes, identify strengths and pain-points and develop a future state vision and go-forward priorities presented to Chief Justice.

- For a Federal Government Agency – As Engagement Manager, performed change management maturity assessment and developed enterprise strategy.

- For a Higher Education Institute – As Engagement Manager, developed enterprise cloud strategy through trend research and stakeholder consultation.

- For a federal Protective Service Agency – As Engagement Manager, worked with team of 5 to recommend an ERP strategy, roadmap and costing.

- For a provincial CIO — As Engagement Manager, defined capabilities and roadmap to enable implementation of the province's digital strategy.

- For a regional University in British Colombia — As Management Consultant, performed strategic assignments reporting to the President and executive, including program review, strategic planning, policy consultation and secondment to an Executive Director role to stabilize and transform business units with oversight for a $2.4M annual budget.

- For a regional University in British Colombia — As Management Consultant, led the development of IT operations' business plans across applications, infrastructure, networking, client services and Project & Program Management (PPM) teams

- For a regional University in British Colombia — As Management Consultant, led review of enterprise-wide IT governance mechanisms using interviews, peer review and assessment against best practices to make recommendations to VP and Provost.

- For a Top 50 international University — As Analyst, performed roll-out planning and pilot delivery of an enterprise-wide online expense system (15,000 users); assisted in transitioning ongoing management to the institution's internal operations teams.

Prior to joining Gartner, Mr. Maughan held a consulting leadership role at Sierra Systems Group, as well as a policy role for The World Bank. He earned his Master of Business Administration (M.B.A.), law degree (J.D.) and Bachelor of Arts (B.A.) from The University of British Columbia.

Gartner

Ernst Rampen
Expert Partner, Gartner Consulting

Mr. Rampen has over 20 years of experience as an application development and architecture subject matter expert. Based in Los Angeles, he focuses on applications and technology assessments, strategy and roadmap, large scale systems integration, agile development approaches and application architecture. His background crosses disciplines including architecture, project management and process development. Project experience includes:

- For a large payment processor – assessed the legacy architecture of a high volume transaction processing system and developed a tactical phases for incremental improvement

- For a large state department – assessed the legacy system architecture, developed a future-state architecture and sourcing approach

- For a large state department - assessed the current-state mainframe architecture, developed future-state architecture direction of core applications and technology and assisted with procurement of application modernization

- For a large online payment processor – developed conceptual future-state architecture alternatives and tactical phases for a Merchant Reporting Platform, comprised of data management, data warehousing and business intelligence technologies.

- For a large vehicle manufacturer – assessed current dealer CRM and developed future-state options to enable a shift from manufacturing to customer-focused organization.

- For a university campus – assessed risk of a financial application and developed modernization approaches.

- For a state-level Courts services provider - developed a tactical phases to develop an enterprise architecture management program, including reference architectures. For a large public school system - assessed the requirements management approach of a multi-year development effort, developed a use-case driven requirements process aligned with an agile software development process.

- For a large municipal law enforcement agency - developed the solution architecture of an early intervention system to help comply with professional policing requirements of a Federal Consent Decree.

Prior to Gartner, Mr. Rampen was a Technology Director and Solutions Architect for a leading systems integration firm, focusing on technology strategy and application architecture for clients in State and Local Government, Justice and Public Safety, Education, Health Care and Entertainment.

Mr. Rampen holds a BS in Management Information Systems from the HES School of Business in Amsterdam.

Gartner

Carrie Young
Director, Gartner Consulting

Carrie Young is a Director with Gartner Consulting and has over 25 years of experience working in Justice and Public Safety, both as a practitioner and as a consultant. She began her career, working at a Province-wide Corrections agency in Canada where she spent 10 years in multiple roles, including probation officer and social worker, then eventually moved into the IT realm. Prior to joining Gartner in January 2020, Ms. Young was the Director of Justice and Public Safety Solutions of a US-based midsized systems integrator. Since 2005, Ms. Young has been focused on planning, designing and implementing justice solutions, including offender management systems, police, courts and District Attorney (DA) case management systems, integrated justice solutions, and police analytic and early intervention systems. She has embarked on large-scale organizational change management activities and designed custom training programs for many Public Safety and Justice agencies.

Ms. Young has participated as an industry representative on a Corrections Information Sharing Advisory Board tasked with providing insight and guidance to successfully ensure the adoption and implementation of national information sharing standards (National Information Exchange Model [NIEM] and the Global Reference Architecture [GRA]) to better enable information sharing capabilities between Public Safety and Justice agencies. She has presented at National forums, including IACP Tech where she identifies the benefits of using analytics to identify and manage officer wellness. Ms. Young's experience includes:

- **For a State-Wide Corrections agency** — Completed a project assessment and current state analysis of a troubled offender management system project. Following the assessment, Ms. Young designed and implemented a custom state-wide offender management solution (including prison, probation and parole modules). She also worked with state employees to develop internal business process alignment capabilities.
- **For the Province of British Columbia** — Was responsible for the implementation of a custom offender management solution for adult and youth corrections including, custody, pre-trial, and probation modules.
- **For a CA county** — Designed multiple public safety information exchanges using the GRA and NIEM to integrate the county jail, courts, DA and the probation department case management systems.
- **For a Bay Area Police Department** — Designed and implemented an early intervention system to replace an existing solution. In this role Ms. Young worked with the department and appointed monitor to redefine business processes and key roles to align with best practices. She was also responsible for replacing multiple source systems with their supporting workflows, and development of the training program for approximately 1000 users.
- **For a major Police Department in LA** — Designed and implemented an early intervention system to satisfy the requirements of a U.S. Department of Justice (DOJ) Consent Decree. In this role, she worked with the department and the federal monitors to align the solution with the requirements of the consent decree. Ms. Young developed a project roadmap, and designed and delivered organizational change management activities (including officer training) to foster user acceptance of the new system.
- **For a State-Wide Law Enforcement Agency** – Designed and implemented an electronic Driving Under the Influence case management application.
- **For a large County Judicial Authority in WA** — Developed requirements, and designed and implemented a solution to manage the judicial review process for ex-parte orders filed through an external portal.
- **For a Bay Area Police agency** — Developed requirements, use cases, created a Request for Proposal (RFP), developed an evaluation model and supported the vendor selection process.
- **For a State-Wide Corrections agency** — Developed a strategic roadmap to describe the vision and path to replace the state's aging offender management solution.

Ms. Young holds a Bachelor of Social Work degree and an Information Technology certification from the University of Victoria.

Gartner

Jon Kashare
Sr. Managing Partner, Public Safety and Justice Consulting

Jon Kashare manages Gartner's Public Safety and Justice Consulting Practice. His 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 – LAPD Data Modernization Program, LAFD IT Strategic Plan, Ottawa Police Service Information Technology Services Modernization, City of Atlanta Public Safety and Justice IT Strategic Plan, USMC 911 modernization program, Calgary Fire Department IT Assessment and Strategic Plan, Toronto Ministry of the Attorney General Strategic Plan, New York District Attorney's IT 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. He also earned an MBA from the University of Southern California, specializing in information systems and management consulting.

Gartner

PJ Joshi
Associate Partner, Public Sector Consulting

PJ Joshi is an Associate Partner with Gartner Consulting's Public Sector practice and possesses more than 22 years of experience specializing in high-profile engagements that routinely involve political considerations or are delivered under high pressure in coordination with multiple government departments. Mr. Joshi's areas of expertise include IT strategy and roadmaps, IT governance, procurement, software design and development, automation, project delivery and strategic account management.

Mr. Joshi joined Gartner in 2019 and is based out of the Gartner offices in Manhattan Beach, California. He has substantial implementation experience with several Californian cities and counties. Mr. Joshi's recent project experience includes:

- For the Ventura County Healthcare Agency (VCHCA) — Partnered with new leadership to assess IT capabilities, design a future state organization, identify gaps and create a roadmap for achieving the target state; separately helped to refine the IT governance model and to implement a Project & Portfolio Management (PPM) process.
- For the University of California, Los Angeles (UCLA) — Led day-to-day activities on an engagement to assess and make recommendations to deploy shared services model across administration IT units.
- For the City of Los Angeles Dept. of Building & Safety (LADBS) — Led an engagement to perform an assessment and provide a roadmap to help the client and five other City development services departments adopt digital methodologies and modernize tools in permitting, planning and inspections systems infrastructure.
- For the City of Los Angeles —Advised on readiness for migrating time and payroll functions from legacy homegrown systems to a cloud-based Software-as-a-Service (SaaS) platform. Previously, over a five-year relationship, partnered in planning and executing the successful implementations of Budget, Procurement and Inventory functions while also upgrading Financials and transitioning the entire Enterprise Resource Planning (ERP) to a cloud-based solution and long-term operational support model.
- For the County of Los Angeles — Served in multiple roles over a 12+ year relationship, including Project Management (PM) over the successful implementation of HR/Payroll for more than 100,000 employees, and engagement management collaborating with a client Advisory Committee to formulate and enact a strategic ERP roadmap, including innovations such as predictive analytics, mobile-first features, and Single-Sign-On (SSO).
- For the Los Angeles County Office of Education (LACOE) — Led planning and initial implementation of a multi-year, multi-wave deployment of a new ERP implementation, eventually to be rolled out to over 100 School Districts and Community Colleges.
- For the County of Ventura— Served as Engagement Manager for the successful implementation of a modern financial and budget solution including revitalization of the client's Chart of Accounts and the enactment of several fiscal controls.
- For the County of Monterey— Serving as Engagement Manager over the successful implementation of a modern financial, budget, and HR/Payroll solution with a focus on meeting unique California Personal Exposure Reporting (PERS) reporting and Memorandum of Understanding (MOU) specific requirements.
- For the County of Orange — Serving as Engagement Manager over multiple successful upgrades of ERP modules including Budget, Financials, and HR/Payroll.
- For the City of Anaheim — Planning and executing on ERP upgrades in close partnership with client counterparts.

Prior to joining Gartner, Mr. Joshi built a 21-year career leading and delivering large enterprise transformation initiatives while working for the global System Integration Consultancy CGI.

Mr. Joshi earned his MBA from the University of California, Los Angeles and a Bachelor of Science degree in Industrial Engineering and Management Sciences from Northwestern University. He is certified by the Project Management Institute in Project Management (2011).

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Public Safety and Justice organizations' increased reliance on technology creates opportunity and risk

The traditional mandates for 24/7 operations are exacerbated by public demand, law enforcement accountability and justice reform.
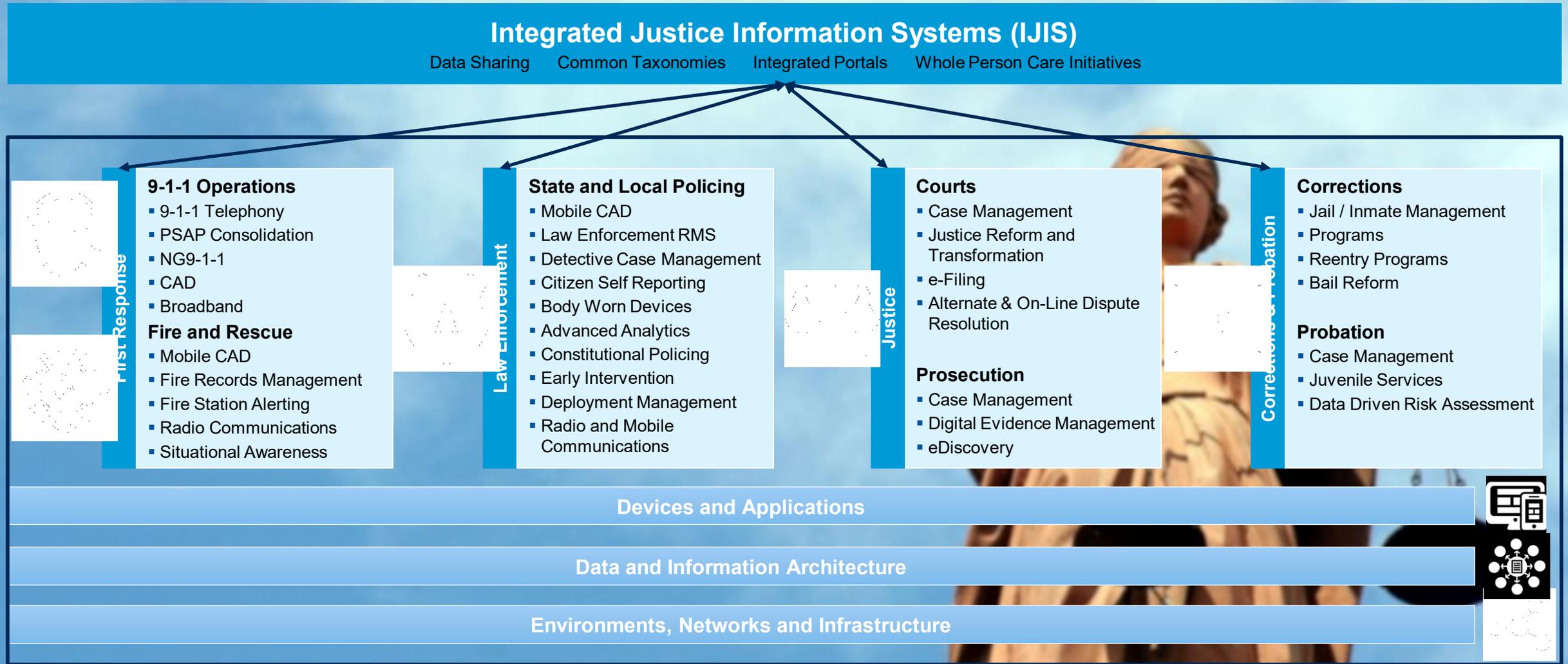
Technology is a critical enabler for Public Safety and Justice (PSJ) organizations yet environmental realities challenge effective IT planning and management. IT innovation, pervasive IoT devices, AI and exponential data growth are only some of the disruptors that obscure leaders' IT decisions.

PSJ organizations can stay ahead of these dynamics and effectively manage the challenges of legacy environments and resource constraints with a strategic and objective view of IT.

With Gartner's leading perspectives on technology and market trends, IT planning aligned with organizations' unique needs and understanding of peer successes create valuable insight and foresight, **PSJ organizations can be confident in making the right IT decisions**.

Gartner's Public Safety and Justice Team is dedicated to the mission critical needs of first responders and the criminal justice community, helping leaders maximize the value of IT

Gartner

Gartner Public Safety and Justice Team supports our clients' most complex and highly visible IT initiatives

Integrated Justice Information Systems (IJIS)

Data Sharing   Common Taxonomies   Integrated Portals   Whole Person Care Initiatives

First Response

9-1-1 Operations
- 9-1-1 Telephony
- PSAP Consolidation
- NG9-1-1
- CAD
- Broadband

Fire and Rescue
- Mobile CAD
- Fire Records Management
- Fire Station Alerting
- Radio Communications
- Situational Awareness

Law Enforcement

State and Local Policing
- Mobile CAD
- Law Enforcement RMS
- Detective Case Management
- Citizen Self Reporting
- Body Worn Devices
- Advanced Analytics
- Constitutional Policing
- Early Intervention
- Deployment Management
- Radio and Mobile Communications

Justice

Courts
- Case Management
- Justice Reform and Transformation
- e-Filing
- Alternate & On-Line Dispute Resolution

Prosecution
- Case Management
- Digital Evidence Management
- eDiscovery

Corrections & Probation

Corrections
- Jail / Inmate Management
- Programs
- Reentry Programs
- Bail Reform

Probation
- Case Management
- Juvenile Services
- Data Driven Risk Assessment

Devices and Applications

Data and Information Architecture

Environments, Networks and Infrastructure

Gartner.

Expert advisory support for the full technology lifecycle

Gartner's objective insight and tested methodologies support effective strategic planning, transparent procurement processes and de-risks solution implementation

CONSULTING SOLUTIONS

STRATEGIC PLANNING

SOURCING & PROCUREMENT

EXECUTION & MONITORING

ENGAGEMENT FOCUS
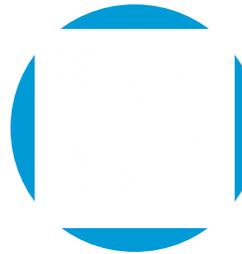
| STRATEGIC PLANNING	SOURCING & PROCUREMENT	EXECUTION & MONITORING
▪ IT Assessment	▪ Vendor Strategy	▪ Program / PM Readiness
▪ IT Modernization Strategy	▪ Procurement Strategy	▪ Independent Project Monitoring
▪ IT Organization Strategy	▪ Requirements Development	▪ Quality Assurance and Control
▪ Data and Analytics Strategy	▪ RFI and RFP development	▪ Program / Project Risk Assessment
▪ Technical Architecture Strategy	▪ Vendor Evaluation and Selection	▪ Subject Matter Expert Decision-Support
▪ IT Benchmark/Peer Analysis	▪ Contract Negotiation Support	▪ Organizational Change Management

INDUSTRY-CENTRIC INITIATIVES

PSAP Consolidation ● NG9-1-1 planning ● Body Worn Device Programs ● Integrated Justice Strategies
Constitutional Policing Strategies ● Digital Evidence Management

Gartner

Gartner PS&J Engagement Experience Summary

Gartner's experience across North America includes over 100 Public Safety and Justice clients organizations.

- Atlanta Public Safety and Justice
- Bexar County (San Antonio) Integrated Justice, TX
- California Department of Parks and Recreation, CA
- California Highway Patrol, CA
- Cincinnati Police Department, OH
- City and County of San Francisco, CA
- Clark County Courts, LV
- County of Hawaii, HI
- County of Maui, HI
- Department of Corrections, WA
- Fire Department New York (FDNY), NYC
- Fort Worth Police Department, TX
- Las Vegas Justice Court, NV
- Las Vegas Metropolitan Police Department, NV
- Los Angeles County Sheriff's Department, CA
- Los Angeles County Integrated Justice (ISAB), CA
- Los Angeles Police Department, CA
- Michigan Courts, MI
- Montgomery County, MD
- New York City – NYPD and Dept of Corrections, NY
- Ohio Attorney General's Office, OH
- Oklahoma Supreme Court, OK
- Oregon Office of Emergency Management, OR
- Portland Police Bureau, OR
- Philadelphia Preliminary Arraignment and JMS, PA
- Santa Clara County Integrated Justice, CA
- Seattle Municipal Court, WA
- Supreme Court of Ohio, OH
- Travis County Courts, TX
- United States Marines Corps (USMC), D.C.
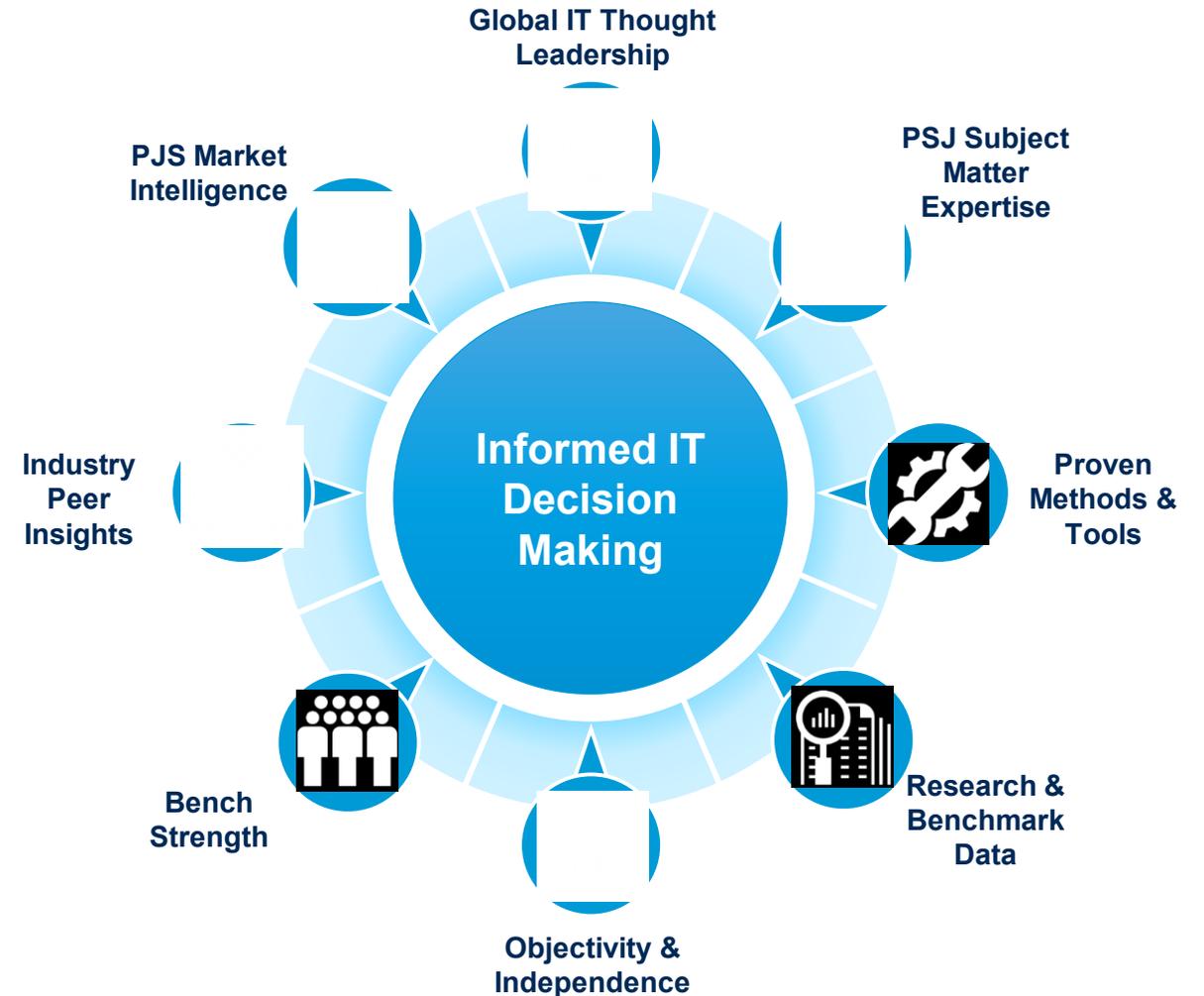- Ventura County Integrated Justice, CA
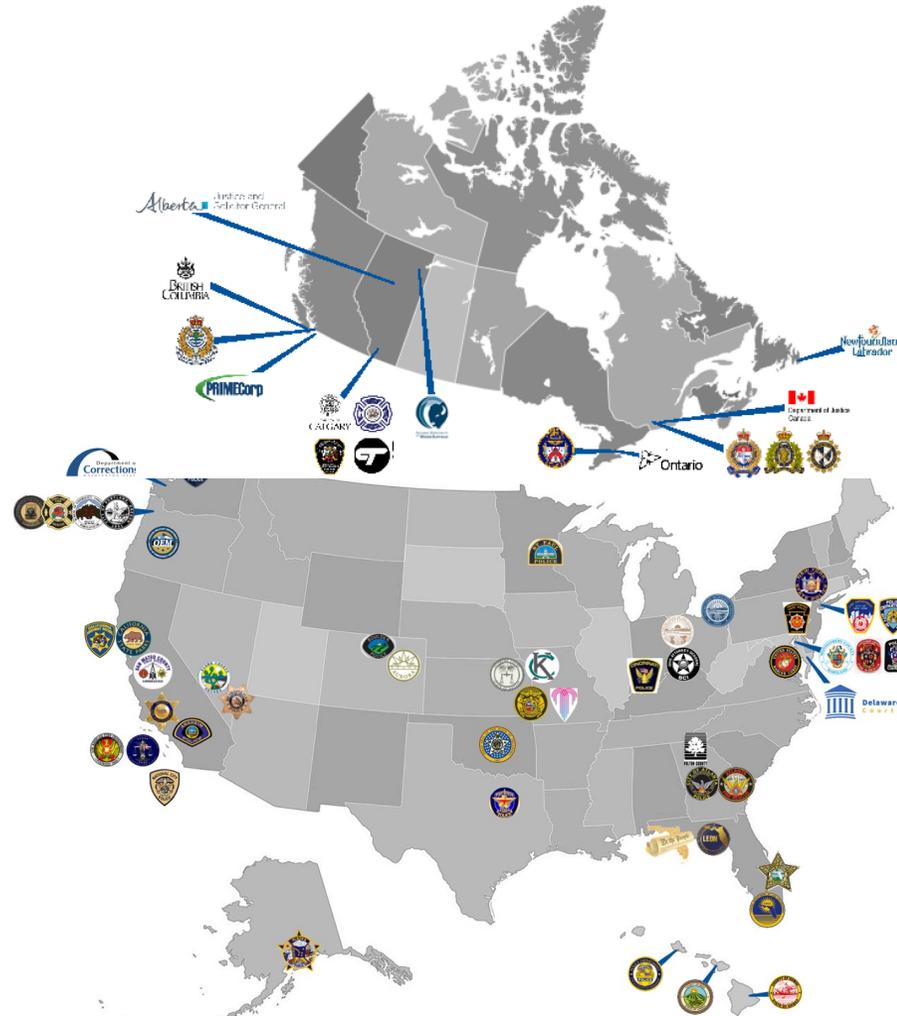
- Alberta Ministry of Justice and Solicitor General, AB
- Calgary 9-1-1, AB
- Calgary Fire Department, AB
- Calgary Transit, AB
- Canadian Department of Justice, ON
- City of Calgary, AB
- Correctional Services Canada
- Ottawa Police Service, ON
- PRIMECorp, BC
- Province of British Columbia, BC
- Ontario's Ministry of the Attorney General, ON
- Regional Municipality of Wood Buffalo, AB
- Royal Canadian Mounted Police
- Toronto Police Service, ON
- Vancouver Police Service, BC

Gartner.

We combine industry expertise with research insight to solve your most important problems

Gartner by the numbers

20+ years of PSJ experience average per associate

100+ Public Safety & Justice clients in North America

10,000 client organizations around the globe

15,000+ associates in 100+ offices around the world

2,000 custom engagements a year fueled by **14,000** peer benchmarks

135,793 research articles across **1,372** technology and business topics

2,000+ analysts conduct **380,000+** one-to-one client interactions annually

Global IT Thought Leadership

PJS Market Intelligence

PSJ Subject Matter Expertise

Industry Peer Insights

Informed IT Decision Making

Proven Methods & Tools

Bench Strength

Research & Benchmark Data

Objectivity & Independence

Gartner

Gartner Brings Unique Scale and Global IT Perspective to Your Business Problems

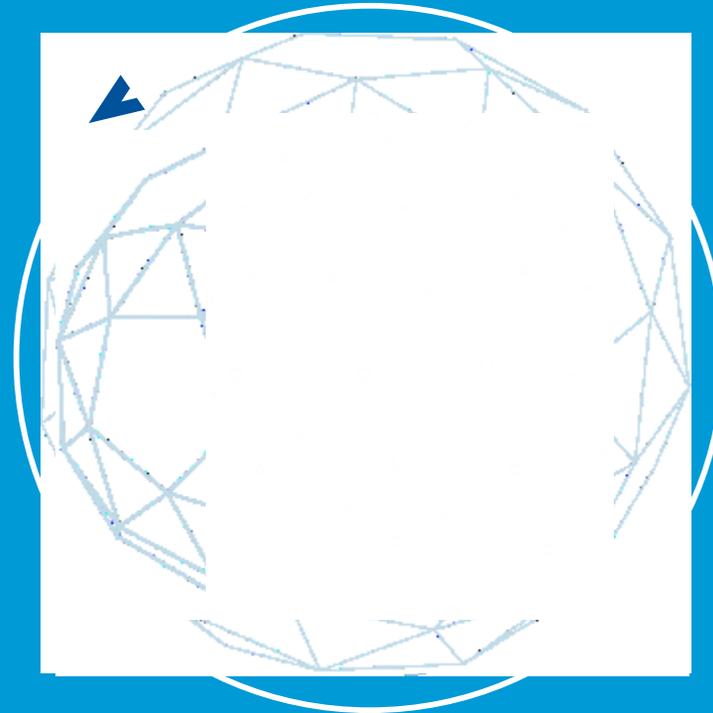*The power of Insight through Gartner's Integrated Services*

Research
Industry's largest database
135,793 documents across 1,372 technology and business topics with insights from Gartner Benchmark Analytics data

Consulting
Results on initiatives
3,200 custom engagements a year fuelled by 5,000 benchmarks 100+ independent, objective Benchmark associates worldwide

Advisory Services
Unique client perspective
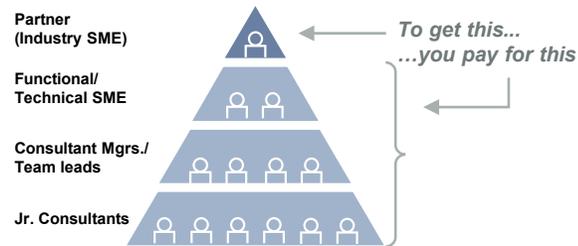1,900 analysts conduct 380,000 one-to-one client interactions a year

Events
Networking with peers
55,000 professionals a year attend 75+ worldwide events with the opportunity to interact with Benchmark Analysts & Consultants

Gartner.

Gartner provides a differentiated approach leveraging all of our capabilities to support our clients' Mission-Critical Priorities

Traditional Consulting Model

Provides access to Subject Matter Experts (SMEs), but you also "pay for the junior consultants"

Partner (Industry SME)

To get this...
...you pay for this

Functional/ Technical SME

Consultant Mgrs./ Team leads

Jr. Consultants

- Pyramid structure built on billing rate (billable hours)
- Thought leadership resides at the top of the pyramid
- Price premium for bottom of the pyramid (staff augmentation)
- Incented to sell longer projects with larger teams (e.g., blended rates)
- Clients become dependent on the consulting firm

The Gartner Model

Maximizes access to Subject Matter Experts by blending Research Analysts and Consultant SMEs

Gartner Support

Gartner Consulting

Gartner Advisory Partner

Gartner Research

Time
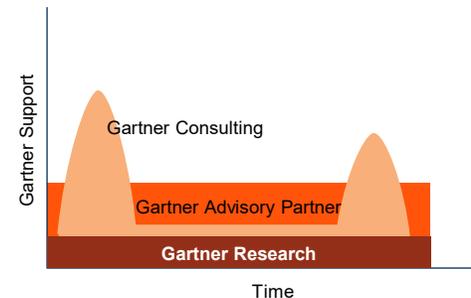
- Primary business is syndicated thought leadership with account management and advisory continuity
- Consulting available when needed, rooted in Gartner Research
- Continuity of objectivity and independence as we have no downstream bias
- Incented to help clients accomplish more while spending smarter

Gartner's Differentiation

For extracting more expert-driven value over the life of your program

An alternative solution to address the primary reasons clients turn to consultants — thought leadership and capacity. By separating these it allows a client more options for their mission-critical priorities.

Monitoring key initiatives to engage the right level of Gartner support to ensure success

Maintain program health by leveraging independent and objective advisors when needed

Maximize value received from thought leadership as well as staff augmented capacity

Gartner.

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