

Sourcing Strategy Recommendation Summary

The county currently operates under a **single-source IT model**, with one primary vendor, Peraton, delivering most services. Peraton subcontracts to ATT, but the structure remains centralized.

Recommendation Summary

Transitioning to a modular, multi-vendor structure would promote competition and permit greater cost control. While full in-sourcing is currently prohibitively expensive due to a lack of comprehensive documentation and the current operational complexity, a phased shift – starting with areas like application development – can begin to introduce flexibility without disrupting core functions. Future contracts should incorporate disentanglement provisions and modular statements of work (by Framework) to gradually shift to the greater flexibility to make framework-independent decision-making – which may enable long-term value realization. The main areas that would benefit from multi sourcing include:

- **Partial Application Development:** Introducing a secondary vendor on a pre-negotiated rate card basis could improve pricing and responsiveness.
- **Networking:** Current value-add from AT&T is unclear; Awarding this framework independently could drive clarity, flexibility, and cost improvements.

Key Considerations

- **Vendor Entanglement:** Many core processes and documentation are embedded within the current vendor's systems, limiting the company's autonomy. Future agreements must emphasize **disentanglement clauses, transition planning, and IP ownership**.
- **High-performing but rigid structure:** The current environment is technically robust but inflexible. A phased transition to multi-vendor sourcing would require careful planning and a strategic change management approach.
- **Documentation as a prerequisite:** Comprehensive **process and system documentation** is critical for enabling either in-sourcing or multi-sourcing strategies.



IT&T Solution Optimization

Multi-sourcing across IT&T domains can enhance flexibility, reduce costs, and improve service quality by:

- Leveraging **Domain-Specific Expertise** by selecting different vendors based on strength in specific areas improving overall performance
- **Increased Agility and Innovation** by utilizing smaller, specialized providers that are often more flexible and faster to adopt new technologies or delivery models



Pricing & Value Optimization

Multi-sourcing allows the county to **align financial terms** with operational goals by:

- Leveraging **tiered pricing models**
- Tailoring vendor incentives to innovation and automation
- Driving **cost transparency** through service disaggregation



IT&T Agreement

Replacing monolithic contracts with **modular Statements of Work (SOWs)** will:

- Increase negotiation agility
- Reinforce transition flexibility
- Allow operational control to shift back to the organization