



# **IT Service Management: Consolidation, Integration, and Improvement**

**State of Florida  
Agency for State Technology**

**Category: Enterprise IT Management**

**Project Initiation Date: July 2014**

**Project Completion Date: December 2016**

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## **Executive Summary**

In July 2014, Florida's Agency for State Technology (AST) was established. One of AST's statutory responsibilities is the operational management of the state's primary data center(s).

In 2014, the two data centers were physically and logically separate entities:

- different facilities with different service catalogs, policies, procedures and staff
- inconsistent service level agreements and customer service experiences, and
- governed and managed separately

The logical consolidation of the two data centers' activities proceeded immediately upon the creation of AST. One of AST's first objectives was to address the service inconsistencies. Building on partial adoption of a service framework based on the Information Technology Infrastructure Library (ITIL) and best practices from the International Standards Organization and International Electrotechnical Commission (ISO/IEC 20000), AST implemented Information Technology Service Management (ITSM) methodologies.

Through this initiative, AST now provides its 34 customer agencies with visibility into the State Data Center (SDC) operations through a web-based portal with detailed dashboards and custom reports presenting real-time data on service level agreement tracking, service request processing, and incident management. The portal solution provides improved configuration and change management, customer self-service for many types of service estimates, and has fostered improvements in service, communication, and ultimately, customer satisfaction and confidence in the State Data Center.

Additionally, the initiative has provided a strong foundation for ISO/IEC 20000 certification.

## **Concept**

Florida's Agency for State Technology (AST) was established by the Legislature and subsequently signed into law by the Governor in 2014. A prior attempt at a centralized IT organization had established two separate primary data centers, the Northwood Shared Resource Center (NSRC) and the Southwood Shared Resource Center (SSRC); each managed by autonomous Boards of Trustees and with different processes and resources. The two data centers were physically and logically separate in different facilities, with different service catalogs, policies, procedures, and staff. As a result, service levels and agency service experiences were inconsistent. Having been given authority over both data centers, now collectively designated as the State Data Center (SDC), AST immediately began to streamline services and provide customers of the SDC with a consistent and improved experience.

The consolidation initiative of the two data centers had both technical and non-technical challenges. In addition to separate and disparate staffing, procedures, and service catalogs, the

data centers also had different tools, technologies, and service level agreements with their agency customers. Customer agencies often complained that service requests were not attended to in a timely manner, or the resolution was not communicated clearly to the requester upon completion. One of AST's first objectives was to begin logical consolidation and standardization, with consistent and defined service management.

Building on partial adoption of a service framework based on ITIL and ISO/IEC 20000, AST implemented ITSM methodologies, including standardized procedures, common service offerings and Core Service Level Agreements. Software products to support this effort were implemented, including an ITSM tool (Cherwell) and data visualization tool (Tableau).

### Outcomes of the initiative completed in 2015:

- Extensive Cherwell configuration changes were made and new processes were custom built by AST Cherwell developers
- SDC activities are now consistently documented, including changes to managed configuration items, incidents, and service requests
- Changes to records are audited to display what data was changed, by whom, and the date/time the change was made
- Workflows are automated and documented, such as change/release/cost estimate and contractor time entry approvals
- Real-time data is displayed through the use of drill-down dashboards and custom reports pulling from live data
- SDC customers are provided visibility and transparency via a web-based portal to show ticket and change information as well as Key Performance Indicator reports
- External data is utilized and related to internal Cherwell records
- Multiple training sessions and user communications were provided, including a computer-based training video of Cherwell menu items
- Foundation for ISO/IEC 20000 certification was established

### Example of agency portal page:

AST Portal Services for DCC

Welcome to the AST Customer Portal. The AST's goal is to have information that is valuable to you in an easy to view format. We are starting simple in our design but we plan to continuously improve the content so please give us feedback on what works and what doesn't.

- Report an Incident**  
Report failures, outages, problems, and degradations of performance for AST services.
- New Service Request**  
Enter a request for information, a proactive modification to an existing service or request a new service.
- View Change/Release Schedule**  
View scheduled and proposed changes.
- Reporting / Analytics / CMDB**  
View reports on ticket activity and performance metrics. Access data for your configuration items hosted by the AST.
- BRM/Contact Us**  
Methods for contacting our organization along with issues and complaints received.

**Notifications**  DCC Project Status

No records found

**Quick Look**

**Mine**

Open Incidents	0	Incidents Closed in the Last 7 Days	0	All Closed Incidents	1
Open Requests	0	Requests Closed in the Last 7 Days	0	All Closed Requests	2

**My Organization**

Open Incidents	2	Incidents Closed in the Last 7 Days	6	All Closed Incidents	140
Open Requests	14	Requests Closed in the Last 7 Days	11	All Closed Requests	930

Information being tracked through Cherwell includes, but is not limited to:

- Cost estimates – allows customers to select services and auto-generates an estimate based on selected services
- Incident/service requests
- Change/release - documents modifications made to configuration items
- Post implementation reviews of change/release – Did the process work? Identifies lessons learned and improvement opportunities
- Customer satisfaction – feedback request automatically sent to customers upon incident/service request closure
- Configuration management database (CMDB) – servers, storage/network devices, etc. within the SDC
- Continual service improvement (CSI) – recommendations for process improvement which are associated with an ITSM process
- Business relationship management (BRM) – allows customers to report issues and complaints; customer communication and issue resolution is documented
- Time Entry – agency staff and contractors can enter time records by task to be used in the billing process

The ITSM group meets regularly to review, approve, and monitor implementation status of Continual Service Improvement recommendations. The SDC continues to provide new employee training and remedial training sessions to employees, as well as periodic “Tips” emails. Future plans include additional process development required for ISO/IEC 20000 certification.

The SDC customers include state agencies as well as non-profits and local government. Through the web-based portal, the SDC now provides its 34 customer agencies with visibility into data center operations through drill-down dashboards and custom reports containing real-time data. The portal provides each customer the ability to view their own data center inventory, track their incidents and service requests, obtain service estimates, and perform other self-service functions.

Below are two examples of customer portal information:

AST Portal Services for D  
Select an area for more detailed information.

General Overview | Open Incidents: 2

15787 Resolved 4/29/2014 2:40:08 PM SSRC 4/29/2014 3:00:14 PM Requester Category Service Area Summary

76447 Managed by 5/6/2014 8:50:07 AM SSRC 5/6/2014 10:07:00 AM Jant Jant Servers Servers

General Overview | Open Incidents: 2 | Open 1,402 | Closed 1,402

Service Requests | Open 1,4 | Closed 930

Change Requests | Open 20 | Closed 1516

CMDB | App 16 | Servers 257 | Databases 77

Reporting

Open Incidents: 2

ID #	Status	On Hold Reason	Created	Data Center	Last Modified	Requester	Category	Service Area	Summary
15787	Resolved		4/29/2014 2:40:08 PM	SSRC	4/29/2014 3:00:14 PM	Requester	Category	Service Area	Summary
76447	Managed by		5/6/2014 8:50:07 AM	SSRC	5/6/2014 10:07:00 AM	Jant	Jant	Servers	Servers

Open Incidents: 140

ID #	Status	Created	Incident Type	Service Area	Summary	Resolution
1093	Closed	3/3/2014 10:43:56 AM	Server Issue	Windows Server		
1197	Closed	3/4/2014 8:43:37 PM	Server Issue	Windows Server		
1246	Closed	3/4/2014 8:53:00 PM	Server Issue	Windows Server		
1278	Closed	3/4/2014 4:38:01 PM	Application	UNIX		
1493	Closed	3/6/2014 4:21:41 PM	Server Issue	Net Based Services		
2061	Closed	3/6/2014 8:04:40 AM	Server Issue	UNIX		
2201	Closed	3/6/2014 9:07:31 AM	Server Issue	UNIX		
2528	Closed	3/13/2014 10:16:34 AM	Server Issue	Windows Server		
2028	Closed	3/13/2014 1:10:10 PM	Database	SQL Database		
2469	Closed	3/13/2014 2:25:04 PM	Server Issue	Windows Server		
2648	Closed	3/14/2014 11:16:46 AM	Server Issue	Windows Server		
2642	Closed	3/17/2014 12:10:39 PM	Server Issue	Windows Server		
2679	Closed	3/18/2014 8:18:00 AM	Application	Windows Applications		
3481	Closed	3/26/2014 7:06:13 AM	Server Issue	Windows Server		
3654	Closed	3/26/2014 3:05:46 PM	Database	SQL Database		

AST Portal Services for D  
Select an area for more detailed information.

General Overview | Applications: 16 | Databases: 77

15787 Resolved 4/29/2014 2:40:08 PM SSRC 4/29/2014 3:00:14 PM Requester Category Service Area Summary

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Change Requests | Open 20 | Closed 1516

CMDB | App 16 | Servers 257 | Databases 77

Reporting

Applications: 16

Application Name	Version	Environment	Criticality
		Prod	Low
		Prod	Low
		Prod	Low
		Prod	Low
		Prod	Low
		Prod	Low
		Prod	Low
		Prod	Low
		Prod	Low
		Prod	Low
		Prod	Low
		Prod	Low
		Prod	Low
		Prod	Low
		Prod	Low
		Prod	Low

Databases: 77

Database or Instance Name	Database Type	Life Cycle
	SQL	
	SQL	
	SQL	
	SQL	
	SQL	
	SQL	
	SQL	
	SQL	
	SQL	
	SQL	
	SQL	
	SQL	
	SQL	
	SQL	
	SQL	
	SQL	

Servers: 257

Server Name	Data Center	Environment	Server Type	Manufacturer	Model	Capacity Units - CPU	Capacity Units - Memory	Capacity Units - Storage	Billed Agency
	SSRC	Production	Virtual	VMware	Virtual Guest	2	6	119	
	SSRC	Test	Virtual	VMware	Virtual Guest	2	4	59	
	SSRC	Production	Virtual	VMware	Virtual Guest	2	4	59	
	SSRC	Production	Virtual	VMware	Virtual Guest	2	1	119	
	SSRC	Production	Virtual	VMware	Virtual Guest	2	4	100	
	SSRC	Development	Virtual	VMware	Virtual Guest	2	4	120	
	SSRC	Development	Virtual	VMware	Virtual Guest	2	6	99	
	SSRC	Development	Virtual	VMware	Virtual Guest	2	4	80	
	SSRC	Development	Virtual	VMware	Virtual Guest	2	4	204	
	SSRC	Development	Virtual	VMware	Virtual Guest	4	8	305	
	SSRC	Production	Virtual	VMware	Virtual Guest	2	2	50	
	SSRC	Production	Virtual	VMware	Virtual Guest	2	1	66	
	SSRC	Production	Physical	VMware	Virtual Guest	10	40	9,559	
	SSRC	Production	Physical	VMware	Virtual Guest	10	40	1,591	

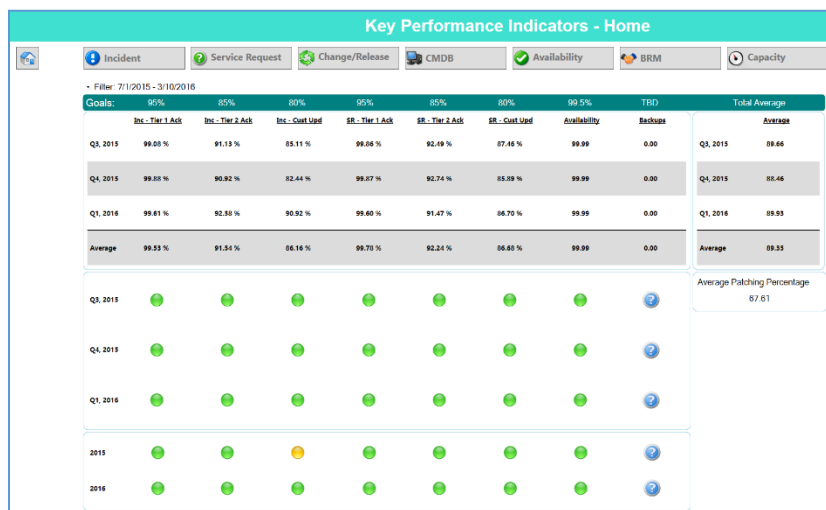
## Significance

The initiative has improved many aspects of service management beyond original expectations. The information and visibility provides improved communication to the customer base, as intended. But far beyond, the visibility has helped the SDC staff and AST management with internal communication, planning, and overall management through a much improved understanding of the many assets, functions, and activities, including their correlation with one another.

The variety of benefits and outcomes of the solution is illustrated through the diverse and comprehensive outline of objects and managed relationships:

- Documents and displays all ITSM relationships including: services, configuration items, data center changes, reported incidents, service requests, continuous service improvement recommendations, key performance measures, and BRM;
- Maintains a comprehensive configuration management database (CMDB) which includes the following CI (configuration item) types: servers, storage devices, appliances, network devices, external circuits, applications, and ITSM documentation (process, policy, procedures, plans);

- Integrates with external databases allowing AST to import data obtained by configuration item monitoring tools such as Tivoli, Solarwinds, Nicus M-PWR (for billing data) and enterprise backup systems. Benefits are:
  - Automates the creation of tickets and customer notifications based on alerts regarding system outage or disk usage.
  - Automates the calculation of availability using up-time/down-time imports.
  - Monitors capacity using disk usage alerts. Collecting this data allows AST to proactively address capacity issues, preventing incidents related to 100 percent disk usage.
  - Ensures the accuracy of CMDB attributes by pulling directly from monitoring tools and displays missing data on the CMDB dashboard.
  - Captures server patching success based on imported patch records.
  - Imports data from the agency's enterprise back-up system to automate back-up success rate.
  - Automates server billing by exporting data from Cherwell into the billing system.
  - Provides transparency to data center customers to view server availability, back-up success, patching data, and capacity alerts.
- Provides drill-down dashboards to real-time data which ensures visibility to customers and allows managers to set goals and monitor/measure key performance indicators as shown below.

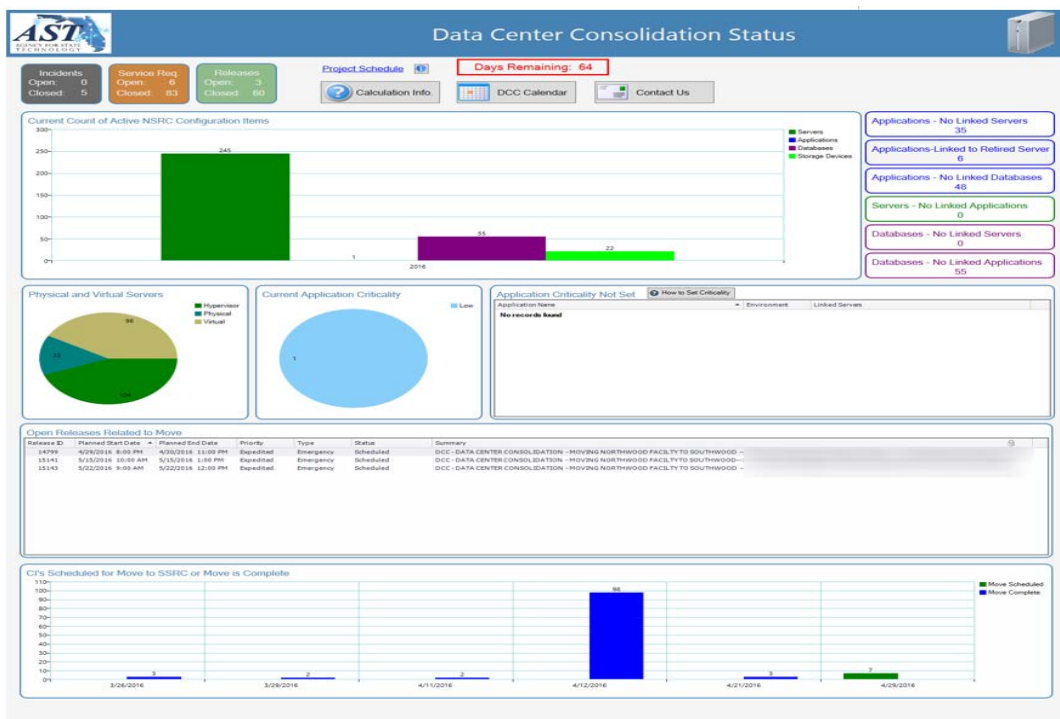


## Impact

There have been numerous improvements to the SDC's performance measures:

- Incident/service request response timeliness has improved 7 percent.
- The average customer satisfaction rating is 4.62 out of a maximum score of 5.
- There has been a 43 percent increase in the timeliness of release execution.

- The AST CMDB currently maintains an inventory of 4,233 active servers and 1,580 active applications. The CMDB also contains network devices, databases, external circuits, appliances, and storage devices including their associated change/release and incident/service request records.
- Integrating server errors from the monitoring tool makes AST technicians aware of potential problems and enables them to proactively prevent incidents.
- AST is quickly able to provide custom project dashboards to external customers and internal staff. For example, the below dashboard displays the status of the data center consolidation project.



- AST assists state agencies interested in using AST’s ITSM tool, by sharing AST’s “golden image” of ITSM process modules. Process modules previously developed by agencies can be shared between agencies at no cost; use of just one golden image by an agency can yield approximately \$8,750 in cost savings (estimated development time x blended develop rate).
- In 2016, AST negotiated with the manufacturer of AST’s ITSM tool, Cherwell, to achieve better license rates for the state’s current—and future—Cherwell customers. Thus far, the negotiations resulted in \$48,104 new license savings and anticipated savings of \$65,994 in recurring annual maintenance.

In addition to fostering improvements in service delivery, communication, and ultimately customer satisfaction and confidence in the State Data Center, the initiative has provided a strong foundation for ISO/IEC 20000 compliance, assuring that AST is following global best practices for IT Service Management.