Using Principles of Service Management to Manage Justice Information Technology Services

By Michael S. Jacobson
SEARCH

Introduction
Imagine a common scenario that occurs frequently at all levels of government:

The local Department of Public Safety (DPS) needs to move all of the information technology systems in its data center from the main office building to a newly constructed, secured facility across town. The new, secured facility was designed and built for criminal justice agencies to house and support critical technology infrastructure. In order to ensure the most efficient and cost-effective move with little or no interruption in service, DPS Information Technology (IT) managers and staff need to fully understand each IT service presently supported in the current data center. To do this, the DPS IT staff have decided to use the move as an opportunity to implement the Information Technology Infrastructure Library (ITIL).

The purpose of this Technical Brief is to describe how principles of IT Service Management (ITSM) can benefit IT operations in the justice environment. It briefly describes the ITIL services framework and other factors that affect efficient and effective IT operations. It provides a set of service catalog templates for some of these services that agencies can use to start developing a Configuration Management Database (CMDB). The CMDB is a tool that IT managers and staff use to define and track changes to the services they manage. It is a critical component of ITIL implementations.

This Brief will also define technology offerings referred to as “IT services” that criminal justice agencies commonly use, and will provide some insight into why agencies need to document them. IT services are the delivery of expertise and products by an IT provider that support the customer’s business processes. IT services often include a combination of resources, people, processes, and technology to maintain the level of service adequate to support the business needs.
that support the customer’s business processes. IT services often include a combination of **resources**, **people**, **processes**, and **technology** to maintain the level of service adequate to support the business needs. The service catalog templates provided as appendixes to this *Brief* are examples that demonstrate how criminal justice agencies can use service descriptions to record the IT services they rely upon for their day-to-day technology needs.¹

ITIL is a methodology and toolset that can help your agency or jurisdiction:
- Manage changes to IT services and adapt the services to business needs.
- Track service delivery expectations.
- Provide for continued support of IT services.
- Manage access.
- Protect systems from intrusion, viruses, and other security concerns.
- Track the continued improvement of IT services.

**Understanding ITIL**

During the 1980s, the British government witnessed an increase in IT service and IT quality issues. The Office of Government Commerce² developed a framework that emphasized efficient and cost-effective use of IT resources within the public sector. The result of this effort was development of the Information Technology Infrastructure Library. **ITIL is now a collection of best practices for IT services providers.** ITIL provides a systematic approach to the delivery of quality IT services. The ITIL framework provides implementers with detailed descriptions, checklists, tasks, and procedures that they can modify and extend to meet their business requirements.

An industry guide on ITSM, *Foundations of IT Service Management Based on ITIL® V3*,³ defines a service as “A means of delivering value to customers by facilitating outcomes customers want to achieve without the ownership of specific costs and risks.” IT services are measurable products that are the foundation for doing business and are deliverable through a series of interrelated processes, activities, or both. They comprise a group of related, configurable items delivering the functionality required by customers to meet their business requirements. For example, accounting software applications, the Internet, and email are common IT services.

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¹ The templates are also available as revisable Word documents at [www.search.org](http://www.search.org)
The ITIL v3 Library consists of five volumes or processes:

1. Service strategy
2. Service design
3. Service transition
4. Service operation
5. Continual service improvement

These processes follow the lifecycle of an IT service, as illustrated in figure 1. They provide a method to manage a service, along with insight into how the services relate to each other, how changes to one service can have an impact on other services, and how changes affect the IT infrastructure as a whole.

**Service strategy** is the process of aligning IT with business requirements. It provides both a means to clarify needs, and guidance in prioritizing IT investments. The goal is to develop and ensure the long-term improvement of the IT service itself, along with improvements to the related business functions. ITIL implementers use this process to define what they need the IT service to provide and set expectations for the service.

*In the example of DPS moving to the new facility, DPS IT staff will meet with business managers and key stakeholders to not only develop a plan for the move itself, but also to strategize about making improvements to the systems. The IT staff will gather information from the business stakeholders relating to system efficiency and future requirements. They will use the opportunity provided by the move to realign the goals and vision of the services with those of the business.*

**Service design** consists of identifying requirements to develop and support IT services, processes, and other aspects of service provisioning. These requirements take into consideration all of the elements relevant to successful delivery of technology services. ITIL v3 defines five aspects of service design:

1. **Service solution** – Meets the business functionality, resource, cost, and capabilities.
2. **Service portfolio** – Describes the service in terms of value for the business.
3. **Architecture** – Develops the IT policy, strategies, infrastructure, processes, and support activities to deploy IT solutions.
4. **Processes** – A structured set of activities focused on a common goal.
5. **Measurement metrics** – Regular assessments on the performance and value of the IT service.

Service design addresses **how a service solution interacts with the whole technology environment and the business operations**. Service design includes service-level planning, managing risks and security, vendor management, and the long-term support of the IT services and the customers that rely on those services.

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Returning to the example scenario, DPS IT managers will take the opportunity presented by the move to revisit the design of each service. They will ask questions about each service, including:

- Is the service still in use?
- Does the service still meet business objectives?
- How critical is the service to the business?
- Does the business need to improve the service?
- Is there funding in the budget for needed improvements?

The service design process addresses a comprehensive set of tasks. For example, when DPS IT staff focus on the move, they should evaluate service utilization: Is it needed 24/7? Is it mission-critical? Is it the first or last service to be moved? While they catalog the services, they will review service expectations to ensure the services are meeting demands for capacity, availability, and security. They will also document any suggestions and new expectations for the services. Once the IT staff complete the catalog of services, they will plan the move to make sure to minimize disruptions to services and complete the move as efficiently as possible.

**Service transition** relates to the delivery of IT services to the customers and encompasses the project management side of IT. It includes not only implementing the service itself, but also managing the change that the service brings to end-users and the business. When discussing the service transition phase, ITIL implementers consider the plans and preparation that go along with deploying or updating a service. The transition phase includes planning and communications, building and testing, deploying the service, and transitioning the users to the service.

In the example scenario, the DPS IT staff will live in the service transition phase before and during the move. They will plan and prepare for the move, which includes planning sessions with users that prepare them for the move through appropriate communications. They will set up and conduct tests of the systems in the new environment and perform test moves of each system to ensure the service operates as expected in the new facility before the actual move. They will move the systems in a very deliberate and orderly fashion, keeping disruptions to services at a minimum.

**Service operation** focuses on meeting customers’ needs and delivering the agreed levels of service. The service operation process includes monitoring for problems, applying fixes, and managing incidents. Service operation is where the “rubber meets the road,” and ITIL provides guidance and best practices to ensure that services balance the needs of the customer while keeping costs under control. Operational staff proactively monitor the services and react to any issues. And they ensure service quality by managing incidents, problems, and changes. The operational staff is also often responsible for controlling the security of the services through user access management and change control. They are the first to hear from the user community if there is an issue or a request for a change.
Whether they realize it or not, DPS IT staff—like in most IT organizations—spend the majority of their time and resources on service operation. They support the IT infrastructure for all of the services. They manage not only the technology but user expectations as well. They are the focal point for user support, system maintenance, access control, training and change management, and communications with users.

During the move, the DPS IT operations staff will relocate the hardware and software. Users will be notified when the hardware and software is reinstalled in the new facility and working correctly. Staff will also field user support calls and manage any incidents or problems.

Continual service improvement is the aligning and realigning of IT services to changing business needs, and finding improvements and implementing them. It includes managing service levels and the changing needs of the customer. By measuring and analyzing service-level performance, ITIL implementers strive to provide a quality service that meets or exceeds the expectations of the business. Continual service improvement is a constant planning cycle of identifying needs, acting on those needs, checking to make sure that needs are met, and adjusting the plan to achieve the goal of providing effective and efficient IT services.

Again in the example scenario, the DPS IT staff will set expectations through the use of Service Level Agreements (SLAs) with the businesses that utilize the services. They will also utilize an SLA with the agency in charge of the new facility to set their expectations of the hosting services. The DPS IT staff will monitor the new facility to ensure security and process compliance. To ensure that quality and performance objectives meet expectations and continue to provide value to the business, the DPS IT staff will routinely monitor the services they receive and provide.

Using ITIL to examine the IT services that support agency operations, DPS can efficiently and effectively implement IT within the agency. A clear understanding of the business processes and the IT services that support those processes helps DPS successfully utilize IT resources.

**Governance and Other IT Service Management Considerations**

In addition to the ITIL, several other factors play an important role in ensuring IT services are successfully developed, deployed, and supported.

**Governance**

Successful IT governance relies on the stakeholder understanding of available services and how the services are implemented. By accurately documenting the IT services, decision-makers will be able to make better decisions about what services are available and how to best utilize them. Effective IT governance adds value to business processes when agencies are able to:

- Identify the IT services that support key business activities.
- Establish metrics to measure the quality of IT services delivered.
- Evaluate the value that IT adds to the business.
- Effectively manage the end-to-end IT infrastructure that supports service delivery.
- Hold IT, along with the business, accountable for business results.

*Back to our scenario: DPS managers rely on IT governance to more effectively use IT resources. They rely on the governance structure to plan for and implement integrated technology solutions that address the business needs. Governance shapes the processes and structure to drive and control organizations.*

ITIL also offers standards to help control the interactions between corporate decision-makers and IT by defining roles, responsibilities, processes, policies, and controls. These standards include:

- Configuration Management Database.
- Performance metrics.
- Managing IT components.

**Configuration Management Database**

Mapping IT services to business needs begins with an inventory of all IT services.

*In the example, DPS is going to use a Configuration Management Database (CMDB)* to track all of the IT components—and their relationships to each other, and their relationships to the business requirements they support.*

The CMDB is an essential tool that facilitates ITIL implementation and contains configuration information about configurable items (hardware, software, network components, servers, procedures, documentation, and all other components). The CMDB tracks these components throughout a component’s and business process lifecycle. Templates for several common configuration items are included as appendixes. The templates offer a starting point for developing a CMDB.

The CMDB catalogs components by **purpose** as well as their **relationship** with other components. The completed CMDB will include:

- **Service name**: Common name of the service used by both IT and business when discussing the service.
- **Service description**: Detailed description of the service and of what business requirements the service meets or is intended to meet.
- **Service provisioning**: Information about who hosts the service and how it has been deployed—
  - Provider contact information includes how to contact the provider for problem/incident reporting and improvement suggestions.
  - Governance includes strategy and oversight information, along with how decisions are made regarding the service, performance metrics, and the cost model.

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Current status, version, and information about future plans, including the current status of the service (planned/production/retired), current version or date of release, and future outlook (retain, replace, refactor, renew, or retire).

- **Service scope/customers**: Who utilizes the service? Physical locations where the service is deployed and how it is deployed.
- **Service features and functionality**: Describes the functions and benefits of the service, along with any needs for the service to comply with policies.
- **Continuity plan**: Includes the criticality of the service and the disruption/disaster recovery plan.
- **Service level commitments**: Describes the availability and problem responsiveness requirements.
- **Service consumer requirements**: The prerequisites of consumers before they can utilize the service.
- **Cost/Funding model**: Describes how the service is funded.
- **Technology**: Describes the technology components making up the service and the infrastructure required to deliver it to consumers.
- **Current service efficiency/effectiveness and service provider**: Describes provisioning of the service in relationship with how much the service costs.

The CMDB is an effective tool for matching IT services with business needs and fully assessing the impact of any changes. Once the IT services have been documented, service managers will be able to track changes to help understand how one change may affect other systems and business processes. They will also have a starting point for measuring the effectiveness of the IT service along with the costs associated with the service.

**Measure IT Performance Indicators**

Service-level agreements generally include performance indicators or metrics that provide a measurable, objective way to determine if services are meeting expectations. Both the customer and the provider gauge the effectiveness, efficiency, and cost-effectiveness of services through the use of performance measures. The DPS IT staff will use performance indicators to actively manage and report on each service, and to promote continuous process improvement.

_The DPS stakeholders have critical success factors that are fundamental to achieving their goals and mission. In turn, IT uses performance indicators to help determine the quality, performance, value, and compliance of the IT services that support the business and help the business achieve success._

The governance body should define performance measures. It should determine “What should be measured?” and set the performance baseline, goals, and benchmarks. SLAs can then be used to define, document, measure, and report on performance measures. Through the effective use of SLAs, the service consumer can define specific requirements and hold providers accountable for delivering services that meet those requirements.
Successful IT service providers use performance measures to report accomplishments and determine whether the service is meeting or exceeding its goals. They also use metrics to articulate where to focus service improvements. By monitoring the performance indicators, the DPS IT staff knows if the services are meeting expectations and enables them to proactively plan for improvements.

**Manage IT Components**

**Change management** is the process of regulating changes to IT components. Changes to IT systems occur as the result of business process changes and mandates, in response to problems, and through service improvement initiatives. Regardless of the cause, IT should complete changes in a standardized, controlled manner.

*The DPS staff will utilize the CMDB to understand how changes, such as the move, affect other systems and the business as a whole. To manage the change, they will use the CMDB to help prioritize when to move systems and identify which systems need to be online throughout the move. Effective use of the CMDB can ensure that all implemented changes are successful on the first attempt.*

Controlling changes through the CMDB and a change request mechanism allows IT staff to minimize the risks and severity of the impact to the business and systems associated with the change. IT can use the CMDB to record and document changes, including the following details:

- The change requested and why it is needed.
- Who authorized the change.
- The priority and severity of the change.
- How the change will be tested, implemented, and reviewed.
- How success will be determined once the change is made.

Managing the IT components and the change process adds value to the business through a common understanding of how planned and unplanned changes affect the business. Effective communications between the business and IT can often offset impacts to the business during a change. The CMDB aids this process by conveying a common understanding of IT components and their relationship to each other.

In many cases, a complete service catalog contains governance documents such as Policies, Memorandums of Agreement, Service Level Agreements, etc. along with the CMDB. The CMDB, maintained by IT, is governed by a structure that should include executives, stakeholders, and users of the services. The governance body utilizes a common understanding of the IT components to continually improve the services.

**Conclusion**

It is important for IT service providers to understand how services align with business practices. ITIL provides a mechanism to establish the link between business requirements and the various services and responsibilities of the IT department. Each of the five ITIL processes plays an important role, ensuring that IT continues to serve the needs of the business.
• **Service strategy**: Agencies develop and revisit the strategy to align technology solutions with the needs of business.

• **Service design**: They design and redesign systems to ensure interaction between services that meet business needs.

• **Service transition**: The transition of services delivers solutions that bring value to the business while ensuring smooth changeover to the new or upgraded service.

• **Service operation**: IT operations balance the need of the business with the costs associated with maintaining the service.

• **Continual service improvement**: The final aspect of ITIL is continual service improvement, where IT constantly looks to improve the services offered.

Along with the principles and capabilities defined by ITIL, it is important to establish supporting capabilities, such as effective governance, a CMDB, performance indicators, and an effective change management process. Together, these provide the opportunity for continuous improvement of services and a mechanism to better align IT with business needs. Once these processes and procedures are established, IT can keep costs associated with changes under control, whether the change is an upgrade or solving a problem. This all contributes to successful IT operations that the business relies upon.

Documenting the IT services should not be an end in itself. **The objective is to document and implement repeatable processes in order to make the organization more efficient and more responsive to the business.** The benefits gained by using standard processes that document what is complete and what improvements are still to be completed should simplify and clarify communications and expectations.

**Finally in the example scenario, DPS will use the opportunity provided by the move to the new facility to invest in the ITIL methodology, establish a governance structure for IT, develop their CMDB, and establish performance indicators. The move also affords them the opportunity to perfect their change management process and test continuity of services plans. Once they successfully move to the new facility, they will return to working on continual service improvements and putting into practice lessons learned.**
Appendixes: Example Catalog of Common Justice Agency IT Services

The following service description templates provide agencies with a starting point when building a CMDB. The templates provide the basic attributes associated with most configuration items. They are useful for collecting information regarding the information systems that many criminal justice agencies use on a daily basis. The templates, which are available for download and use as revisable Word documents at www.search.org, are:

- Service Description for Email
- Service Description for File, Print, and Document Management
- Service Description for Local Area Network (LAN)
- Service Description for Database Hosting
- Service Description for Internet
- Service Description for Criminal Justice Information System (CJIS) Interface
- Service Description for Telephony (could be divided into desktop and mobile)
- Service Description for Web Hosting (could be divided into web, server, and mainframe)
- Service Description for Help Desk
- Service Description for Application Development

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Captain Thomas W. Turner
Chairman

Ronald P. Hawley
Executive Director

Scott M. Came
Deputy Executive Director

SEARCH
7311 Greenhaven Drive, Suite 270 • Sacramento, CA 95831
(916) 392-2550 • (916) 392-8440 (fax) • www.search.org
Service Description for Email

Example Department of Public Safety

Prepared by: [Enter]
Version: [Enter]
Date Prepared: [Enter]
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Service Name
Email – Electronic Mail System

Service Description
Electronic Mail System – The Department of Public Safety utilizes the statewide email system for employee email, calendaring, contacts, and RSS feeds. The email is MS Exchange with Outlook on the desktops; the DOA-ITSD team also provides web access to employees.

Service Provisioning
This section contains provisioning information for the service: [provisioner (provider) contact information, governance, and current status]

Department of Administration – Information Technology Services Division (DOA-ITSD)
Capitol Station
Anytown, USA
Currently providing services

Provisioner
This service is provided by DOA-ITSD.

Contact information for all aspects of provisioning: New customer contacts, problem/incident management, feature/improvement suggestions, etc. are provided through the DOA-ITSD Help Desk @ 1-800-444-2000

Current Status and Future Plans
Current status of the service: PRODUCTION
Current version (from CMDB, if using) or date of release: Outlook 2010
Future release plans: [indicate if applicable, or none] [Retain, Replace, Refactor, Renew, or Retire] Maintain

Governance
What is the governance, strategy, and oversight model for the service? The Email service falls under the standard desktop service offerings provided by DOA-ITSD to all state agencies. It is considered essential; therefore, it is made available to all state agencies.

Does the provisioner maintain an advisory board to gain customer input? Desktop service rates are controlled through the general fund provisioning bill.

Does the board have decision-making authority or is it advisory only? N/A

What is the accountability model—are there performance metrics or monitoring mechanisms in place to measure achievement of service levels?

How are decisions made about future plans / upgrades / enhancements to the service? DOA-ITSD has a service agreement with Microsoft that includes maintaining the most recent release of the email products and the previous release. Upgrades to these enterprise applications take considerable planning and DOA-ITSD works with individual agencies to schedule and perform upgrades to the desktop services.

How are the cost model and its parameters determined?
Service Scope / Customers

Indicate current scope of service offering…to whom is the service available? List current customers and users. The Email service is available to all state employees, contractors, and others as requested by each agency.

Note physical locations to which the service is deployed, and delivery channels used. For example, is this a LAN-based service delivered to a co-located workgroup, or is it an enterprise-wide deployment that crosses several physical locations and, perhaps, is delivered to mobile workers as well? Email service is available enterprise-wide via the state-owned and -operated wide-area network, as well as through the Internet.

Also indicate business processes supported (if the service is narrowly scoped). For “core” services like email and telephony, this is not necessary.

Service Features and Functionality

Describe the features, functions, and benefits of the service. Basically, this section contains what would be in the marketing brochure for the service…what it does and why it is beneficial.

As one of the core service offerings from DOA-ITSD, the Email service offers individual and group emails, contacts, calendars, and RSS feeds. DOA-ITSD includes Outlook as part of the core desktop services.

Continuity Plan

This section describes the criticality to the business of service availability, and the provisioner’s plans (if any) to resume service delivery in the event of a disruption.

DOA-ITSD includes the Email system in its Disaster Recovery/Continuation of Services plan. The email data are stored on redundant Network Storage Devices that are replicated between the state capitol and a city on the east side of the state. The Email servers are virtual servers spread across several physical servers that can be restored very quickly.

Criticality

Describe the criticality. The Email service is categorized as Business Critical, as it is utilized by all employees for day-to-day communications within the department and between law enforcement agencies, as well as with the public.

Service Resumption / Disaster Recovery

Describe plans for resumption of the service in the event of a disruption. For non-critical services, this may be modest or even non-existent. DOA-ITSD has prioritized the recovery of Email services among the top 10 services that are restored.

Service Level Commitments

The provisioner commits to delivery of the service in accordance with the following service levels.

- Service Availability Periods: 24x7
- Availability: .999 or 9 hours per year or 45 minutes per month
- Problem responsiveness: DOA-ITSD is committed to respond to problems within 30 minutes of notification for the Email service.
Service Consumer Requirements / Prerequisites
What, if anything, must a consumer/customer have in place in order to use the service? Desktop computer with virus protection installed, preferably with Windows OS.

What policy requirements must the customer agree to in order to gain access? DOA-ITSD requires users to attend the Email orientation class, which discusses not only how to use the state email system, but also covers security requirements.

Cost / Funding Model
How is the service funded? The Email service is included in the base rate for desktop services that DOA charges each agency based on Active Directory user accounts.

Technology
This section describes the technology components of the service, focusing on the infrastructure required by the provisioner to deliver it to customers. DOA-ITSD provides the server hardware, software, and network storage for Email services.

Core Competency Evaluation
This section analyzes the efficiency and effectiveness of the provisioner at providing the service, versus other options that are available to the service’s customers. Due to the volume pricing that DOA receives, as well as the need to provide a centralized set of services, such as Email service, it is cost-effective for the agency to be included on the enterprise Email system, supplied and supported by DOA-ITSD.

Efficiency Analysis
The state, specifically DOA, has been charged with providing enterprise users with “core” desktop services. Email is included in the “core” desktop services; DOA had an initial outlay of state general fund money to procure the licenses from Microsoft that make up the server, Active Directory, Email, and other Office products. DOA has recouped the initial outlay and utilizes the desktop service funds to continue to provide upgrades to software as they are available, along with the support and help desk functions for the desktop applications and infrastructure that support them.

The fixed costs, although large in proportion to the overall costs for some agencies, are included in each agency’s budget process.

What specifically could be done to improve the efficiency of the service? The Email service is constantly monitored; technicians allocate more space as needed, as well as additional virtual machines. They periodically run tape backups of the data and purge old deleted messages.

What specifically could be done to improve the effectiveness of the service? The Email service is very effective.
Service Description for File, Print, and Document Management

Example Department of Public Safety

Prepared by: [Enter]
Version: [Enter]
Date Prepared: [Enter]
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Service Name
File, Print, and Document Management – The Information Technology Office provides the Department of Public Safety employees with the Active Directory structure for file, print, and document management.

Service Description
The department utilizes Windows servers along with active directory for document storage and management. These servers provide a centralized file management service, allowing users a variety of methods for managing files for their daily work, their projects; or saving and retrieving files on folders that are secure, scanned, indexed, and backed up.

Service Provisioning
This section contains provisioning information for the service:

Example Department of Public Safety – Information Technology Office
Administration Building
Fourth and Main, Room 210
Anytown, USA
Currently providing services

Provisioner
This service is provided by the LAN Support Section of the Application Services Bureau. Phone: 999-555-1234 or visit the Department intranet to submit new user requests, etc.

Current Status and Future Plans
Current status of the service: PRODUCTION
Current version (from CMDB, if using) or date of release: Windows Server 2003 R2
Future release plans: An upgrade to Windows Server 2008 is being planned

Governance
What is the governance, strategy, and oversight model for the service? Agency management

Does the provisioner maintain an advisory board to gain customer input? Input from customers and agency management

Does the board have decision-making authority or is it advisory only?

What is the accountability model—are there performance metrics or monitoring mechanisms in place to measure achievement of service levels?

How are decisions made about future plans / upgrades / enhancements to the service? Change requests are evaluated and prioritized by agency management.

How are the cost model and its parameters determined?

Service Scope / Customers
Indicate current scope of service offering... to whom is the service available? Active Directory is required for every department employee to access their PC, email, files, printers, etc.

Active Directory is an enterprise-wide deployment that crosses several physical locations and is delivered to mobile workers.
Active Directory is a “core” service.

**Service Features and Functionality**
Describe the features, functions, and benefits of the service.

The agency utilizes Active Directory to manage the user identities and relationships that make up your organization’s network and file storage system. Active Directory allows administrators to centrally configure and administer system, user, file / folder, and application settings. Active Directory Domain Services (AD DS) stores directory data and manages communication between users and domains, including user logon processes, authentication, and directory searches.

**Continuity Plan**
This section describes the criticality to the business of service availability, and the provisioner’s plans to resume service delivery in the event of a disruption.

The Windows servers, which have Active Directory and the File / Folder system on them as well as other applications, are the highest priority to resume in the event of a disruption. The LAN Support Section team members have in place many precautions to prevent disruptions and procedures that are maintained and practiced to swiftly resume service if needed.

**Criticality**
*Mission Critical* – Everything that runs on the agency infrastructure is tied to Active Directory.

**Service Resumption / Disaster Recovery**
Describe plans for resumption of the service in the event of a disruption.

Service resumption for Active Directory is critical and restoration of the servers is the highest priority. The LAN Support Section has implemented separate Virtual LANs that have the servers replicated and, along with the load-balancing functionality this provides, it also provides high-availability fail-over. If one side of the system is disrupted, the other side will continue to provide functionality. In the event of a disaster, the LAN Support Section has a procedure for restoring the Active Directory, quickly and efficiently, on standby equipment at an alternate location or within the Disaster and Emergency Services mobile IT support truck — they will restore the minimal services, such as CJIS and Public Safety communications systems first.

**Service Level Commitments**
The provisioner commits to delivery of the service in accordance with the following service levels.

- **Service Availability Periods:** 24x7
- **Availability:** Expect .9999 is 1 hour per year or 5 minutes per month at worst
- **Problem responsiveness:** A commitment by the service provider to respond to problems within a given amount of time, generally graded by severity level (where severity levels are determined by worker or public safety compromise, legal consequences, damage to organization’s public image, loss of revenue, etc.).

**Service Consumer Requirements / Prerequisites**
What, if anything, must a consumer/customer have in place in order to use the service? A desktop PC attached to the Active Directory network.
What policy requirements must the customer agree to in order to gain access? *Department employees must attend an employee orientation class every 3 years and sign the agreements to the policies for using the system.*

**Cost / Funding Model**

How is the service funded?

*There is no cost to the Agency for the Active Directory user licenses, as they are included in the desktop services rate from DOA-ITSD. However, the agency funds replacement hardware and upgrades through the budget process and computer replacement cycle. The agency also purchases the Windows Server OS as needed. The service is funded through the budget process, grants, and other funding sources.*

**Technology**

This section describes the technology components of the service, focusing on the infrastructure required by the provisioner to deliver it to customers.

*The LAN Support Section maintains a data center with redundant virtual servers and redundant network storage systems.*

**Core Competency Evaluation**

*The LAN Support Section’s primary responsibility is to ensure the continuation of this service and infrastructure that supports it.*

**Efficiency Analysis**

Is this service characterized by economies of scale? Are the fixed costs large in proportion to the overall costs (i.e., do the costs per user decline as the number of users increase)? Factors to examine include:

- Are large capital investments required to provide the service? *Yes, the agency maintains a data center, network, and high levels of security and provides high availability*
- Is the underlying software or hardware infrastructure subject to volume discounting? *Yes*
- Is the service commoditized—in other words, are there fairly standard functional requirements? *Yes*
- Is there an available business partner providing the service to an equal or greater number of users, with equal or greater service levels, at equal or lower cost? *No – security requirements for the Department of Public Safety preclude any chance to outsource this service.*

What specifically could be done to improve the efficiency of the service?

What specifically could be done to improve the effectiveness of the service?
Service Description for Local Area Network (LAN)

Example Department of Public Safety

Prepared by: [Enter]
Version: [Enter]
Date Prepared: [Enter]
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Service Name
LAN – Local Area Network

Service Description
Local Area Network (LAN) – The Department of Public Safety utilizes the LAN services provided by DOA-ITSD. DOA-ITSD owns all of the switches, cabling, wall outlets, and most of the patch cables for the LAN. They also provide secure wireless routers and switches on occasion, based on agency request and need.

Service Provisioning
This section contains provisioning information for the service: [provisioner (provider) contact information, governance, and current status]

Department of Administration – Information Technology Services Division (DOA-ITSD)
Capitol Station
Anytown, USA
Currently providing services

Provisioner
This service is provided by DOA-ITSD.

Contact information for all aspects of provisioning: New customer contacts, problem/incident management, feature/improvement suggestions, etc. are provided through the DOA-ITSD Help Desk @ 1-800-444-2000

Current Status and Future Plans
Current status of the service: PRODUCTION

Current version (from CMDB, if using) or date of release: The Department of Public Safety received an upgrade of the network switches throughout the summer of 2009 in all locations, including secured wireless for 3 smaller field offices.

Future release plans: [indicate if applicable, or none] [Retain, Replace, Refactor, Renew, or Retire] Maintain

Governance
What is the governance, strategy, and oversight model for the service? The LAN service falls under the standard desktop service offerings provided by DOA-ITSD to all state agencies. It is considered essential; therefore, it is made available to all state agencies.

Does the provisioner maintain an advisory board to gain customer input? Desktop service rates are controlled through the general fund provisioning bill.

Does the board have decision-making authority or is it advisory only? N/A

What is the accountability model—are there performance metrics or monitoring mechanisms in place to measure achievement of service levels?

How are decisions made about future plans / upgrades / enhancements to the service? Upgrades to the enterprise infrastructure take considerable planning and DOA-ITSD works with individual agencies to schedule and perform upgrades to the switches, jacks, and other infrastructure components.
Service Scope / Customers
Indicate current scope of service offering…to whom is the service available?

*The LAN service is available to all state employees, contractors, and others as requested by the each agency.*

Note physical locations to which the service is deployed, and delivery channels used. For example, is this a LAN-based service delivered to a co-located workgroup, or is it an enterprise-wide deployment that crosses several physical locations and, perhaps, is delivered to mobile workers as well? *LAN service is available enterprise-wide throughout state-owned and -leased buildings.*

*The LAN service is a “core” service.*

Service Features and Functionality
Describe the features, functions, and benefits of the service. Basically, this section contains what would be in the marketing brochure for the service…what it does and why it is beneficial.

*The LAN service is required for accessing the other IT services required by agency employees.*

Continuity Plan
This section describes the criticality to the business of service availability, and the provisioner’s plans (if any) to resume service delivery in the event of a disruption.

*DOA-ITSD includes the LAN system in its Disaster Recovery/Continuation of Services plan. DOA-ITSD has spare LAN equipment on hand and replaces critical LAN sections as required.*

*Restoring this service is of the highest priority.*

Criticality
Describe the criticality. *The LAN service is categorized as Mission Critical, as it is utilized by all employees for day-to-day communications within the department and between law enforcement agencies, as well as with the public.*

Service Resumption / Disaster Recovery
Describe plans for resumption of the service in the event of a disruption. For non-critical services, this may be modest or even non-existent. *DOA-ITSD has prioritized the recovery of LAN services among the top services that are restored.*

Service Level Commitments
The provisioner commits to delivery of the service in accordance with the following service levels.

- Service Availability Periods: 24x7
- Availability: .999 or 9 hours per year or 45 minutes per month
- Problem responsiveness: *DOA-ITSD is committed to respond to problems within 30 minutes of notification for the LAN service.*

Service Consumer Requirements / Prerequisites
What, if anything, must a consumer/customer have in place in order to use the service? *Desktop computer with virus protection installed, preferably with Windows OS.*
What policy requirements must the customer agree to in order to gain access? *None – access is controlled through other services – the switches, router, and wiring racks are located in controlled secure rooms.*

**Cost / Funding Model**
How is the service funded? *The LAN service is included in the base rate for desktop services that DOA charges each agency based on Active Directory user accounts.*

**Technology**
This section describes the technology components of the service, focusing on the infrastructure required by the provisioner to deliver it to customers.

*DOA-ITSD provides the hardware, cabling, and infrastructure for LAN services.*

**Core Competency Evaluation**
This section analyzes the efficiency and effectiveness of the provisioner at providing the service, versus other options that are available to the service’s customers.

*Due to the volume pricing that DOA receives, as well as the need to provide a centralized set of services, such as LAN service, it is cost-effective for the agency to be included on the enterprise LAN system, supplied and supported by DOA-ITSD.*

**Efficiency Analysis**
The state, specifically DOA, has been charged with providing enterprise users with “core” desktop services. LAN is included in the “core” desktop services; DOA had an initial outlay of state general fund money to procure the licenses from Microsoft that make up the server, Active Directory, LAN, and other Office products. DOA has recouped the initial outlay and utilizes the desktop service funds to continue to provide upgrades to LAN components, along with the support and help desk functions for the desktop applications and infrastructure that support them.

*The fixed costs, although large in proportion to the overall costs for some agencies, are included in each agency’s budget process.*

What specifically could be done to improve the efficiency of the service? *The LAN service is constantly monitored.*

What specifically could be done to improve the effectiveness of the service? *The LAN service is very effective.*
Service Description for Database Hosting

Example Department of Public Safety

Prepared by: [Enter]
Version: [Enter]
Date Prepared: [Enter]
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Service Name
Database Hosting – The Information Technology Office provides the Department of Public Safety database applications with Oracle Database servers running UNIX.¹ The Oracle databases are spread across several servers and utilize Oracle 11g Real Application Clusters.

Service Description
Database hosting includes the support and maintenance of the database system along with the Enterprise Virtual environments, middleware, database backups, restores, and open records request reports. The database administrators (DBAs) work in the Information Technology Office, and they work closely with the LAN Support Section on server provisioning and planning and maintenance. The DBAs also work closely with the application developers to ensure that the databases are meeting the expectations and applications specifications.

Service Provisioning
This section contains provisioning information for the service:

Example Department of Public Safety – Information Technology Office
Administration Building
Fourth and Main, Room 210
Anytown, USA
Currently providing services

Provisioner
This service is provided by the Database Administrators of the Application Services Bureau.
Phone: 999-555-1234 or visit the Department Intranet to submit new user requests, etc.

Current Status and Future Plans
Current status of the service: PRODUCTION
Current version (from CMDB, if using) or date of release: Oracle Database 11g Release 2
Future release plans: Completed upgrade November 2010

Governance
What is the governance, strategy, and oversight model for the service? Agency management
Does the provisioner maintain an advisory board to gain customer input? Input from customers and agency management
Does the board have decision-making authority or is it advisory only?
What is the accountability model—are there performance metrics or monitoring mechanisms in place to measure achievement of service levels?
How are decisions made about future plans / upgrades / enhancements to the service? Change requests are evaluated and prioritized by agency management.
How are the cost model and its parameters determined?

¹ For more information about UNIX, please refer to: http://www.unix.org/
Service Scope / Customers
Indicate current scope of service offering… to whom is the service available? Database hosting is an indirect offering for the end-user; the end-user uses the database(s) through applications and the applications development team.

Database hosting is a “core” service.

Service Features and Functionality
Describe the features, functions, and benefits of the service.

The agency has several data-intensive applications that require dedicated database services. The agency also has criminal justice information that needs to be controlled and secured.

Continuity Plan
This section describes the criticality to the business of service availability, and the provisioner’s plans to resume service delivery in the event of a disruption.

The database servers with criminal justice information are the highest priority to resume in the event of a disruption. The LAN Support Section team members have in place many precautions to prevent disruptions and procedures that are maintained and practiced to swiftly resume service if needed.

Criticality
Mission Critical for criminal justice applications, Business Critical for other applications.

Service Resumption / Disaster Recovery
Describe plans for resumption of the service in the event of a disruption.

Service resumption for the criminal justice databases is critical and the restoration of the servers is the highest priority. The LAN Support Section has implemented separate Virtual LANs that have the servers replicated and along with the load-balancing functionality this provides, it also provides high-availability fail-over. If one side of the system is disrupted, the other side will continue to provide functionality. In the event of a disaster, the LAN Support Section has a procedure for restoring the criminal justice databases, quickly and efficiently, on standby equipment at an alternate location or within the Disaster and Emergency services mobile IT support truck – they will restore the minimal services, such as CJIS and Public Safety communications systems first.

Service Level Commitments
The provisioner commits to delivery of the service in accordance with the following service levels.

- Service Availability Periods: 24x7
- Availability: Expect .9999 is 1 hour per year or 5 minutes per month at worst
- Problem responsiveness: Criminal justice database cannot be down for more than 30 minutes at a time.

Service Consumer Requirements / Prerequisites
What, if anything, must a consumer/customer have in place in order to use the service?

What policy requirements must the customer agree to in order to gain access?
Department employees must attend an employee orientation class every 3 years and sign the agreements to the policies for using the system.

**Cost / Funding Model**

How is the service funded?

*The database system was originally purchased through grant and department funding; maintenance and support are provided through the budget process and other funding.*

**Technology**

This section describes the technology components of the service, focusing on the infrastructure required by the provisioner to deliver it to customers.

*The LAN Support Section maintains a data center with redundant virtual servers and redundant network storage systems.*

**Core Competency Evaluation**

*The DBAs and LAN Support Section employees’ primary responsibility is to ensure the continuation of this service and infrastructure that supports it.*

**Efficiency Analysis**

Is this service characterized by economies of scale? Are the fixed costs large in proportion to the overall costs (i.e., do the costs per user decline as the number of users increase)? Factors to examine include:

- Are large capital investments required to provide the service? Yes – *the agency maintains a data center, network, and high levels of security, and provides high availability.*
- Is the underlying software or hardware infrastructure subject to volume discounting? Yes
- Is the service commoditized—in other words, are there fairly standard functional requirements? Yes
- Is there an available business partner providing the service to an equal or greater number of users, with equal or greater service levels, at equal or lower cost? No – *security requirements for the Department of Public Safety preclude any chance to outsource this service.*

What specifically could be done to improve the efficiency of the service?

What specifically could be done to improve the effectiveness of the service?
Service Description for Internet

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Service Name
Internet – Internet and World Wide Web Access

Service Description
Internet – The Department of Public Safety utilizes the statewide Internet system for employee access to the World Wide Web. The DOA-ITSD team also provides Email to employees.

Service Provisioning
This section contains provisioning information for the service: [provisioner (provider) contact information, governance, and current status]

Department of Administration – Information Technology Services Division (DOA-ITSD)
Capitol Station
Anytown, USA

Currently providing services

Provisioner
This service is provided by DOA-ITSD.

Contact information for all aspects of provisioning: New customer contacts, problem/incident management, feature/improvement suggestions, etc. are provided through the DOA-ITSD Help Desk @ 1-800-444-2000

Current Status and Future Plans
Current status of the service: PRODUCTION

Current version (from CMDB, if using) or date of release: N/A

Future release plans: [indicate if applicable, or none] [Retain, Replace, Refactor, Renew, or Retire] Maintain

Governance
What is the governance, strategy, and oversight model for the service? The Internet service falls under the standard desktop service offerings provided by DOA-ITSD to all state agencies. It is considered essential; therefore, it is made available to all state agencies.

Does the provisioner maintain an advisory board to gain customer input? Desktop service rates are controlled through the general fund provisioning bill.

Does the board have decision-making authority or is it advisory only? N/A

What is the accountability model—are there performance metrics or monitoring mechanisms in place to measure achievement of service levels?

How are decisions made about future plans / upgrades / enhancements to the service? DOA-ITSD has a service agreement with two Internet providers, for redundant connections. There are two major points of presence — one at the DOA data center located at the state capitol complex and another on the east side of the state in the fail-over data center.

How are the cost model and its parameters determined?
Service Scope / Customers
Indicate current scope of service offering…to whom is the service available? List current customers and users.

The Internet service is available to all state employees, contractors, and others as requested by the each agency.

Note physical locations to which the service is deployed, and delivery channels used. For example, is this a LAN-based service delivered to a co-located workgroup, or is it an enterprise-wide deployment that crosses several physical locations and, perhaps, is delivered to mobile workers as well?

The Internet service is available enterprise-wide through the state-owned and -operated wide-area network.

Also indicate business processes supported (if the service is narrowly scoped). For “core” services like email and telephony, this is not necessary.

Service Features and Functionality
Describe the features, functions, and benefits of the service. Basically, this section contains what would be in the marketing brochure for the service…what it does and why it is beneficial.

As one of the core service offerings from DOA-ITSD, the Internet service is monitored, secured, firewalled, and controlled by DOA-ITSD as part of the core desktop services.

Continuity Plan
This section describes the criticality to the business of service availability, and the provisioner’s plans (if any) to resume service delivery in the event of a disruption.

DOA-ITSD includes the Internet system in its Disaster Recovery/Continuation of Services plan. The state maintains redundant carriers and redundant points of presence – one at the state capitol and another in a city on the east side of the state.

Criticality
Describe the criticality. The Internet service is categorized as Business Critical, as it is utilized by all employees for day-to-day communications within the department and between law enforcement agencies, as well as with the public.

Service Resumption / Disaster Recovery
Describe plans for resumption of the service in the event of a disruption. For non-critical services, this may be modest or even non-existent.

DOA-ITSD has prioritized the recovery of Internet services among the top 10 services that are restored.

Service Level Commitments
The provisioner commits to delivery of the service in accordance with the following service levels.

- Service Availability Periods: 24x7
- Availability: .999 or 9 hours per year or 45 minutes per month
- Problem responsiveness: DOA-ITSD is committed to respond to problems within 30 minutes of notification for the Internet service.
Service Consumer Requirements / Prerequisites
What, if anything, must a consumer/customer have in place in order to use the service? Desktop computer with virus protection installed, preferably with Windows OS

What policy requirements must the customer agree to in order to gain access? DOA-ITSD requires users to attend the Internet orientation class, which discusses not only how to use the state Internet system, but also covers security requirements and policies that govern acceptable use of the Internet for state employees.

Cost / Funding Model
How is the service funded? The Internet service is included in the base rate for desktop services that DOA charges each agency based on Active Directory user accounts.

Technology
This section describes the technology components of the service, focusing on the infrastructure required by the provisioner to deliver it to customers.

DOA-ITSD provides the server hardware, software, and firewalls for Internet services.

Core Competency Evaluation
This section analyzes the efficiency and effectiveness of the provisioner at providing the service, versus other options that are available to the service’s customers.

Due to the volume pricing that DOA receives, as well as the need to provide a centralized set of services, such as Email service, it is cost-effective for the agency to be included on the enterprise Internet system, supplied and supported by DOA-ITSD.

Efficiency Analysis
The state, specifically DOA, has been charged with providing enterprise users with “core” desktop services. Internet is included in the “core” desktop services; DOA had an initial outlay of state general fund money to procure and maintain the points of presence. DOA has recouped the initial outlay and utilizes the desktop service funds to continue to provide upgrades as they become necessary, along with the support and help desk functions for the desktop applications and infrastructure that support them.

The fixed costs, although large in proportion to the overall costs for some agencies, are included in each agency’s budget process.

What specifically could be done to improve the efficiency of the service? The Internet service is constantly monitored; technicians allocate more bandwidth as needed.

What specifically could be done to improve the effectiveness of the service? The Internet service is very effective.
Service Description for Criminal Justice Information System (CJIS) Interface

*Example Department of Public Safety*
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Service Name
Criminal Justice Information System (CJIS)

Service Description
The Criminal Justice Information System provides accurate and timely criminal justice information to law enforcement.

Service Provisioning
This section contains provisioning information for the service:
Example Department of Public Safety – Information Technology Office (ITO)
Administration Building
Fourth and Main, Room 210
Anytown, USA
Currently providing services

Provisioner
This service is provided by the Information Technology Office. Phone: 999-555-1234 or visit the Department Intranet to submit new user requests, etc.

Current Status and Future Plans
Current status of the service: PRODUCTION
Current version (from CMDB, if using) or date of release: Upgrade completed Nov. 2009
Future release plans:

Governance
What is the governance, strategy, and oversight model for the service?
Agency management
Does the provisioner maintain an advisory board to gain customer input?
Input from customers and agency management
Does the board have decision-making authority or is it advisory only?
What is the accountability model—are there performance metrics or monitoring mechanisms in place to measure achievement of service levels?
How are decisions made about future plans / upgrades / enhancements to the service?
Changes are evaluated and prioritized by agency management.
How are the cost model and its parameters determined?
The ITO is staffed by state employees and at times utilizes contract services for additional staff resources as needed. The ITO funding comes from special revenue accounts and general fund appropriations.

Service Scope / Customers
Indicate current scope of service offering… to whom is the service available?
Access to CJIS is only available to law enforcement agencies designated in statute, established by a governor’s executive order, or approved by the attorney general.

Service Features and Functionality
Describe the features, functions, and benefits of the service.

CJIS connects local agencies to state criminal history files, state vehicle and driver’s license files, and priority or “hot” files. CJIS connects the state to national agencies such as the Federal Bureau of Investigation (FBI) and out-of-state resources such as the National Law Enforcement Telecommunications System and the National Crime Information Center (NCIC). CJIS is not only a record exchange system but also an identification tool providing real-time information to law enforcement officers operating in the field. CJIS is visible to the public as the tool law enforcement uses in the field to identify people and vehicles. For example, a law enforcement officer accesses CJIS via radio or mobile data terminal when making a traffic stop.

Continuity Plan
This section describes the criticality to the business of service availability, and the provisioner’s plans to resume service delivery in the event of a disruption.

The database servers with criminal justice information are the highest priority to resume in the event of a disruption. The LAN Support Section team members have in place many precautions to prevent disruptions and procedures that are maintained and practiced to swiftly resume service if needed.

Criticality
Mission Critical

Service Resumption / Disaster Recovery
Describe plans for resumption of the service in the event of a disruption.

Service resumption for CJIS is critical and the restoration of it is the highest priority. In the event of a disaster, the ITO staff have procedures for restoring the operation, quickly and efficiently, on standby equipment at an alternate location or within the Disaster and Emergency Services mobile IT support truck – they will restore the minimal services, such as CJIS and Public Safety communications systems first.

Service Level Commitments
The provisioner commits to delivery of the service in accordance with the following service levels.

- Service Availability Periods: 24x7
- Availability: expect .9999 is 1 hour per year or 5 minutes per month at worst
- Problem responsiveness: CJIS cannot be down for more than 30 minutes at a time.

Service Consumer Requirements / Prerequisites
What, if anything, must a consumer/customer have in place in order to use the service?

CJIS users must meet all of the security and policy requirements for obtaining and using the information, which includes training on the system and the CJIS security requirements.

What policy requirements must the customer agree to in order to gain access?
Cost / Funding Model
How is the service funded?

ITO is funded through special revenue accounts and general fund appropriations.

Technology
This section describes the technology components of the service, focusing on the infrastructure required by the provisioner to deliver it to customers.

Core Competency Evaluation
ITO staff are primarily responsible for the support and maintenance of CJIS.

Efficiency Analysis
Is this service characterized by economies of scale? Are the fixed costs large in proportion to the overall costs (i.e., do the costs per user decline as the number of users increase)? Factors to examine include:

- Are large capital investments required to provide the service?
  Yes, the agency maintains a data center, network, and high levels of security, and provides high availability.

- Is the underlying software or hardware infrastructure subject to volume discounting? Yes

- Is the service commoditized—in other words, are there fairly standard functional requirements? No

- Is there an available business partner providing the service to an equal or greater number of users, with equal or greater service levels, at equal or lower cost?
  No – security requirements for the Department of Public Safety preclude any chance to outsource much of the application development provided by the bureau.

- What specifically could be done to improve the efficiency of the service?
  ITO staff provides a continuous improvement policy – they have performance and customer reviews and they look for innovative solutions for resolutions to development issues.

- What specifically could be done to improve the effectiveness of the service?
Service Description for Telephony

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Service Name
Telephony – Desktop and Mobile phone services

Service Description
Telephony – The Department of Public Safety utilizes the telephone services provided by DOA-ITSD. DOA-ITSD owns all of the desktop phones, switches, cabling, and wall outlets, and most of the patch cables for the Desktop phone service. They also provide mobile telephone service, through a vendor to agencies and a state term contract.

Service Provisioning
This section contains provisioning information for the service: [provisioner (provider) contact information, governance, and current status]

Department of Administration – Information Technology Services Division (DOA-ITSD)
Capitol Station
Anytown, USA
Currently providing services

Provisioner
This service is provided by DOA-ITSD.

Contact information for all aspects of provisioning: New customer contacts, problem/incident management, feature/improvement suggestions, etc. are provided through the DOA-ITSD Help Desk @ 1-800-444-2000

Current Status and Future Plans
Current status of the service: PRODUCTION

Current version (from CMDB, if using) or date of release:

Future release plans: [indicate if applicable, or none] [Retain, Replace, Refactor, Renew, or Retire] Maintain

Governance
What is the governance, strategy, and oversight model for the service?

The desktop telephone service falls under the standard desktop service offerings provided by DOA-ITSD to all state agencies. It is considered essential; therefore, it is made available to all state agencies.

Agencies utilize the state term contract maintained by DOA to purchase mobile telephone services from the approved vendor.

Does the provisioner maintain an advisory board to gain customer input? Desktop service rates are controlled through the general fund provisioning bill.

Does the board have decision-making authority or is it advisory only? N/A

What is the accountability model—are there performance metrics or monitoring mechanisms in place to measure achievement of service levels?

How are decisions made about future plans / upgrades / enhancements to the service? Upgrades to the enterprise infrastructure take considerable planning and DOA-ITSD works with
individual agencies to schedule and perform upgrades to the switches, jacks, and other infrastructure components.

Service Scope / Customers
Indicate current scope of service offering...to whom is the service available?

The desktop telephone and mobile telephone services are available to all state employees, contractors, and others as requested by the each agency.

Note physical locations to which the service is deployed, and delivery channels used. For example, is this a LAN-based service delivered to a co-located workgroup, or is it an enterprise-wide deployment that crosses several physical locations and, perhaps, is delivered to mobile workers as well?

The telephony services are available enterprise-wide throughout the state-owned and -leased buildings.

The desktop telephone service is a “core” service. Mobile telephone service is additional and is based on agency usage; however, the vendor plans are through the state term contract.

Service Features and Functionality
Describe the features, functions, and benefits of the service. Basically, this section contains what would be in the marketing brochure for the service…what it does and why it is beneficial.

All state employees are provided access to desktop phones and voice mail through the desktop telephone service. Most state agencies also provide mobile telephone service to employees either at a discounted rate or they are assigned a state cellular phone and plan.

Continuity Plan
This section describes the criticality to the business of service availability, and the provisioner’s plans (if any) to resume service delivery in the event of a disruption.

DOA-ITSD includes the desktop telephone system in its Disaster Recovery/Continuation of Services plan. DOA-ITSD has spare telephone equipment on hand and replaces critical telephone infrastructure as required. Restoring this service is of the highest priority.

Criticality
Describe the criticality. The telephone service is categorized as Mission Critical, as it is utilized by all employees for day-to-day communications within the department and between law enforcement agencies as well as with the public.

Service Resumption / Disaster Recovery
Describe plans for resumption of the service in the event of a disruption. For non-critical services, this may be modest or even non-existent.

DOA-ITSD has prioritized the recovery of telephone services among the top services that are restored.

Service Level Commitments
The provisioner commits to delivery of the service in accordance with the following service levels.

- Service Availability Periods: 24x7
- Availability: .999 or 9 hours per year or 45 minutes per month
• Problem responsiveness: DOA-ITSD is committed to respond to problems within 30 minutes of notification for the desktop telephone service.

Service Consumer Requirements / Prerequisites
What, if anything, must a consumer/customer have in place in order to use the service?
DOA provides each employee with a desktop phone and voice mail.

What policy requirements must the customer agree to in order to gain access?
Employees are encouraged to attend training on the state phone system and voice mail.

Cost / Funding Model
How is the service funded?
The desktop telephone service is included in the base rate for desktop services that DOA charges each agency based on the number of connections.

Technology
This section describes the technology components of the service, focusing on the infrastructure required by the provisioner to deliver it to customers.
DOA-ITSD provides the hardware, cabling, and infrastructure for desktop telephone services.
A vendor on the state term contract provides the infrastructure for mobile telephone services and state employees and/or agencies purchase phones.

Core Competency Evaluation
This section analyzes the efficiency and effectiveness of the provisioner at providing the service, versus other options that are available to the service’s customers.
Due to the volume pricing that DOA receives, as well as the need to provide a centralized set of services, such as Email, LAN, and telephone services, it is cost-effective for the agency to be included on the enterprise desktop telephone system, supplied and supported by DOA-ITSD.

Efficiency Analysis
The state, specifically DOA, has been charged with providing enterprise users with “core” desktop services. Desktop telephone service is included in the “core” desktop services; DOA had an initial outlay of state general fund money to procure the system. DOA has recouped the initial outlay and utilizes the desktop service funds to continue to provide upgrades to telephone components along with the support and help desk functions for the desktop users and infrastructure that support them.
The fixed costs, although large in proportion to the overall costs for some agencies, are included in each agency’s budget process.
What specifically could be done to improve the efficiency of the service? The telephone service is constantly monitored.
What specifically could be done to improve the effectiveness of the service? The telephone service is very effective.
Service Description for Web Hosting

Example Department of Public Safety

Prepared by: [Enter]
Version: [Enter]
Date Prepared: [Enter]
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Service Name
Web Hosting – Hosting of web applications both internal and external

Service Description
Web Hosting – The Department of Public Safety utilizes the web application hosting provided by DOA-ITSD for all internal and external web applications with the exception of the Criminal Justice Information System (see the CJIS service description for details).

Service Provisioning
This section contains provisioning information for the service: [provisioner (provider) contact information, governance, and current status]

Department of Administration – Information Technology Services Division (DOA-ITSD)
Capitol Station
Anytown, USA
Currently providing services

Provisioner
This service is provided by DOA-ITSD.

Contact information for all aspects of provisioning: New customer contacts, problem/incident management, feature/improvement suggestions, etc. are provided through the DOA-ITSD Help Desk @ 1-800-444-2000

Current Status and Future Plans
Current status of the service: PRODUCTION

Current version (from CMDB, if using) or date of release: N/A
Future release plans: [indicate if applicable, or none] [Retain, Replace, Refactor, Renew, or Retire] Maintain

Governance
What is the governance, strategy, and oversight model for the service?

The web hosting service is a service offering from DOA-ITSD, which charges the agencies a minimal usage charge based on the number of production applications that the agency is hosting with them. It is considered essential; therefore, it is made available to all state agencies.

Does the provisioner maintain an advisory board to gain customer input?

Rates are controlled through the general fund provisioning bill. DOA develops and maintains a service level agreement with each state agency for each web application that is hosted on the enterprise system.

Does the board have decision-making authority or is it advisory only? N/A

What is the accountability model—are there performance metrics or monitoring mechanisms in place to measure achievement of service levels?

How are decisions made about future plans / upgrades / enhancements to the service?

DOA-ITSD has redundant web application servers on virtual machines. The web application servers are collocated with the Internet points of presence. There are two major points of
presence – one at the DOA data center located at the state capitol complex and another on the east side of the state in the fail-over data center.

How are the cost model and its parameters determined?

The cost model for web application hosting is determined by the number of production applications the agency has hosted with DOA. There is a base rate for each application, specified in the budget by legislation.

**Service Scope / Customers**

Indicate current scope of service offering…to whom is the service available? List current customers and users.

The web application hosting service is available to all state agencies.

Note physical locations to which the service is deployed, and delivery channels used. For example, is this a LAN-based service delivered to a co-located workgroup, or is it an enterprise-wide deployment that crosses several physical locations and, perhaps, is delivered to mobile workers as well?

The web application hosting service is available enterprise-wide through the wide-area network owned and operated by the state.

Also indicate business processes supported (if the service is narrowly scoped). For “core” services like email and telephony, this is not necessary.

**Service Features and Functionality**

Describe the features, functions, and benefits of the service. Basically, this section contains what would be in the marketing brochure for the service…what it does and why it is beneficial.

As one of the core service offerings from DOA-ITSD, the web application hosting service is monitored, secured, firewalled, and controlled by DOA-ITSD as part of the core services. DOA charges agencies an annual maintenance fee for each production web application they host. DOA also provides a test environment for each agency; however, each agency is responsible for providing its own development and staging environments.

**Continuity Plan**

This section describes the criticality to the business of service availability, and the provisioner’s plans (if any) to resume service delivery in the event of a disruption.

DOA-ITSD includes the web application hosting systems in its Disaster Recovery/Continuation of Services plan. The state maintains redundant servers and redundant points of presence – one at the state capitol and another in a city on the east side of the state.

**Criticality**

Describe the criticality. The web application hosting service is categorized as **Business Critical**, as it is utilized by the public to conduct business with the state.

**Service Resumption / Disaster Recovery**

Describe plans for resumption of the service in the event of a disruption. For non-critical services, this may be modest or even non-existent.

DOA-ITSD has prioritized the recovery of web application hosting servers among the top 10 system that are restored. The order in which web applications are to be restored is based on the
criticality of each system and the service level agreement in place between each agency and DOA for each application.

Service Level Commitments
The provisioner commits to delivery of the service in accordance with the following service levels.

- Service Availability Periods: 24x7
- Availability: .999 or 9 hours per year or 45 minutes per month
- Problem responsiveness: DOA-ITSD is committed to respond to problems within 30 minutes of notification for the Internet service.

Service Consumer Requirements / Prerequisites
What, if anything, must a consumer/customer have in place in order to use the service?
Desktop computer with virus protection installed, preferably with Windows OS.

What policy requirements must the customer agree to in order to gain access?
DOA-ITSD requires users to attend the Internet orientation class, which discusses not only how to use the state Internet system, but also covers security requirements and policies that govern acceptable use of the Internet for state employees.

Cost / Funding Model
How is the service funded?
The Internet service is included in the base rate for desktop services that DOA charges each agency based on Active Directory user accounts.

Technology
This section describes the technology components of the service, focusing on the infrastructure required by the provisioner to deliver it to customers.

DOA-ITSD provides the server hardware, software, and firewalls for Internet services.

Core Competency Evaluation
This section analyzes the efficiency and effectiveness of the provisioner at providing the service, versus other options that are available to the service’s customers.

Due to the volume pricing that DOA receives, as well as the need to provide a centralized set of services, such as Email service, it is cost-effective for the agency to be included on the enterprise Internet system, supplied and supported by DOA-ITSD.

Efficiency Analysis
The state, specifically DOA, has been charged with providing enterprise users with “core” desktop services. Internet is included in the “core” desktop services; DOA had an initial outlay of state general fund money to procure and maintain the points of presence. DOA has recouped the initial outlay and utilizes the desktop service funds to continue to provide upgrades as they become necessary, along with the support and help desk functions for the desktop applications and infrastructure that support them.

The fixed costs, although large in proportion to the overall costs for some agencies, are included in each agency’s budget process.
What specifically could be done to improve the efficiency of the service?
*The Internet service is constantly monitored; technicians allocate more bandwidth as needed.*

What specifically could be done to improve the effectiveness of the service?
*The Internet service is very effective.*
Service Description for Help Desk

Example Department of Public Safety

Prepared by: [Enter]
Version: [Enter]
Date Prepared: [Enter]
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Service Name

Help Desk – The Information Technology Office provides the Department of Public Safety with an IT support help desk.

Service Description

The help desk is staffed 24x7 even on weekends and holidays by at least 1 technician. The help desk provides the day-to-day support for department employees, law enforcement, and other system users. The help desk is also the initial point of contact for working with the DOA-ITSD help desk, change requests, and initiating issue resolution.

Service Provisioning

This section contains provisioning information for the service:

Example Department of Public Safety – Information Technology Office
Administration Building
Fourth and Main, Room 210
Anytown, USA
Currently providing services

Provisioner

This service is provided by the Help Desk support team of the Support Services Bureau. Phone: 999-555-1234 or visit the Department Intranet to submit new user requests, etc.

Current Status and Future Plans

Current status of the service: PRODUCTION

Current version (from CMDB, if using) or date of release: N/A

Future release plans:

Governance

What is the governance, strategy, and oversight model for the service?

Agency management

Does the provisioner maintain an advisory board to gain customer input?

Input from customers and agency management

Does the board have decision-making authority or is it advisory only?

What is the accountability model—are there performance metrics or monitoring mechanisms in place to measure achievement of service levels?

The help desk is required to respond to help requests within 30 minutes. The help desk strives to solve at least 80% of the issues on the initial call; they either research and solve the other issues or escalate them to the appropriate team for resolution. The help desk staff is in charge of tracking and follow-up of all issues that originate with the help desk, including issues escalated to the DOA-ITSD help desk.

How are decisions made about future plans / upgrades / enhancements to the service?

Changes are evaluated and prioritized by agency management.
How are the cost model and its parameters determined?

The agency help desk is staffed by state employees; there are no charges associated with using the help desk. The help desk funding is from special revenue accounts and general fund appropriations.

**Service Scope / Customers**

Indicate current scope of service offering… to whom is the service available?

Help desk services are available to all agency employees, law enforcement, and other external users.

**Service Features and Functionality**

Describe the features, functions, and benefits of the service.

The agency has several criminal justice applications that require dedicated help desk services. The agency also has criminal justice partners that need help desk support functions.

**Continuity Plan**

This section describes the criticality to the business of service availability, and the provisioner’s plans to resume service delivery in the event of a disruption.

The help desk continuity plan includes remote user support and relocation if needed.

**Criticality**


**Service Resumption / Disaster Recovery**

Describe plans for resumption of the service in the event of a disruption.

Service resumption for the criminal justice databases is critical and the restoration of the help desk is the highest priority. In the event of a disaster, the help desk staff have a procedure for restoring the operation, quickly and efficiently, on standby equipment at an alternate location or within the Disaster and Emergency Services mobile IT support truck – they will restore the minimal services, such as CJIS and Public Safety communications systems first.

**Service Level Commitments**

The provisioner commits to delivery of the service in accordance with the following service levels.

- **Service Availability Periods:** 24x7
- **Availability:** *Expect .9999 is 1 hour per year or 5 minutes per month at worst*
- **Problem responsiveness:** *The criminal justice database cannot be down for more than 30 minutes at a time.*

**Service Consumer Requirements / Prerequisites**

What, if anything, must a consumer/customer have in place in order to use the service?

What policy requirements must the customer agree to in order to gain access?

Department employees are required to contact the agency help desk and use the agency help desk as the single point of contact with the DOA-ITSD help desk for all IT-related issues, concerns, or changes.
Cost / Funding Model

How is the service funded?

The help desk is funded through special revenue accounts and general fund appropriations.

Technology

This section describes the technology components of the service, focusing on the infrastructure required by the provisioner to deliver it to customers.

The LAN Support Section maintains a data center and the help desk staff are located in a room adjacent to the data center.

Core Competency Evaluation

Help desk staff’s primary responsibility is to ensure the continuation of IT services and the infrastructure that supports IT.

Efficiency Analysis

Is this service characterized by economies of scale? Are the fixed costs large in proportion to the overall costs (i.e., do the costs per user decline as the number of users increase)? Factors to examine include:

- Are large capital investments required to provide the service?
  
  Yes, the agency maintains a data center, network, and high levels of security, and provides high availability

- Is the underlying software or hardware infrastructure subject to volume discounting? Yes

- Is the service commoditized—in other words, are there fairly standard functional requirements? No

- Is there an available business partner providing the service to an equal or greater number of users, with equal or greater service levels, at equal or lower cost?
  
  No – security requirements for the Department of Public Safety preclude any chance to outsource this service.

- What specifically could be done to improve the efficiency of the service?
  
  The help desk staff provide a continuous improvement policy – they have performance and customer reviews and they look for innovative solutions for tracking problems and resolutions to the issues.

- What specifically could be done to improve the effectiveness of the service?
  
  The help desk staff is very effective and they continue to strive to provide quality customer service.
Service Description for Application Development

Example Department of Public Safety

Prepared by: [Enter]
Version: [Enter]
Date Prepared: [Enter]
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Service Name
Application Development – The Information Technology Office provides the Department of Public Safety with a team of application developers.

Service Description
The application developers provide support, maintenance, new development, reports, and design and development work for a variety of in-house and external database applications.

Service Provisioning
This section contains provisioning information for the service:
Example Department of Public Safety – Information Technology Office
Administration Building
Fourth and Main, Room 210
Anytown, USA
Currently providing services

Provisioner
This service is provided by the Applications Services Bureau. Phone: 999-555-1235 or visit the Department Intranet to submit new user requests, etc.

Current Status and Future Plans
Current status of the service: PRODUCTION
Current version (from CMDB, if using) or date of release: N/A
Future release plans:

Governance
What is the governance, strategy, and oversight model for the service?
Agency management
Does the provisioner maintain an advisory board to gain customer input?
Input from customers and agency management
Does the board have decision-making authority or is it advisory only?
What is the accountability model—are there performance metrics or monitoring mechanisms in place to measure achievement of service levels?
How are decisions made about future plans / upgrades / enhancements to the service?
Changes are evaluated and prioritized by agency management.
How are the cost model and its parameters determined?
The Application Services Bureau is staffed by state employees and at times utilizes contract services for additional staff resources as needed. The Application Services Bureau funding comes from special revenue accounts and general fund appropriations.
Service Scope / Customers
Indicate current scope of service offering… to whom is the service available?

*Application development services are available to all agency employees, law enforcement, and other external users.*

Service Features and Functionality
Describe the features, functions, and benefits of the service.

*The agency has several criminal justice applications that require dedicated application development services. The Application Services Bureau also provides web application development and application development for internal and external applications that meet the agencies mission.*

The Application Services Bureau provides software and application-related project management, system development, and maintenance for the department’s IT systems, including:

- Criminal Justice Information System (CJIS)
- Criminal History Record System
- The Justice Broker
- Missing Persons Clearinghouse
- Concealed Weapons Permit System
- Department website
- And other applications as required

The bureau works closely with its customers to plan, manage, and maintain their information systems and provide software solutions. The bureau employs technology-based problem resolution, business system analysis, and project management, as well as software design, development, testing, and implementation. The bureau prides itself in providing its customers with secure, cost-effective IT system solutions and in using technology to help the department comply with state and federal requirements.

Continuity Plan
This section describes the criticality to the business of service availability, and the provisioner’s plans to resume service delivery in the event of a disruption.

*The bureau employees can work at remote locations if required.*

Criticality

Service Resumption / Disaster Recovery
Describe plans for resumption of the service in the event of a disruption.

*Service resumption for the criminal justice databases is critical and the restoration of them is the highest priority. In the event of a disaster, the bureau staff have procedures for restoring the operation, quickly and efficiently, on standby equipment at an alternate location or within the Disaster and Emergency Services mobile IT support truck – they will restore the minimal services, such as CJIS and Public Safety communications systems first.*
Service Level Commitments
The provisioner commits to delivery of the service in accordance with the following service levels.

- Service Availability Periods: 24x7
- Availability: Expect .9999 is 1 hour per year or 5 minutes per month at worst
- Problem responsiveness: The criminal justice database cannot be down for more than 30 minutes at a time.

Service Consumer Requirements / Prerequisites
What, if anything, must a consumer/customer have in place in order to use the service? What policy requirements must the customer agree to in order to gain access?

Cost / Funding Model
How is the service funded?
The bureau is funded through special revenue accounts and general fund appropriations.

Technology
This section describes the technology components of the service, focusing on the infrastructure required by the provisioner to deliver it to customers.

Core Competency Evaluation
Bureau staff are primarily responsible for the support and maintenance of CJIS.

Efficiency Analysis
Is this service characterized by economies of scale? Are the fixed costs large in proportion to the overall costs (i.e., do the costs per user decline as the number of users increase)? Factors to examine include:

- Are there large capital investments required to provide the service?
  Yes, the agency maintains a data center, network, and high levels of security, and provides high availability.
- Is the underlying software or hardware infrastructure subject to volume discounting? Yes
- Is the service commoditized—in other words, are there fairly standard functional requirements? No
- Is there an available business partner providing the service to an equal or greater number of users, with equal or greater service levels, at equal or lower cost?
  No – security requirements for the Department of Public Safety preclude any chance to outsource much of the application development provided by the bureau.
- What specifically could be done to improve the efficiency of the service?
  Bureau staff provide a continuous improvement policy – they have performance and customer reviews and they look for innovative solutions for resolutions to development issues.
- What specifically could be done to improve the effectiveness of the service?