

Service Catalog and Application Rationalization

IT – Business Relationships
Arapahoe County

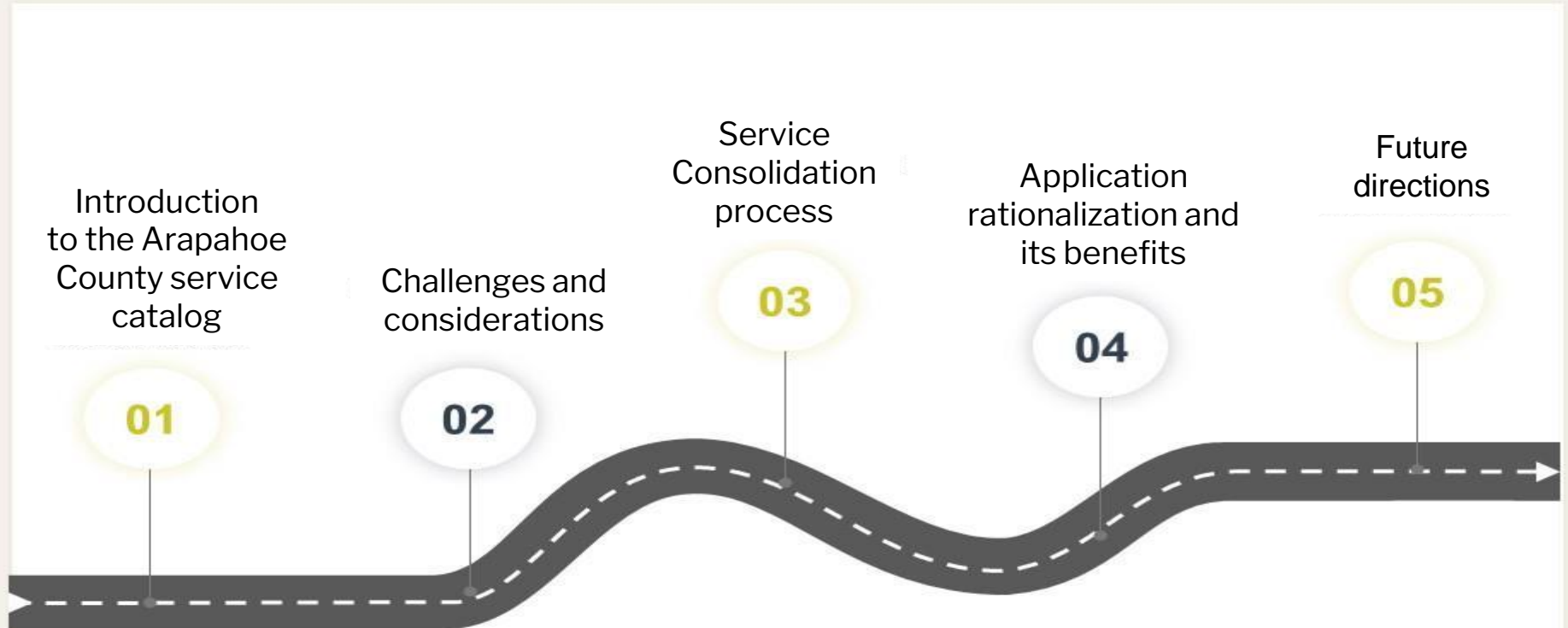
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coding it forward >



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OVERVIEW



INTRODUCTION TO ARAPAHOE COUNTY'S SERVICE CATALOG

- A service catalog is a collection of IT services that are available to users
- The IT Department **serves all other departments of the ACG** to set up, troubleshoot, and maintain applications
- No comprehensive service catalog for all IT personnel to access
- At last count, there are 953 known services listed across IT artifacts that we surveyed
- We provide an evidence-based foundation for the IT department to incremental steps to achieve a more comprehensive and sustainable service catalog

CURRENT CHALLENGES

- The ACG service portfolio is scattered across all IT Divisions, mostly in the form of excel sheets
- An over-reliance on individual employees' knowledge of systems, services, history of use
- Lack of communication between departments
- Our approach was multipronged:
 - Consolidating service catalog as a single source
 - Interviewing division managers and business analysts

CONSOLIDATION OF SERVICES



Find a view



Grid view

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Create...

Grid

Form

Calendar

Gallery

Kanban

Timeline

List

Gantt

Section

<input type="checkbox"/>	Service Name	Service Description	VendorName	Service Group	ServiceType	Status	Audience
1	Master Case List	document scanning, automation, ind...	Arapahoe County EIM	Application Hosting - H...	Case management	Active	Internal
2	1099 Pro	1099 Pro 2016 Enterprise			Tax reporting		
3	1099 Pro 2016 Enterprise	This is a third party software that is u...		Application Hosting - Fi...	Applications - COTS	Active	
4	ACA Audit Local Detentions	ACA Audit Local Detentions					
5	Accela	Case management of services to the ...		Application Hosting - En...	Applications - COTS Land	Active	
6	Accela Automation	Accela Automation - ADS			Case management		
7	Accela Citizen Access	Accela Automation - ACA/ACGGW			Case management		
8	Accreditation	Gather and report metrics for ACA a...		Application Hosting - Sh...	Applications - COTS	Active	
9	Accreditation Database	Accreditation Services (accreditation...			Employee management		
<input type="checkbox"/>	Accurint	Accurint is a web hosted solution pr...		Application Hosting - Sh...	Applications - SaaS Backq	Active	
11	ACG Assessor						
12	Active Directory				User Account Manage...		
13	Active Directory Self Servic...	Password Self Service		Security Management	Applications - COTS	Active	
14	Active Directory User Acco...	Active Directory provides singular bu...		Security Management	Applications - COTS	Active	
15	Active Shooter Detection S...	The Guardian Indoor Active Shooter ...		Personal Computer	Applications - COTS PC So	Active	
16	Active@ Killdisk	Active@ Killdisk Pro Windows			Disk drive sanitizing tool		
+ Add...		953 services					

CONSOLIDATION OF AVAILABLE SERVICES

APPLICATION NAME	AIRTABLE	JIRA MANAGEMENT	CHERWELL
PROS	<ul style="list-style-type: none">— Intuitive interface— Flexible DB-like structure— Collaboration features— Integration options	<ul style="list-style-type: none">— Robust ITSM capabilities— Effective incident, problem, and change management features	<ul style="list-style-type: none">— ITSM and integration capabilities— Workflow Automation— Scalability— Existing tool used to manage CMDB
CONS	<ul style="list-style-type: none">— Lacks specialized service catalog features— Increased licensing costs to implement in IT	<ul style="list-style-type: none">— May require additional plugins for certain functionalities— Learning curve for new users	<ul style="list-style-type: none">— Complex implementation and configuration processes— Requires skilled resources to set up and maintain effectively— Potential learning curve for new users— Quality and responsiveness of Cherwell support and documentation can vary.

INTERVIEWS

INTERVIEW FINDINGS

TAKEAWAYS:

- Standardize service descriptions so that they provide the same pieces of information
- Tag services into groups that are standard across IT divisions AND county departments
- Explicate roles and processes for stakeholders
- Create a unified catalog that everyone can view (but only some can edit)
- Did I mention standardizing?

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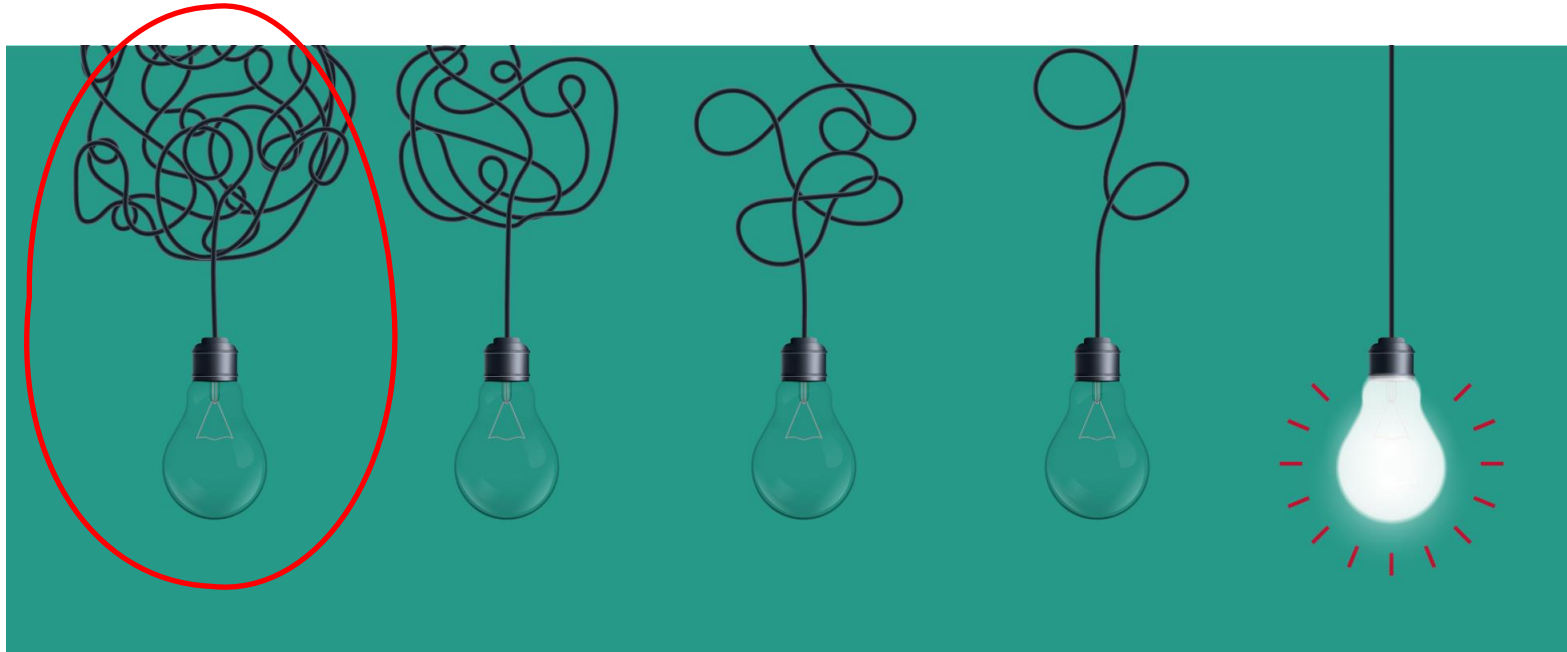
records of the
olution
ted with
data and
service names

Service descriptions are
subjective and depends
on who entered it

Uncontrolled service
acquisition =
ungovernable service
catalog

Departments see IT
involvement as an
impediment

CONSOLIDATION OF AVAILABLE SERVICES



NEXT STEPS: SHORT-TERM GOALS

- Standardizing the data elements in the service catalog
- Streamlining the processes for managing the service catalog
- Automating the service catalog
- Committing to regular updates to the service catalog



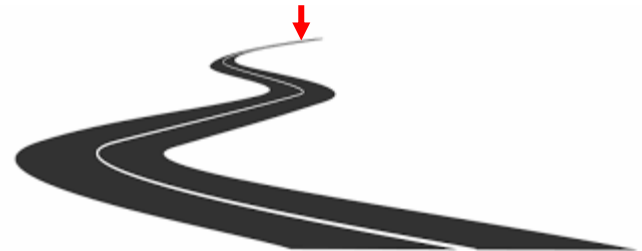
NEXT STEPS: MID-TERM GOALS

- Developing a roadmap for future improvements to the service catalog
- Conducting an application inventory assessment
- Conducting a business impact analysis
- Defining prioritization criteria
- Identifying rationalization strategies
- Mitigating risks



NEXT STEPS: LONG-TERM GOALS

- Implementing the rationalization strategies
- Establishing a governance structure
- Monitoring and evaluating the success of the rationalization plan



APPLICATION RATIONALIZATION

WHAT IS APPLICATION RATIONALIZATION?

- A strategic process undertaken by organizations to optimize their application portfolio and improve operational efficiency.
- Development of a detailed product that includes attributes and functionality, the service catalog.
- This catalog is used to determine the business needs the application is serving, and the total cost of ownership (TCO) associated with the service catalog.



BENEFITS OF APPLICATION RATIONALIZATION

MINIMAL BUDGET
OVERRUNS

INCREASED EFFICIENCY

ENHANCED
CYBERSECURITY

FORTIFICATION AGAINST
LITIGATION

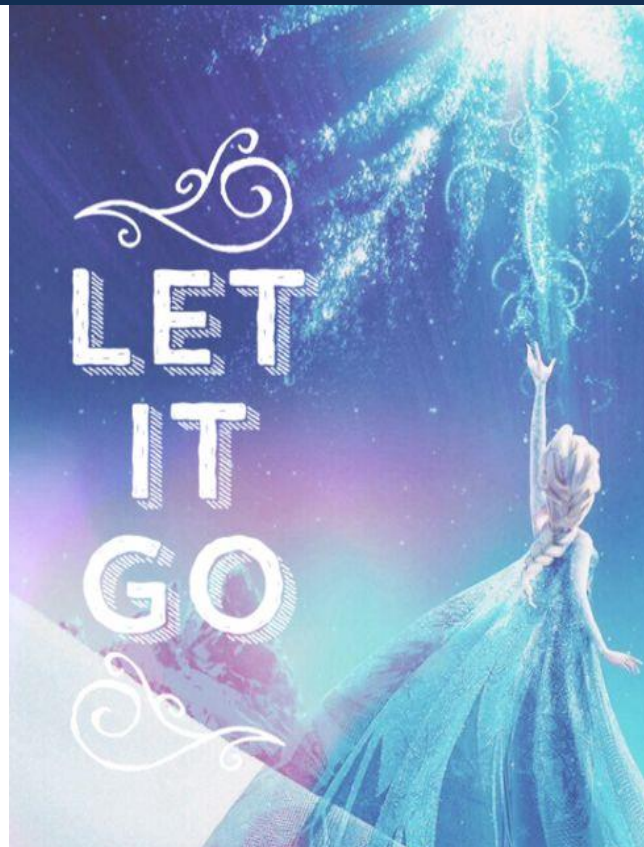
RATIONALIZATION STRATEGIES

Once the applications have been assessed, the organization can develop rationalization strategies. These strategies may include:

- Retiring unused or outdated applications.
- Consolidating or merging similar applications.
- Migrating applications to a new platform or environment.
- Optimizing the performance or security of applications.

OTHER STRATEGIES AND RECOMMENDATIONS

- A definitive vision of business goals can accelerate the identification and retiring of mis/unaligned applications
- Developing a central, comprehensive service catalog is essential for assessing the value of each application and identifying opportunities for rationalization
- A stringent rubric of application evaluation and rationalization can make it easier to let go



OTHER STRATEGIES AND RECOMMENDATIONS

- Get buy-in from stakeholders -- ALL IT divisions as well as other departments
- Greater communication with non-IT stakeholders: since users will be the most affected by application rationalization, it is important to keep them in the loop!
- A flexible plan: incorporating pivot junctures in the plan
- A simultaneous, user-centered approach to address the gaps in communication which exist in business processes

THANK YOU FOR LISTENING!

....And thanks Rachel and Hilaire!