

IS01-NEACC-NASA PROC-MA-002

BASELINE

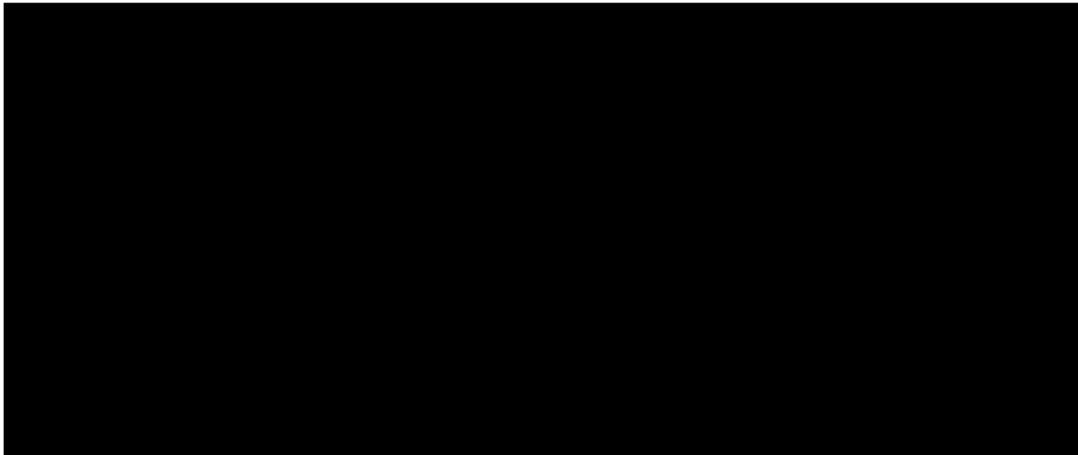
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IS01

NASA Enterprise Applications Competency Center (NEACC)

NEACC Internal Strategic Roadmap Operational Work Instruction (OWI)

BASELINE



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DOCUMENT HISTORY LOG

Status (Baseline/ Revision/ Canceled)	Document Revision	Effective Date	Description
Baseline		02/10/2012	

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1.0 INTRODUCTION

1.1 Purpose

The purpose of this Operational Work Instruction (OWI) is to document the Internal Strategic Roadmap procedure for the National Aeronautics and Space Administration (NASA) Enterprise Applications Competency Center (NEACC).

1.2 Applicability

This document is applicable to the internal NEACC workforce, including both civil servants and contractors.

1.3 Applicable Documents

The following documents are required to accomplish the purpose of this OWI:

- None.

1.4 References

The following documents are referenced within this document and provide supplemental information:

- None.

1.5 Definitions

The definitions below provide supplemental information for this document.

Table 1 – Definitions

Term	Definition
Application Point Capacity Management System (APCMS)	The key tool used in enabling the most efficient completion of work items through the end-to-end NEACC Operations Workflow Process within the resource constraints of the factory (i.e., optimizing the NEACC’s supply-demand equation). APCMS will be used to manage all the application maintenance and enhancement work across operations (the demand side), as well as all the resources (the supply side). APCMS is also referred to as Rally.
Enterprise Application Service Technologies (EAST)	One of the large service contracts under IT Infrastructure Integration Program (I3P) within NASA’s IT infrastructure management; EAST provides delivery and maintenance of NEACC applications and services.
EAST Service Delivery Functions (Area)	Delivery Functions represent skills, processes, and supporting activities that are required to perform the daily function of NEACC Operations and that ensure the NEACC is operating at the required performance and

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	quality levels.
IT Infrastructure Integration Program (I3P)	An enterprise-based model for NASA’s IT services that addresses requirements in critical IT areas of Governance, Financial Management, Application Portfolio Management, Infrastructure Management, and Organization Alignment.
NASA Computing Systems (NCS)	MSFC service contract providing IT infrastructure support at the operating system (OS) level and below. This support will be shifted to the MITS contract soon.
NEACC Internal Strategic Roadmap Governance Board	The board consists of the NEACC Director and direct reports who will function as the decision making body for internal strategic roadmap recommendations, as well as other appropriate topics.
NEACC Internal Strategic Roadmap	A plan that establishes a platform to ensure application stability and support of integration with other components of the NEACC landscape.

1.6 Acronyms/Abbreviations

The table below defines any acronyms used within this document.

Table 2 – Acronyms and Abbreviations

Acronym	Description
ABPL	Agency Business Process Lead
APCMS	Application Point Capacity Management System
BI	Business Intelligence
CCB	Configuration Control Board
CORe	Cross-Organizational Review
EAST	Enterprise Application Service Technologies
ESB	Enterprise Service Bus
FCB	Functional Control Board
I3P	IT Infrastructure Integration Program
LOB	Line of Business
MITS	Marshall Information Technology Services
MSFC	Marshall Space Flight Center
NASA	National Aeronautics and Space Administration
NCS	NASA Computing Systems
NEACC	NASA Enterprise Applications Competency Center
NSS	NEACC Support System
OCIO	Office of the Chief Information Officer
OS	Operating System
OWI	Operational Work Instruction

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SR	Service Request
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2.0 ROLES AND RESPONSIBILITIES

The key roles and responsibilities for the NEACC Internal Strategic Roadmap process are defined in the table below.

Table 3 – Roles and Responsibilities

Role	Description
OCIO	The OCIO shall: <ul style="list-style-type: none"> Identify, submit and present initiatives to be included on the NEACC Internal Strategic Roadmap.
IT Infrastructure Integration Program (I3P)	The I3P shall: <ul style="list-style-type: none"> Identify, submit and present initiatives to be included on the NEACC Internal Strategic Roadmap.
NEACC Line of Business (LOB)	The NEACC LOB shall: <ul style="list-style-type: none"> Identify, submit and present initiatives to be included on the NEACC Internal Strategic Roadmap.
Enterprise Application Service Technologies (EAST) Service Delivery Area	The EAST Service Delivery Area shall: <ul style="list-style-type: none"> Identify, submit and present initiatives to be included on the NEACC Internal Strategic Roadmap.
NASA Computing Systems (NCS)	The NCS/MITS shall: <ul style="list-style-type: none"> Identify, submit and present initiatives to be included on the NEACC Internal Strategic Roadmap.
NEACC Internal Strategic Roadmap Governance Board	The board shall: <ul style="list-style-type: none"> Convene monthly to conduct Phase 1 and 2 reviews, as appropriate, of proposed initiatives.

3.0 OVERVIEW

The NEACC is focused primarily on efficiently maintaining applications while also looking to implement system enhancements that enable the mission of NASA. The NEACC enterprise strategy is to provide a platform that ensures application stability and supports integration with

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other components of the NEACC landscape. Integration is the precondition for stable cross-application scenarios and offers maximum flexibility for agile, continuous improvement.

There are two distinct Strategic Roadmaps for the NEACC:

- ❖ External
 - Agency Business Process Lead (ABPL) / Functional Control Board (FCB) initiated
- ❖ Internal
 - NEACC/EAST initiated
 - NEACC/NCS initiated
 - I3P initiated
 - Agency OCIO initiated

This OWI focuses only on the Internal Strategic Roadmap process, except for tracking and reporting. Rally may provide the reporting mechanism for both internal and external Strategic Roadmap Initiatives.

4.0 NEACC INTERNAL STRATEGIC ROADMAP PROCESS

4.1 Internal Strategic Roadmap Initiatives

The Internal Strategic Roadmap initiatives shall focus on three primary areas as described below.

Table 4 – Internal Strategic Roadmap Focus Areas

Focus Area	Description
Application Architecture/Landscape Management (above OS)	Insert products, technologies and enhancements into the NEACC architecture based on defined business or technical requirements using an unified adoption strategy across the landscape.
Infrastructure Management (OS and below)	Insert products, technologies and enhancements into the NEACC infrastructure based on defined business, performance, or technical requirements using an unified adoption strategy across the technical landscape.
System Security	Align security with federal guidelines and directives.

The identification of initiatives to include on the NEACC Internal Strategic Roadmap can occur via the OCIO, I3P, NEACC Internal Facing Lines of Business, EAST Service Delivery Areas

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and NCS/MITS. The NEACC LOB Engineers specifically will be key in identifying internal initiatives that should be considered. Additionally, NEACC LOBs that are external facing may identify ‘supporting’ initiatives (i.e. touch points) (e.g. PRISM upgrade requires Oracle upgrade) that should be included on the NEACC Internal Strategic Roadmap.

Proposed new initiatives shall be submitted to the NEACC Internal Strategic Roadmap Governance Board. Initial information to be provided on the proposed initiative is the Focus Area, Initiating Organization/LOB, Initiative Title and Description, Business Driver (Benefit), Targeted Timeframe/Estimated Duration to complete and Cross-LOB impacts. The template that shall be used for this submittal can be found in the appendix to this document, as well as on bReady at NEACC > NEACC Home > NEACC Document and Links Portal > Document Management > NASA Only > Templates. Examples of a completed template can also be found in the appendix to this document.

A list of ten business drivers has been developed and shall be a consideration when an initiative is being assessed for inclusion into the NEACC Internal Strategic Roadmap.

1. Impacts more than one LOB – visibility
2. Requires supporting application architecture that is not currently available in the NEACC application architecture (support of external strategic roadmap initiative)
3. End of Service Life
4. Operational Efficiencies
5. Innovation
6. System Retirement
7. Regulatory
8. Performance
9. Customer Satisfaction
10. Stakeholder Request

4.2 NEACC Internal Strategic Roadmap Governance Board

The NEACC Internal Strategic Roadmap Governance Board shall consist of the NEACC Director and direct reports and shall function as the decision making body. In addition, the internal facing LOBs (Business Intelligence (BI), Enterprise Service Bus (ESB), and NEACC Support System (NSS)) management (NASA Leads) will serve as advisory members. The governance board will convene monthly prior to sprint planning sessions to review and prioritize all internal strategic roadmap initiatives.

The governance board shall conduct a Phase 1 review of any new proposed internal initiatives to determine if the initiative should be pursued and added to the NEACC internal strategic roadmap. The review is conducted by the submitting team presenting to the governance board the initial information via the required template found in the appendix to this document. If the governance board determines that the initiative is not to be pursued further, then the board will

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document the rationale for that decision. If the governance board determines that the initiative is to be pursued, either an Investigation Request (IR) or a Service Request (SR) depending on the maturity of the initiative and the timeframe will be entered. If the initiative is well into the future (beyond 6 to 9 months), then the initiative may just be tracked as a 'planned release' in Application Point Capacity Management System (APCMS) (i.e., Rally) with no IR or SR entered until closer to the implementation timeframe. Once the IR or SR has been created, the appropriate teams (depending on the initiative) will perform an assessment of the initiative and provide a complexity, dependency, and duration estimate. When the assessment has been completed, the governance board will conduct a Phase 2 review to determine if the initiative will continue to be pursued and maintained on the NEACC Internal Strategic Roadmap or be removed.

The governance board assigns priorities to all the internal strategic roadmap initiatives. These priorities are maintained in Rally. The priorities are determined using the following criteria:

- **High:** Takes precedence over other LOB work, or is equally important
- **Medium:** Important, but can be scheduled after other "high" priorities
- **Low:** Should be scheduled after "high" and "medium" priorities

Proposed initiatives to the NEACC Internal Strategic Roadmap will follow the process as depicted graphically below.

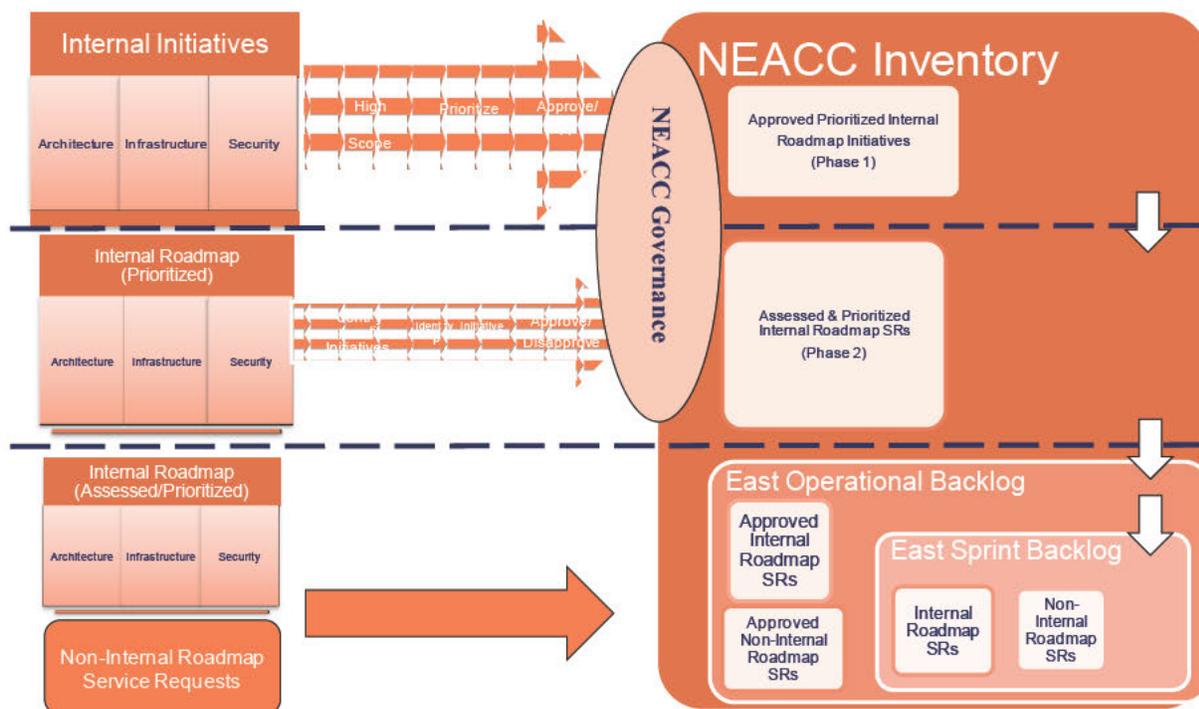


Figure 1 – Process for Proposed Initiatives to the NEACC Internal Strategic Roadmap

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The NEACC Internal Strategic Roadmap Governance Board will document minutes for formal meetings. These minutes will be available via bReady at [REDACTED]
>NEACC>EASO Reporting.

4.3 Tracking and Reporting of Internal (and External) Strategic Roadmap Initiatives

Approved initiatives shall be entered as a ‘Release’ into Application Point Capacity Management System (APCMS) following the governance board meeting and tagged appropriately. The release will be identified in one of the following statuses: planning or active. The ‘theme’ field will identify the release/initiative as an Internal or External Strategic Roadmap Initiative. The release will also include the information from the initiative template in the notes section along with the date the NEACC governance board approved the initiative. See the appendix to this document for an example of an Internal Roadmap Initiative in Rally. If the initiative is within the near-term of 6 to 9 months, a Service Request (SR) shall be created as either an Investigation or Enhancement. The SR/IR will be assigned to the appropriate release, which should be updated to indicate the status as active. The SR may also be tagged as either External Strategic Roadmap or Internal Strategic Roadmap. If the initiative is beyond next 6 to 9 months, a planning release would be created and no SR would be needed until an assessment was to begin on the initiative. As the timeframe draws closer to within 6 to 9 months or initiative start date, a SR is created and assessed. The assessed SR/IR shall be reviewed in the Phase 2 governance board review.

Rally shall be the mechanism to track and report both external and internal initiatives; this allows for the creation of the NEACC Inventory of Strategic Roadmap Initiatives (example provided below). Additionally, reporting from Rally includes initiatives in inventory, operational backlog, or sprint backlog across the NEACC.

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Name	Theme	Start Date	Release Date	Project	Resources	Plan Est	Task Est To Do	State
IA - Central Authentication	01 IA.0010 External Strategic Roadmap	08/02/2010	12/27/2011	LOGI SAR/WW Sprint Team				Active
IA - Central Authentication	01 IA.0010 External Strategic Roadmap	08/02/2010	12/27/2011	IA Sprint Team A				Accepted
IA - Auto Provisioning Phase #4	01 IA.0011 Internal Strategic Roadmap	12/28/2011	05/25/2012	LOGI SAR/WW Sprint Team				Planning
IA - Auto Provisioning Phase #4	01 IA.0011 Internal Strategic Roadmap	12/28/2011	05/25/2012	LOGI Web/WW Sprint Team				Planning
IA - Auto Provisioning Phase #4	01 IA.0011 Internal Strategic Roadmap	12/28/2011	05/25/2012	PROC NAS Sprint Team				Planning
IA - Auto Provisioning Phase #4	01 IA.0011 Internal Strategic Roadmap	12/28/2011	05/27/2012	IA Sprint Team A	15.0 Hours	0.0	0.0	Planning
IA - Auto Provisioning Phase #4	01 IA.0011 Internal Strategic Roadmap	12/28/2011	05/25/2012	PROC Change Request Sprint Team				Planning
IA - Tripwire VJA - Implementation of the Tripwire continuous monitoring suite of tools.	01 IA.0911 Internal Strategic Roadmap	09/19/2011	03/15/2012	IA Sprint Team A				Active
IA - 2011 Audit Mitigations	01 IA.1211 Internal Strategic Initiative	11/28/2011	03/27/2012	IA Sprint Team A		165.0 Hours	155.0 38.0	Active
IA - 2011 Audit Mitigations	01 IA.1211 Internal Strategic Roadmap	10/28/2011	03/27/2012	LOGI SAR/WW Sprint Team				Active
ICAM - OpenSSO	01 ICAM.1110 External Strategic Roadmap	04/01/2011	03/06/2012	ICAM eAuth Sprint Team		667.0 Hours	1,379.0 1.5	Active
ICAM - OpenSSO	01 ICAM.1110 External Strategic Roadmap	04/01/2011	12/03/2011	HCW HR Portal-StarS-WebTADS Team				Active
ICAM - OpenSSO	01 ICAM.1110 External Strategic Roadmap	04/01/2011	12/03/2011	FIN eTravel Sprint Team				Active
ICAM - OpenSSO	01 ICAM.1110 External Strategic Roadmap	04/01/2011	12/06/2011	ESB Portal Team		166.0 Hours	72.0 28.0	Active
ICAM - OpenSSO	01 ICAM.1110 External Strategic Roadmap	04/01/2011	12/03/2011	FIN M&M/Budget Sprint Team				Active
ICAM - OpenSSO	01 ICAM.1110 External Strategic Roadmap	04/01/2011	12/03/2011	HCW ALDS - WebTADS Team		7.0 Hours	5.0 0.0	Accepted
ICAM - OpenSSO	01 ICAM.1110 External Strategic Roadmap	04/01/2011	02/15/2012	NEASup Sprint Team B				Active
ICAM - OpenSSO	01 ICAM.1110 External Strategic Roadmap	04/01/2011	12/03/2011	ESB Framework Team			9.0 0.0	Active

Figure 2 – Example of NEACC Inventory and Reporting by Release

An additional way to group and report Strategic Initiatives is by utilizing the ‘Program’ functionality in Rally. For example, all Internal Strategic Roadmap Initiatives could be grouped under the Program entitled ‘Internal Strategic Roadmap’. These initiatives could also be grouped by LOB or by major release, so a particular initiative might be grouped in several ‘Programs’ from a reporting standpoint. See example below.

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All	Name ▲	Project	Release	Owner
<input type="checkbox"/>	BI Initiatives			Lenox, Maria (mlenox)
<input type="checkbox"/>	BI Sprint Team A		BI - Cognos 10.1.1 Upgrade	
<input type="checkbox"/>	BI Sprint Team A		BI - BW 3.5 Tool Replacement	
<input type="checkbox"/>	BI Sprint Team A		BI - BW 7.x Upgrade	
<input type="checkbox"/>	BI Sprint Team A		BI - Cognos Solaris to Windows Migration	
<input type="checkbox"/>	BI Sprint Team A		BI - BWA RRA Availability	
<input type="checkbox"/>	BI Sprint Team A		BI - Expanded Remote Developer	
<input type="checkbox"/>	EHS Financial Enhancements			Zuschlag, Bodo (bzuschla)
<input type="checkbox"/>	ESB Initiatives			Maples, Jane (jmaples)
<input type="checkbox"/>	External Strategic Roadmap Initiative			Zuschlag, Bodo (bzuschla)
<input type="checkbox"/>	FR Initiatives			Lanier, James (jlanier)
<input type="checkbox"/>	HCW Initiatives			
<input type="checkbox"/>	ISP Support			Zuschlag, Bodo (bzuschla)
<input type="checkbox"/>	IA Initiatives			Parsons, Tanya (tjwaks2)
<input type="checkbox"/>	ICAM Initiatives			
<input type="checkbox"/>	Initiative C			Lanier, James (jlanier)
<input type="checkbox"/>	Internal Strategic Roadmap			Maples, Jane (jmaples)
<input type="checkbox"/>	ESB Framework Team		ESB - ESB Platform Architecture - High Availability	
<input type="checkbox"/>	ESB Framework Team		ESB - ESB Platform Architecture Redesign - FY12	
<input type="checkbox"/>	ESB Framework Team		ESB - ESB Platform Architecture Redesign (PaaS-Cloud) - FY13	
<input type="checkbox"/>	ESB Framework Team		ESB - MetaHouse - Logical Integration Topology (LIT) - FY12	
<input type="checkbox"/>	ESB Framework Team		ESB - MetaHouse - Runtime binding/deployment of services - FY13	
<input type="checkbox"/>	BI Sprint Team A		BI - Cognos 10.1.1 Upgrade	
<input type="checkbox"/>	NEASup Sprint Team B		NSS - SAP EHP5 Installation	
<input type="checkbox"/>	NEASup Sprint Team B		NSS - Oracle OB 11g Landscape Update	
<input type="checkbox"/>	NEASup Sprint Team B		NSS - RRA Tabletop	
<input type="checkbox"/>	NSS SOS Sprint Team		NSS - RRA Tabletop	
<input type="checkbox"/>	BI Sprint Team A		BI - BW 3.5 Tool Replacement	
<input type="checkbox"/>	BI Sprint Team A		BI - BW 7.x Upgrade	
<input type="checkbox"/>	BI Sprint Team A		BI - Cognos Solaris to Windows Migration	
<input type="checkbox"/>	BI Sprint Team A		BI - BWA RRA Availability	
<input type="checkbox"/>	NEASup Sprint Team B		NSS - SAP SP Installation	
<input type="checkbox"/>	ICAM Ops Support Sprint Team		NSS - RRA Tabletop	
<input type="checkbox"/>	LOGI SARBW Sprint Team		NSS - SAP SP Installation	
<input type="checkbox"/>	LOGI SARBW Sprint Team		NSS - RRA Tabletop	
<input type="checkbox"/>	LOGI DSPL - RW Sprint Team		NSS - RRA Tabletop	

Figure 3 – Example of NEACC Inventory and Reporting by Program

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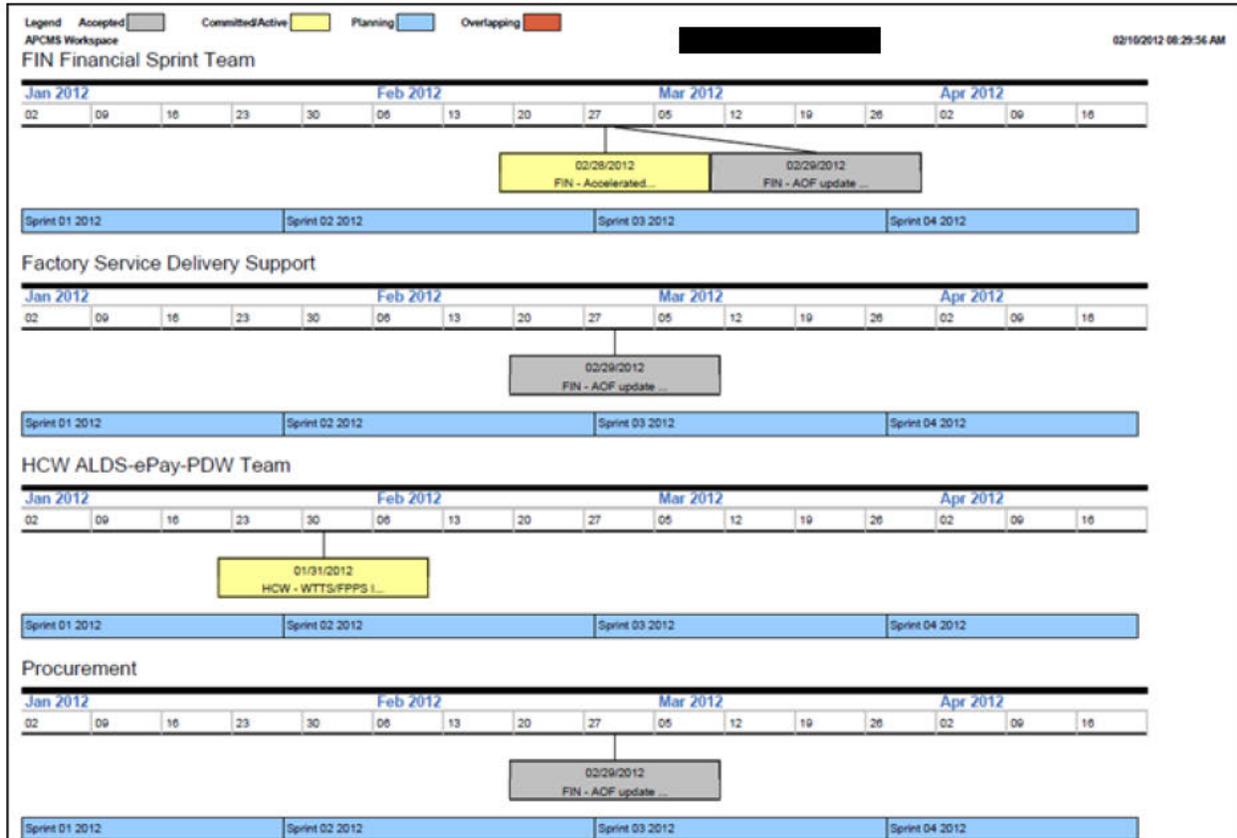


Figure 4 – Example of NEACC Inventory and Reporting by Program Timeline

5.0 NEACC STRATEGIC ROADMAP INITIATIVES COMMUNICATION FORUMS

Communication forums for the NEACC Strategic Roadmap Initiatives have been identified as described below.

5.1 Functional-Technical Forum (FUNC-TECH).

Aligns cross-organizational activity and increase awareness among the teams of upcoming activities and provides an open forum for discussion on any topic impacting the NEACC. FUNC-TECH is made up of representatives from each functional area/LOB and each delivery area. FUNC-TECH meets weekly on Thursday at 3:30 p.m. and is facilitated by EAST Factory Management Support (FMS).

5.2 NEACC Cross-Organizational Review (NEACC CORE).

Reviews cross-organizational business, technical and operational priorities (including external and internal strategic roadmap initiatives), identifies where there are cross-LOB/Delivery Area

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capacity constraints/priority conflicts, and provides guidance/seek resolution of those conflicts and/or escalates, if necessary, following defined escalation process. NEACC CORE is made up of two representatives (one NASA and one EAST) from each LOB and two representatives from each Delivery Area (one NASA and one EAST). The NEACC CORE meets monthly following External Control Boards (Functional Control Board (FCB)/Configuration Control Board (CCB)/ABPL) and NEACC Governance Board meetings and prior to Sprint Planning Sessions (if possible) to review cross-organizational priorities. The NEACC CORE meeting is facilitated by the NEACC Demand Manager.

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6.0 RECORDS

The following table lists records/outputs created due to this document.

Table 5 – Records Applicable to This Document

Name of Record	Storage Location	SBU/PAI	Retention Schedule	Responsible Party	Email	Phone No.
NEACC Proposed Internal Strategic Roadmap Initiative - Template		No	8/109			

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APPENDIX A –Template for a Proposed Internal Strategic Roadmap Initiative

Proposed Internal Strategic Roadmap Initiative



<u>Focus Area/Sub-Area</u>	<u>Initiating Organization/LOB</u>	<u>*ID #</u>	<u>*Priority</u>
<u>Initiative Title and Description, including High Level Scope</u>			
<u>Business Driver – Benefit</u>			
<u>Targeted Timeframe/Estimated Duration</u>		<u>Cross-LOB Impacts</u>	

*Note: ID# and Priority added after Governance meeting For NASA Use Only

Figure 5 – Proposed Internal Strategic Roadmap Initiative Template

NOTE: This template can also be found in PowerPoint format on bReady at NEACC > NEACC Home > NEACC Document and Links Portal > Document Management > NASA Only > Templates

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APPENDIX C – Examples of Proposed Internal Strategic Roadmap Initiative

Example: Proposed Internal Strategic Roadmap Initiative



<u>Focus Area/Sub-Area</u> Architecture/Landscape – Oracle Databases	<u>Initiating Organization/LOB</u> NEACC EAST/NSS	<u>*ID #</u> S964	<u>*Priority</u> 1
<u>Initiative Title and Description, including High Level Scope</u> Oracle 11g DB Upgrade - Upgrade all NEACC EAST supported Oracle Databases to Oracle 11g – Approximately 15 DBs supporting all LOBs			
<u>Business Driver – Benefit</u> End of Service Life – Ensure vendor DB support and address known issues with current version of Oracle			
<u>Targeted Timeframe/Estimated Duration</u> Mid FY11/6 months		<u>Cross-LOB Impacts</u> All LOBs with Oracle DBs	

*Note: ID# and Priority added after Governance meeting For NASA Use Only

Figure 6 – Example of Proposed Internal Strategic Roadmap Initiative

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Example: Proposed Internal Strategic Roadmap Initiative



<u>Focus Area/Sub-Area</u> Architecture/Landscape & Infrastructure – PaaS	<u>Initiating Organization/LOB</u> OCIO/ESB	<u>*ID #</u>	<u>*Priority</u>
<u>Initiative Title and Description, including High Level Scope</u> Migrate the ESB from the Solaris/T3K infrastructure to cloud/platform as a Service (PaaS) VM infrastructure – Supports DR/RRA			
<u>Business Driver – Benefit</u> System Retirement/Operational Efficiencies – Continues the migration to the VM infrastructure, which supports DR/RRA and provides improved service availability. Also provides potential cost savings and the potential to reduce the NASA-owned infrastructure footprint.			
<u>Targeted Timeframe/Estimated Duration</u> FY12/FY13	<u>Cross-LOB Impacts</u> All LOBs with ESB integrations		

*Note: ID# and Priority added after Governance meeting For NASA Use Only

Figure 7 – Example of Proposed Internal Strategic Roadmap Initiative

APPENDIX C - Rally Release Example

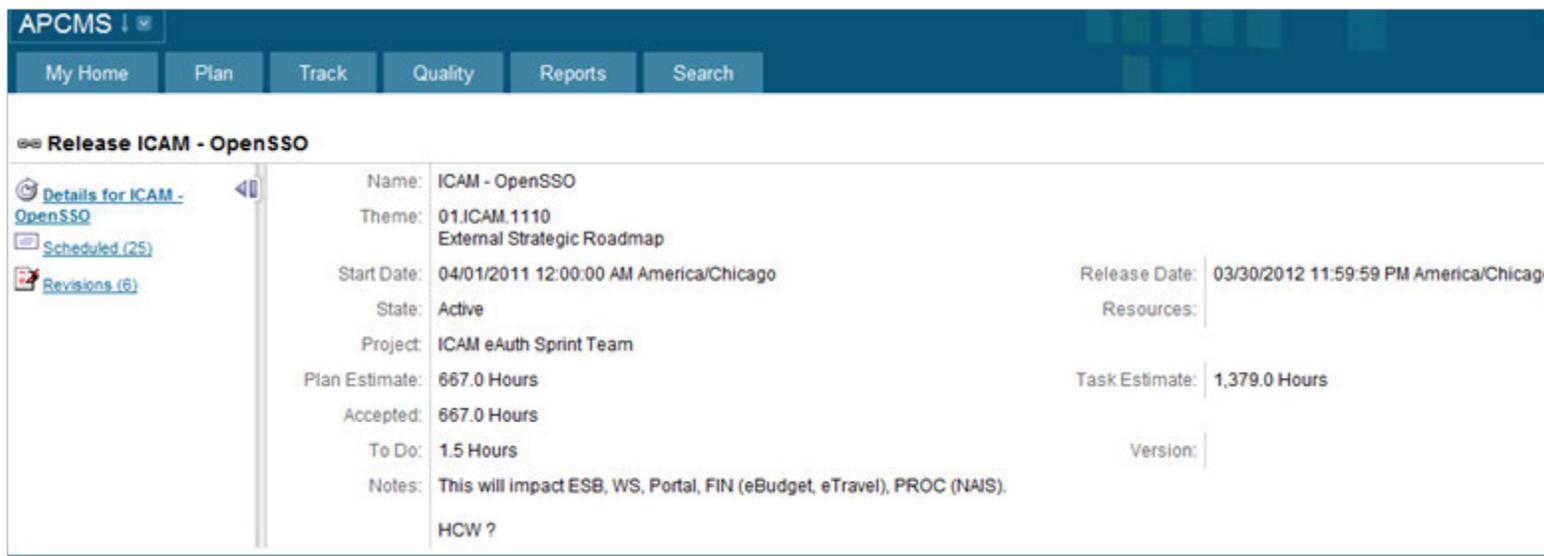


Figure 8 – Example of Internal Strategic Roadmap Initiative in Rally as Release

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APPENDIX E – Points of Contact

Table 6 – Points of Contact

Name	Position	Center	Phone Number
	NASA Document Owner	MSFC – NEACC	
	Contractor Document Owner	MSFC – NEACC	

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