National Aeronautics and Space Administration

IT Infrastructure Integration Program (I^3P)

ENTERPRISE SERVICE DESK SERVICE OFFICE (ESD SO) CONCEPT OF OPERATIONS

Office of the Chief Information Officer

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APPROVALS

Enterprise Service Desk Service Office Concept of Operations

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1.0 EXECUTIVE SUMMARY

The Enterprise Service Desk (ESD) Service Office (SO) Concept of Operations (CONOPS) document establishes the roles and responsibilities concerning how the Agency Office of the Chief Information Officer (OCIO), the Enterprise Service Desk Service Office (ESDSO), and NASA Centers will interface pertaining to the Enterprise Service Desk (ESD) provided under the NASA Shared Services Center (NSSC) service provider contract, operation and maintenance of the Agency IT Infrastructure Integration Program (I3P) contracts, such as Agency Consolidated End-User Services (ACES). The purpose of this CONOPS is to ensure that the ESD SO and NASA Centers are sufficiently provisioned to navigate ESD services and foster integration with other I3P services. By identifying the supporting roles and responsibilities, this CONOPS seeks to foster clear lines of communication, collaboration, and coordination across the Agency while maintaining confidentiality, integrity, and availability of NASA IT resources.

The ESD SO CONOPS has the following characteristics:

- Describes the envisioned organization
- Identifies the different roles and responsibilities
- Clarifies interactions between the ESD SO and the ESD service provider, I3P service providers, and the OCIO

2.0 PROGRAM DESCRIPTION

The NASA strategic approach to the management of institutional IT is to treat all cross-Center or cross-project infrastructures as a set of unified, enterprise-wide services throughout their life cycle. This constitutes utilizing an enterprise approach to single Center, cross-Center, project-specific, or cross-project infrastructure design elements and frameworks.

The following IT infrastructure services have been organized into three distinct I3P service delivery portfolios:

- End User Services (Agency Consolidated End-User Services [ACES], etc.)
- Communications (NASA Integrated Communications Services [NICS], etc.)
- Enterprise Applications (Enterprise Applications Service Technologies [EAST], etc.)

Each of these portfolios provides a specific set of component services contained within the Enterprise Service Catalog.

2.1 BACKGROUND

In August 2008, the NASA Chief Information Officer (CIO) established strategic goals for the agency IT program. Four key principles guide the program's IT service provisioning:

1. IT at NASA serves to enable the NASA mission,
2. We will implement information technology that enables the integration of business (mission) processes and information across organizational boundaries,
3. We will implement information technology to achieve efficiencies and ensure that our IT is efficiently implemented and,
4. We will implement secure IT solutions.

From these key principles, the Strategic Management Council (SMC) in September 2008 approved the following strategic initiatives:

- **Overall** - Reaffirm and clarify the role of the CIO and define core IT services that shall be delivered by the CIO,
- **Organization** - Realign the NASA IT organization to reflect the role of the CIO and better connect the CIO with customers,
- **Finance** - Increase visibility into IT budgeting and spending through management controls, and fund base IT services through CIO managed funding,
- **Applications and Tools** - Assign ownership of application portfolios and create a CIO-facilitated process to drive application standardization and efficiencies,
- **Governance** - Create a governance structure and processes to engage key stakeholders, inform IT investment decisions, and apply project management discipline to IT projects and,
- **Infrastructure** - Improve integration, security, and efficiency by consolidating infrastructure and management control.

To achieve these initiatives, the NASA CIO conceived the IT Infrastructure Integration Program (I3P). I3P is an architected strategy to consolidate disparate and fragmented IT support contracts under an agency-wide procurement program. The I3P contracts enable greater economies-of-scale contracting, mandate the use of common IT standards to eliminate technological barriers, strengthen the horizontal integration of IT services across lines of business, and sunset duplicative IT services and systems as Center specific IT support contracts expire. These outcomes will help deliver seamless IT infrastructure that enables and promotes collaboration, decrease complexity for managing IT services across the Agency, and strengthen IT security. These actions are geared toward reducing overall IT costs, with future savings to be re-purposed back into the NASA mission.

These initiatives remain in line with the OCIO's current (2011) Strategic Goal 1, *Transform NASA's IT infrastructure and application services to better meet evolving stakeholder needs and support mission success.*

The three-to-five-year objectives for Strategic Goal 1 are:

- Ensure a positive end-to-end computing experience for stakeholders.
- Achieve efficiencies in providing IT services, e.g., Data Center Consolidation and Enterprise Service Desk (ESD).
- Empower the mobile workforce (anytime, anywhere, securely).
- Provide enterprise applications that support the Agency's business and information needs, with new initiatives and enhancements focused on improving business & management practices.
- Enhance mission success by providing efficient and effective access to enterprise information and collaborative functionality.

2.2 SCOPE

This document presents the ESD SO CONOPS for the ESD and associated touch points with the ACES Service Office, I3P vendors, I3P Business Office, and the OCIO. The remainder of the I3P program contracts (e.g., NICS to EAST) and their inter-relationships are addressed in their respective CONOPS documents.

2.3 OVERVIEW OF THE ESD SERVICE OFFICE

The ESD Service Office is based on an IT Service Management (ITSM)-aligned service philosophy, where the primary focus is the end user/customer's perspective of the services provided by the OCIO infrastructure support organizations. To achieve the ITSM vision, the ESD SO uses the ITIL®-aligned process framework being deployed across NASA. This standard framework enables consistent operations between disparate organizations and providers by defining common operating procedures that all participants will use. In all cases, the primary objective will be end-user satisfaction while maintaining a cost effective and responsive delivery model.

2.4 ORGANIZATION & INTER-ORGANIZATION RELATIONSHIPS

The ESD Service office resides within the NSSC CIO organization and is responsible for ESD services provisioned in support of I3P. The Enterprise Service Desk Service Office has a number of important organizational relationships and key touch-points with the ACES Service Office and other NSSC CIO functions which are depicted in Figure 1. Each of the ESD service elements represented in Figure 1 are discussed in subsequent sections of this document.

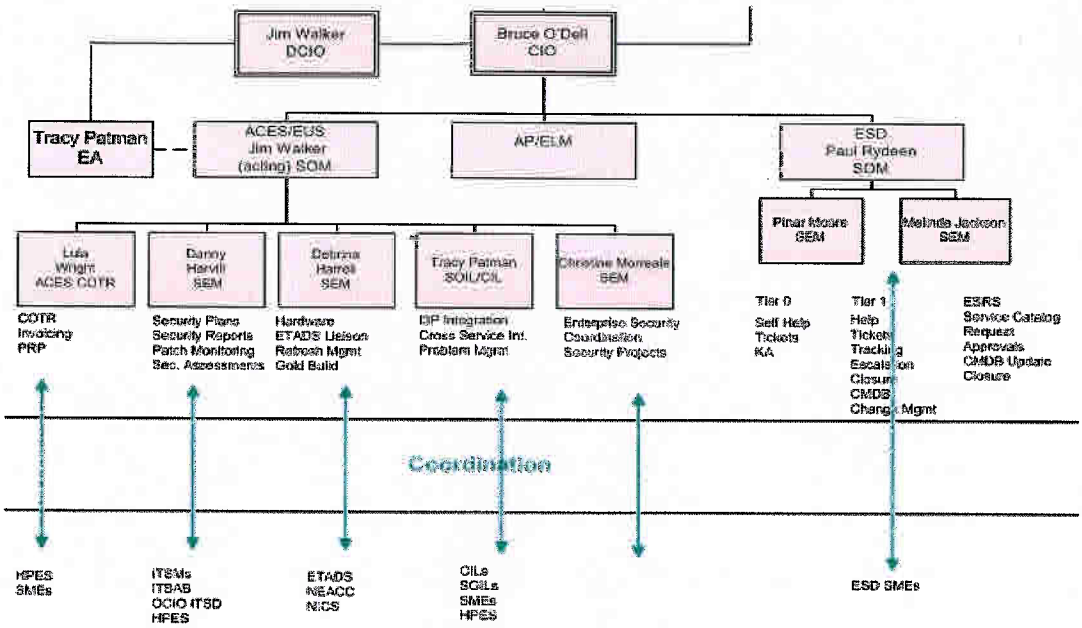


Figure 1: Enterprise Service Desk Service Office Organization in relation to the NSSC Office of the CIO.

2.4.1 OFFICE OF THE CIO

The Office of the Chief Information Officer (OCIO) has overall accountability for delivering Agency-wide enterprise services, and ensuring adherence to cost, schedule, and performance for overall IT Service Strategy and IT Service Design, and oversight (e.g., planning, coordination, escalation management) of the transition of IT Services to IT Operations. OCIO is organized with four main functions: Capital Planning & Governance, Enterprise Applications, IT Security, and Enterprise Services & Integration (ES&I). The Organization Chart is located in Appendix B (Org Charts). The OCIO interfaces with the ESD through the ESD Service Executive and the NSSC (Host Center) CIO.

2.4.1.1 ESD Service Executive

The ESD Service Executive (ESD SE) is the ESD Service Owner within the OCIO. The ESD SE has a shared responsibility with the Host Center CIO for the set of services within the assigned management portfolio.

The ESD SE is responsible for all ESD Services designed to meet customer requirements upon delivery. The ESD SE works with the Agency IT Management Board (ITMB), local change advisory boards (CABs), service specific advisory boards (e.g. Network Architecture Board), and Center Subject Matter Experts (SMEs) to ascertain the required parameters for a service prior to its release and deployment for and into the operational environment. The ESD SE will be a member of the Agency-Enterprise Change Advisory Board (E-CAB) to ensure service design comports to both Mission and Center requirements.

The ESD SE does not have any responsibility for individual I3P service portfolios (e.g. ACES) but does work with the same change advisory boards (CABs), service-specific advisory boards (e.g. Network Architecture Board), and Center Subject Matter Experts (SMEs) to ensure services are configured to meet customer requirements.

Additional details can be obtained in the *Enterprise Service Desk Service Office Charter*.

2.4.1.2 Service Integration Management

The Service Integration Management (SIM) Office is responsible for the Agency's IT Service Management capabilities (i.e., services, processes, Service Office roles and responsibilities, and performance measurement). As the I3P process owner, the SIM is responsible for the strategy, definition, transition, and continual improvement of all processes (i.e., Incident, Problem, Change, Configuration, and Enterprise Service Request Management) in support of I3P. The SIM makes recommendations regarding service office roles and responsibilities and associated structures. The SIM performs NASA Agency-level IT metric analysis, evaluation, and reporting. The SIM coordinates Continual Service Improvement (CSI) changes across the Agency. The SIM is responsible for ensuring cross-process alignment between the agency and its IT service providers (SP), service transition and planning, service bundling, and change management. The SIM interfaces with the ESD SO through the ESD SE and the ESD SOM.

Additional details can be obtained from the *IT Operations Handbook*.

2.4.1.3 Business Functions (I3P Business Office)

Cost accountant roles will be performed by the I3P Business Office. The I3P Business Office will be responsible for communicating the funding model approach and invoice reconciliation requirements. The I3P Business Office will be responsible for collecting all I3P performance metric data and associated reporting from various sources including ESD.

The I3P Business Office will:

- Support audits and data calls as required for the appropriate Office of the CIO authority.
- Participate in appropriate Advisory Board Meetings and Working Groups (formal and informal), as needed
- Monitor Agency and Center projected cost versus actual cost and funding expectations
- Support the Capital Planning and Investment Control Process
- Manage invoice reconciliation

2.4.1.4 Other Operational Requirements in Support of the OCIO

In the course of implementing I3P, Service Offices, Boards, Working Groups and Centers will interface with other OCIO divisions/departments such as IT Security, CTO, Enterprise Applications, PMO, etc.

Reference the *IT Operations Handbook* and relevant charters.

2.4.2 ESD SERVICE OFFICE (HOST CENTER AND CENTER CIO)

2.4.2.1 NSSC CIO

The NSSC provides the Enterprise Service Desk Service Office and operates and manages the Enterprise Service Desk in partnership with the Agency OCIO. The NSSC CIO, in coordination with Agency OCIO leadership, helps to define Agency expectations of the ESD SO and ensures that they are met. The NSSC CIO ensures that the ESD SO is resourced, staffed, and managed. The NSSC Service Delivery Director, NSSC CIO and the OCIO Service Executive have shared accountability for the quality of service delivery. The NSSC also provides financial management, contract management, communications, and IT security support, as necessary.

The NSSC CIO reports to the NASA CIO administratively, and to his/her local Center Director in regard to local Center IT operations. The NSSC CIO has dual accountability and responsibility roles as well as both local and Agency-level responsibilities. For all Center-related IT activities, the NSSC CIO is accountable to the responsible Center Director. Agency-level accountability and responsibilities are primarily in relation to his/her position on the Information Technology Management Board (ITMB), which is chaired by the NASA CIO.

As a member of the IT Management Board (ITMB) the NSSC CIO has the responsibility for representing his/her respective Center's requirements and concerns in regard to Agency-provided IT services. The ITMB may act in a Change Control Board (change authority) capacity, or delegate the change control responsibilities. There will also be an Enterprise CAB at the OCIO level. The NSSC CIO will exercise technical insight and provide the oversight necessary to ensure that the contracts assigned to the Center are achieving their objectives and are progressing on schedule. The host Center CIO will actively participate in issues that arise with the ACES SE, ESD SE, their respective Service Offices and the Agency CIO PMO. The NSSC CIO provides input to the Agency OCIO, SEs and other OCIO elements to effect required changes to enterprise projects and services. This does not remove the NSSC CIO's authority to direct operations at his/her respective Center in instances of urgency and/or emergencies.

2.4.2.2 ESD Service Office Manager

The ESD Service Office Manager (ESD SOM) is responsible for leading the Enterprise Service Desk Service Office team. This is a pivotal role during the critical transition phase from ODIN to ACES. The transition to all portfolios in I3P will require close observation, coordination, and cooperation in order to avoid any interruption of service delivery. The ESD Service Office Manager will be responsible for performing a risk and gap analysis between service area requirements and available ESD support and remediate any risk or gap that would impact superior service levels of performance. The ESD Service Office Manager is accountable for all aspects of the program at the service office level and responsible for compliance to all policies, processes and procedures as required by NASA.

The ESD SOM is responsible for daily operations of the Service Office, ESD service configuration, service delivery, change management and performance management. The ESD SOM is the primary interface with the OCIO Service Executive and NSSC CIO, coordinates across NASA Centers and SME's and adheres to the OCIO Governance Model.

2.4.2.3 Project Members (Service Office)

Project members are Service Office resources that are leveraged on an as-needed basis to support Agency projects. The Service Office will support the review and evaluation of proposals as requested by the applicable OCIO authority. The Host Center CIO shall designate the appropriate Center resource to serve as a Project Lead/Member to support the specific project through the proposal evaluation and/or implementation.

2.4.2.4 Cross-Cutting Services

There are several-cross cutting services provided by the NSSC to the ESD SO such as the Enterprise Architect (EA). The EA will conduct reviews on draft and preliminary proposals to ensure their proper alignment with the current state architecture. Once a preliminary assessment has been completed, the EA may recommend the Agency CTO conduct a more thorough review. In addition, the EA will remain aware of Change Requests, emerging technology, changing federal/agency standards/policy and their impact to the current state architecture. As a result, the EA will report on architectural implications to the appropriate Boards, Working Groups, or I3P service office(s).

Other cross-cutting service provided by the NSSC to the ESD SO will be IT security, network services, Enterprise Application support, and NASA web portal support, among others.

2.4.2.5 Contracting Officer Technical Representative (COTR)

The Contracting Officer Technical Representative (COTR) is responsible for monitoring technical performance and reporting any potential or actual problems to the ESD SOM and Contracting Officer (CO). The COTR will maintain regular communication with the CO, relaying any information that may affect contractual commitments and requirements. The COTR plays a critical role in in supporting the ESD SOM and CO, and effecting the outcome of the contract administration process.

The COTR is responsible for his/her service portfolio. The COTR resides within the NSSC organization.

2.4.2.6 NSSC Center Integration Lead

The role of the NSSC Center Integration Lead (CIL) involves interfacing with the ESD SO, ACES SO, the Center CILs, and the ACES and ESD vendors. The CIL role may be combined with the Service Office Integration Lead (SOIL) role responsible for both the ESD and ACES contracts. The CIL will reside within the NSSC CIO organization and will have a foundational understanding of the governance and operations of all I3P contracts and ITIL v3.

2.4.2.7 ESD Service Element Managers

The Service Element Managers (SEMs) are essentially the operations managers for the specific service elements identified at the NSSC for the ESD Service Element Categories section below. Service Element Managers interface directly with the ESD vendor in monitoring the implementation of the specified services and coordinate with Service Element Technical Experts (SETEs) as appropriate. The Service Element Manager role resides within the NSSC CIO organization and is responsible for providing input to the ESD SOM regarding the ESD service element configuration, service delivery, and coordination with the ACES SO and other I3P service offices as appropriate.

2.4.2.8 ESD Service Element Categories

- **Incident Management:** Incidents are opened and closed by the ESD even though incidents may be escalated and assigned to the Tier 2 contractors. The ESD shall be responsible for monitoring and tracking all incident tickets and providing reports to the ESD Service Office Manager. All incident tracking information shall be obtained from the ESD Remedy system. This requires that the Tier 2 I3P contractors provide timely status of assigned incidents. Additional data related to incident management may be obtained from the Cisco IPCC and will also be made available in Remedy Dashboards & Analytics.
- **Service Request Management:** Tier 0 will act as the interface whereby I3P services are presented to the user in an easy-to-use order/shopping cart format. Should users call Tier 1 they will be tutored on ordering services so they may complete their order via Tier 0. It is expected that each I3P Contractor (and each Center under ESD Phase 2) will provide subject matter experts as to the content of the relevant service catalog. When a user places a request to be fulfilled it may go through an organizational, IT, and Center financial review. Once the final review is complete an order will be placed with the appropriate I3P contractor(s) for fulfillment. The contractor(s) will route the ticket back to the ESD when it is completed. Complex workflow will be laid out in Remedy when multiple contractors are involved in request fulfillment.
- **Service Definition Workflow:** Service Executives (SEs) will describe their services and gain approval for those services using the Service Definition Repository (SDR). The SDR will be the mechanism used to describe the service to the I3P contractor and System Integration Manager. The SE is responsible for entering (add, modify, deactivate) the service definition after which the I3P service provider fully describes the service, options, cost, etc. Once approved by the SIM, ESD Tier 2 will configure the service and validate it with the SE, I3P, and SIM before publishing it to the user-facing catalog.
- **Real-Time User Survey:** The ESD has a robust user survey tool that it uses to gather feedback about the ESD support services as well as I3P vendor services. Every user who gets assistance from the ESD is invited to take a survey where they can rate the performance of the ESD call agent and leave comments on how the ESD can improve user service. The invitation to take the survey is sent out when the user's incident record is resolved. Survey responses are part of the operational metrics that are reported to the OCIO and NSSC management.

- **Knowledge Article Tool:** Authorized users provisioned through NAMS will be able to create, modify and retire knowledge articles to the ESD's Tier 0 web interface to provide scripted fixes for common user incidents and information on I3P and non-I3P services with a Center(s) or Enterprise perspective to better service users. The publication of these knowledge articles improves the NASA user's Tier 0 experience and provides Tier 1 Service Desk Agents with a greater opportunity for Tier 1 "first call" resolution. The ESD staff coordinates all aspects of these articles with the author to ensure they are well understood and serve to enrich the Tier 0/1 knowledge data base. Articles are reviewed annually by the authors to ensure continued relevancy.
- **Communications, Service Outages, and Notification:** The ESD is responsible for the communication of information to I3P users using multiple media for I3P-related outages both planned an unplanned. Primary communication will be via email and the Web Service. The I3P contractor shall be responsible for the specific content of the message. The ESD shall be responsible for the actual deployment of the messages.

  Message types addressed for communication by the ESD include planned and unplanned service outages such as IT Infrastructure Service upgrades whereby I3P users may be impacted (either positively or negatively).

  The ESD will provide NASA users the opportunity to receive notification of IT outages, changes and enhancements to systems and services via a subscription service.
- **System Status:** The ESD will introduce to NASA users the opportunity to check the status of I3P and Center systems as a self-service option. Users can save time when network services appear unresponsive. Users can access Tier 0 and via the System Status function see if a server is online or not and what has been the past 12 hour "uptime" of a system providing services to them.

2.4.2.9 Subject Matter Experts

Each NASA Center has designated an ESD Subject Matter Expert (SME). The ESD SMEs are their Centers' representatives for all issues related to ESD. The ESD SME roles and responsibilities are currently being defined and will be included in future updates of this document.

2.4.3 SLAS, MOUS, IDAS, OLAS AND OTHER INTERFACE AGREEMENTS

2.4.3.1 User-Focused SLAs (High Level)

A Service Level Agreement is a formal written agreement made between two parties, a contractor and the service recipient. It defines the expected level of services, the metrics associated with these services, acceptable and unacceptable service levels, and incentive awards for service levels exceeded and/or penalty provisions for services not provided. I3P contractors will be required to negotiate and develop any SLAs with the ESD and ACES SP that are related to them. Each Service Level Agreement is anticipated to include:

- Desired Outcome
- Required Services
- SLA Performance Standards
- Acceptable Quality Levels (AQL)

- Monitoring Methods
- Incentives/Disincentives

As there will be multiple contractors involved and the SLAs will be cascading (defined as a user SLA which is the sum total of all of the respective contractor SLAs defined in the Incident Life Cycle), the obligations of the ESD and I3P service providers shall be as stated in the Cross-Functional Performance Work Statement (CF-PWS).

As it relates to SLA management, the ESD and I3P service providers shall be responsible for SLAs and associated Key Performance Indicators (KPIs) specifically pertaining to ESD and I3P operations and management. However, many of the user SLAs will cross multiple I3P contracts, so the ESD SO and service providers will have to monitor the cascading SLA's.

See paragraph 2.4.1.3 for details concerning how the I3P Business Office tracks and reports SLAs and other metrics.

For additional details, refer to the ESD PWS, I3P PWSes, and the CF-PWS.

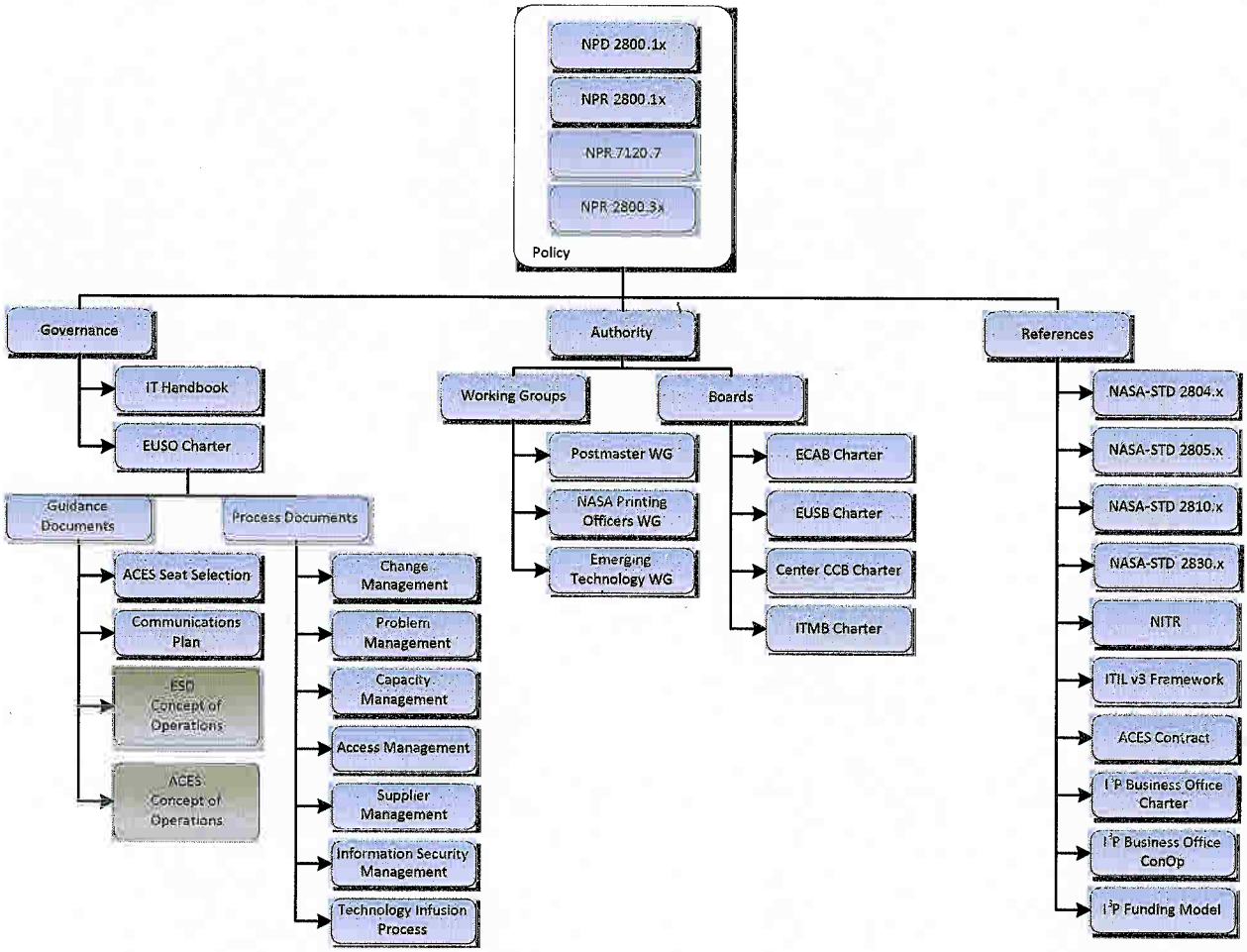
2.4.3.2 ESD and other I3P Contractor Interface Agreements

Interface Definition Specifications are published for the electronic interface between contractor systems and the ESD Remedy system. The current document is posted to the I3P Document Management Library (DML). Users with DML access may locate the document using the Traceability Matrix posted at the URL above.

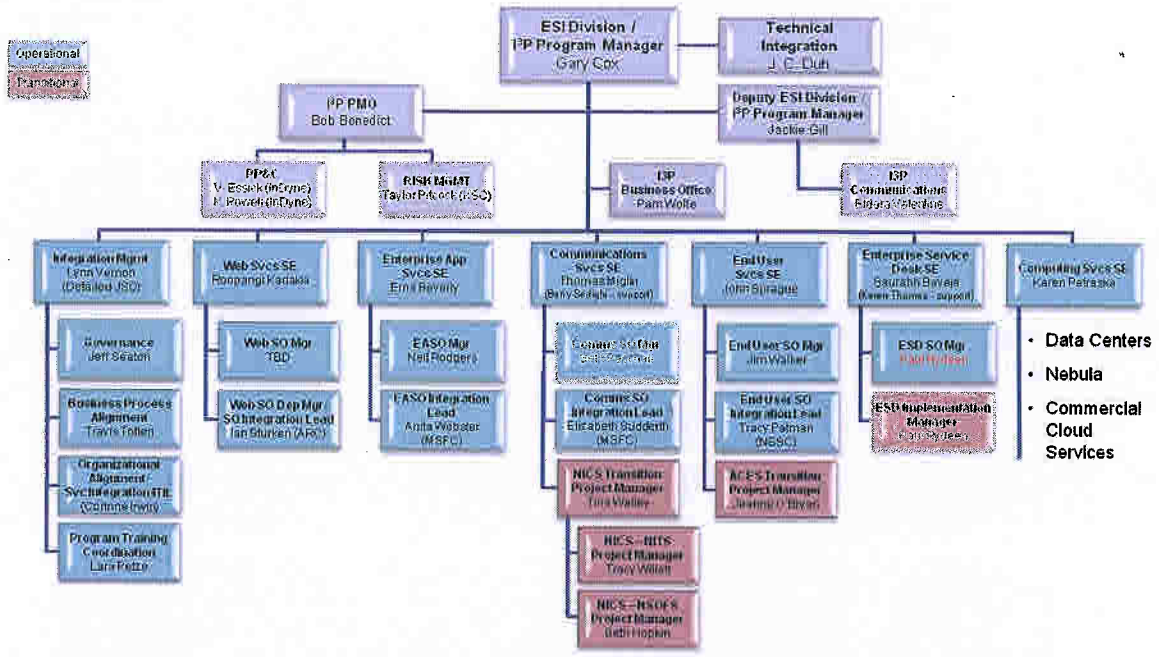
Updates to the IDS will be posted at a location TBD by the Enterprise Change Advisory Board (ECAB).

APPENDIX A (DOCUMENT TREE)

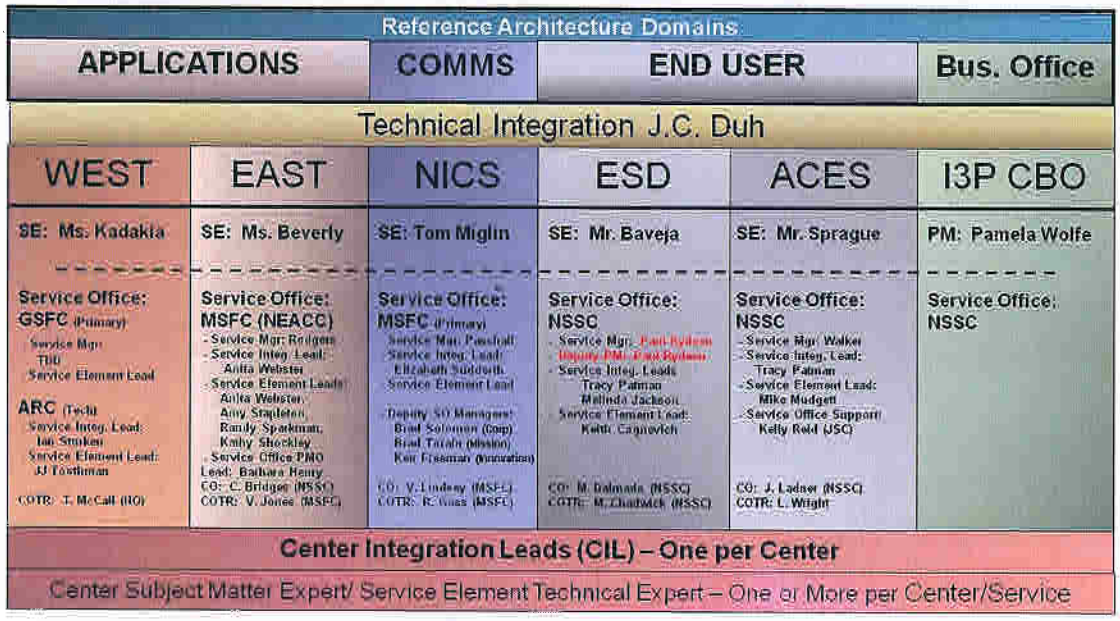
The document tree will be edited in the next revision of this document to bring it in line with recent changes and to make it more ESD-specific.



APPENDIX B (ORG. CHARTS)



Organizational Chart: I3P Functional View of Transition Management



Organizational Chart: I3P Operational Construct

APPENDIX C (ESD SME ROLES & RESPONSIBILITIES)

Title			Role
Subject Matter Expert			Center subject matter expert in support of the Agency I3P. Serves as an individual that is knowledgeable of the current as-is services and processes and provides support to the Agency Services Office Manager and Service Executive in the transition and operation of the Agency I3P services at the centers.
Responsibilities			
Phase	**Major Focus**	**Role & Responsibility**	**Tasks**
Transition			
	Initial Center Transition/Analysis	Provide and input (data) into Service Office Transition Plan	
		Review and assess the Service Office Transition Plan and impacts	
		Assess and impact current As-Is to the new To-Be services	
		Gap Analysis and Escalation	1. Gap Analysis and Escalation 2. Validate Gap Resolution
	Oversight	Spot Checks to ensure incident tickets are documented properly and final updates to tickets are complete technically.	
		Spot Checks to ensure Problem tickets are documented properly and progress is being made on Center specific problems.	
		Trend analysis of incident tickets and/or customer complaints resulting in a need for a Problem Ticket	
		Processing and status of Service Requests	1. Priority 2. Escalation
	Interface	Customers	1. Walk customer through 2. Provide knowledge

		CIL	1. Keep CIL informed and aware of current communications and status/issues/concerns 2. Identify key areas of potential cross functional concern or risk 3. Work with CIL to ensure all Center specific requirements are accounted for
		Service Office	1. Works with Center customer on gaps, issues, or requirements and provides insight to Service Offices for potential new services need 2. Problem escalation with the Center and the Service Office based on impacts to the Center 3. Coordination with the SME, SOIL and CIL with cross contract issues
	Review	Audits of services provide against Center invoices	
		Surveillance Plan Review	
		Support Project and transition reviews to ensure requirements and services are appropriate	
	Communications	Service Office facilitator to key stakeholders for communications and outreach (e.g. Roadshows)	
	Manages/Integrates	Engaged in service phase-in activities with Service Office and vendor	1. Responsible for verification/validation of the Centers current baseline configuration and inventory 2. Property transition coordination 3. Security and badging facilitation 4. Local contractor service interface
		Escalation Management based on severity (impact and urgency)	
Operations			
	Oversight	Monitors delivery of service	1. Responsibility for delivery of services at Center

			/Contract
			2. CIO experts responsible for tracking and working service delivery tasks or ensuring the working of tasks (tickets) at their individual Centers.
			3. Oversees and reviews ticket queues at their Center. Re-Prioritizes Tickets for completion if deemed necessary.
		Provides technical and performance expertise for service implementation	1. Provide technical and performance oversight for service implementation and delivery at Center Reviews
			2. Consults with Vendor local Management and technical staff to ensure work is technically correct and complete
	Interface	Customers	1. Provide knowledge and expertise on current service capabilities
			2. Project or services requirements gathering with customer
		CIL	1. Keep CIL informed and aware of current communications and status/issues/concerns
			2. Identify key areas of potential cross functional concern or risk
		Service Office	1. Problem escalation with the Center and the Service Office based on impacts to the Center
			2. Coordination with the SME, SOIL and CIL with cross contract issues
			3. Works with Service Office on one-off requirements and potential solutions
	Review	Sampling and validation of Performance Measures	

		Participates in the Continuous Process Improvement	
		Supports Service Office on incidents/problems/changes/ service requests and root cause validation	
		Reviews and assesses training plans for the respective service area	
	Communications	Works and communicates with local contractor representative on priorities, issues, or concerns that are currently occurring at the Center	
		Service Advocate	
	Manages/Integrates	Deep insight into service contract details Consults with COTR and Service Managers and provides assessment to ensure work being performed is in alignment and compliance with the Contract	1. May lead or serve on Agency boards or working groups
		Escalation Management based on severity (impact and urgency)	
Primary Interface			
			Primary focus
Agency	ES&I	Service Executive	
	Service Offices	TIM	
		SOIL	
		POIL	
		Service Office Manager	
		Transition Manager/Team	
		COTR/CO	
	Peers		
	Vendor		
Center	CIO		
	CIL		
	SETEs		
	Communications POC		
	TM		
	Non-I3P Local contract COTR		

	Customer/POCs		
	Non-I3P Local vendor representatives		
	Enterprise Architect		
Working Group/board membership			
Agency	Service Working Group	☐	☐
	Service Change Advisory Board	☐	☐
Local	Configuration Change Board		