

United States Department of Agriculture

Food and Nutrition Service



Office of Information Technology
Portfolio Management Division (PMD)

Systems Development Lifecycle Guide (SDLC Guide)

September 12, 2012

Revision History

Version	Date	Author	Change Description
1.0	09-12-2012	Catherine Howard	Created the document
1.1	02-25-2013	Syed Jaffery	Updated deliverable list and added modular/iterative development information.
1.2	03-08-2013	Kevin Russ	Updated figure 1 and added stakeholders
1.3	11-06-2013	Kevin Russ	Updated Deliverable list and footnotes.
1.4	12-24-2013	Panum Group	Updated SDLC High-Level Governance Diagram

Contact Information

Area of Concern	Contact Person
IT Governance Lead	Kevin Russ
SDLC Coordinator	Syed Jaffery
ITIRB Coordinator	Sunny Dilawari
Portfolio Manager	Jacqueline Butler
Program (Project) Management Branch	Allison Willcox

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I. Purpose and Scope

This document details USDA FNS' systems development lifecycle (SDLC). This process is used for all USDA FNS OIT projects related to information system and application development, developed either contractually or in-house. The SDLC is applicable across all FNS environments (e.g., workstation, server, mobile, etc.).

The SDLC is used in conjunction with policy and guidelines for the security SDLC, records management, and, acquisition and procurement. It is important to note that no system can go live unless it goes through the security accreditation process. Further, while all Phases of the SDLC are applicable to all software development projects, the specific steps, participants, and reviews and approvals vary depending upon project size (as a function of cost). Information on project size as a determinant of SDLC project categorization is detailed in Appendix A.

II. SDLC Overview

The SDLC guides the process for custom software development projects and requires various documents and deliverables for each Phase. The system development lifecycle is the IT business process by which the delivery Phases of custom software development projects is conducted. The SDLC provides a structure and set of governance for FNS software development efforts. The SDLC provides the guidance required to ensure predictability and consistency across software development projects. There are eight Phases of the SDLC, beginning with Initiation and ending with Disposition. Each successive Phase of the SDLC leverages the documentation and knowledge gained from the previous Phases. The FNS SDLC framework allows for tailoring of the process to include customizing, waiving or combining particular SDLC Phases, activities, deliverables or project reviews based on your specific project requirements or specific business needs. Tailoring is completed during the Initiation Phase of the project and is documented in the Project Process Agreement. Project Managers document the reason why specific Phases, activities, deliverables or reviews were adjusted. This tailoring approach is useful for iterative, incremental, modular and agile type development methods. A graphical representation of the process is detailed in Figure 1.

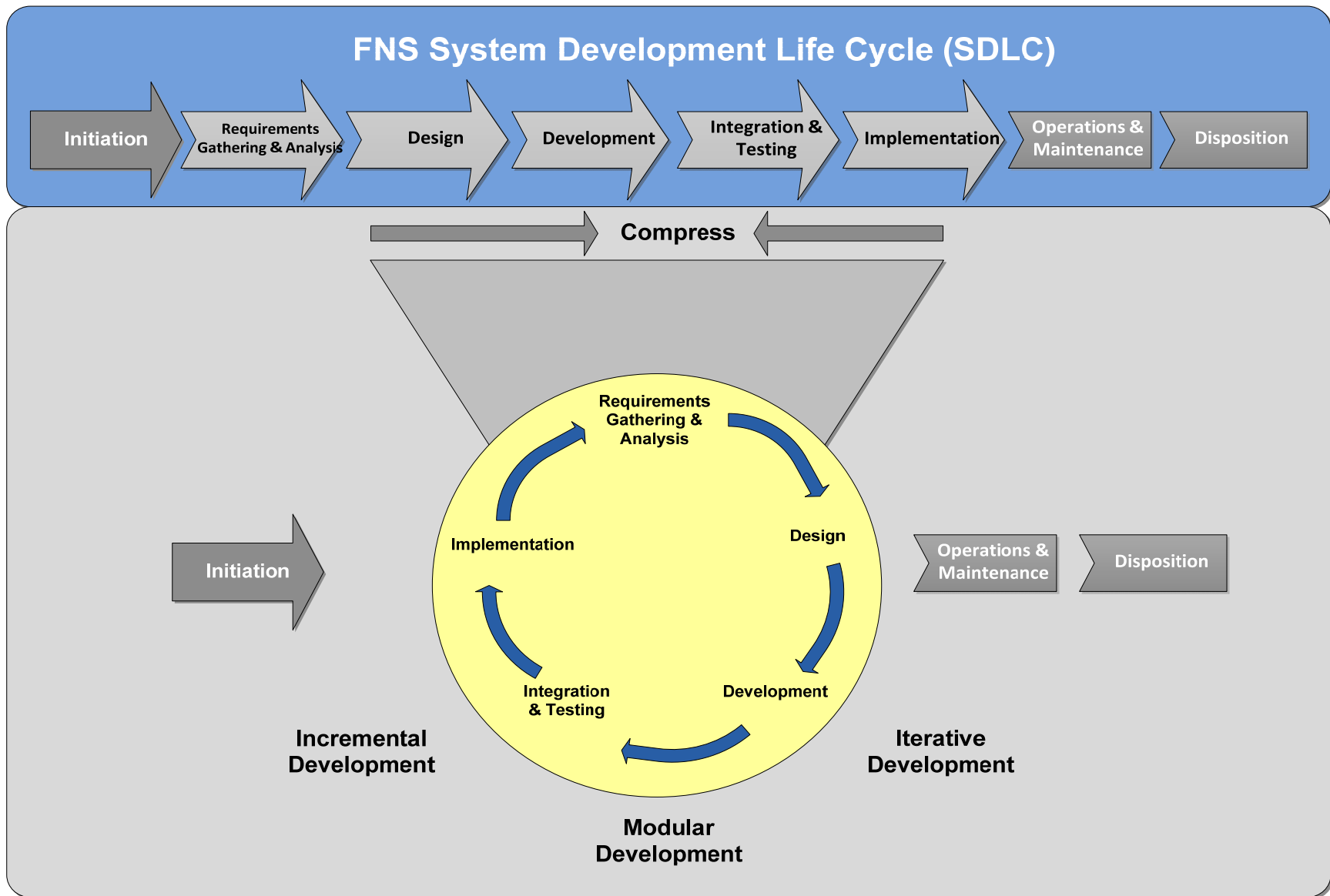


Figure 1. FNS SDLC Framework

The SDLC Phases serve as checkpoints for managing OIT projects from cradle to grave. Benefits of the SDLC include:

- Improved system integration and alignment to organizational objectives
- Increased compliance with current and planned enterprise architecture
- Improved assurance that systems are maintainable
- Reduced system redundancies and improved cost-effectiveness
- Reduced project “scope creep” through enhanced “up front” needs analysis
- Improved method consistency, repeatability, flexibility, and transparency
- Strengthened controls and accountability
- Enhanced user, manager, and stakeholder involvement

The SDLC encompasses eight Phases: Initiation, Requirements Gathering and Analysis, Design, Development, Integration and Testing, Implementation, Operations and Maintenance, and Disposition. Required Phase deliverables, reviews, and approvals can differ depending upon project size¹ and stakeholders² involved. A comprehensive list of all potential deliverables is detailed in the following table shown in Figure 2. All deliverables are required for each Phase unless otherwise noted. Specific Phase requirements by project size are detailed in Appendix B.

Figure 2. List of Deliverables

Phase	Deliverables <i>*Exact deliverables differ depending upon project size criteria</i>	Development Notes
1. Initiation	<ul style="list-style-type: none"> • Business Case (FNS758; FNS755) • Project Management Plan (optional)³ • Acquisition Plan / Strategy • Acquisition Approval Request • Alternative Analysis • Cost Benefit Analysis • Integrated Project Team Charter (optional)³ • Project Process Agreement (optional)³ • Privacy Threshold Analysis (PTA, optional)³ • Privacy Impact Analysis (optional) 	
2. Requirements Gathering and Analysis	<ul style="list-style-type: none"> • Privacy Threshold Analysis (PTA) • Privacy Impact Analysis (PIA) • System of Records Notices (SORN) • Electronic Information System Questionnaire for Records Management Scheduling 	Iterative Development (Optional)

¹ Project size is detailed in Appendix A

² Stakeholders are defined in Appendix D

³ Optional during the initiation phase but required in the requirements gathering and analysis phase

Phase	Deliverables <small>*Exact deliverables differ depending upon project size criteria</small>	Development Notes
	<ul style="list-style-type: none"> • System Requirements Specification (SRS) • Concept of Operations • Integrated Project Team Charter • Project Process Agreement • Project Management Plan • Requirements Traceability Matrix 	
3. Design	<ul style="list-style-type: none"> • Procurement Documents (e.g. Statement of Work (SOW) / Performance Work Statement (PWS) / Statement of Objectives (SOO)) • System Design Document • Configuration Management Plan • Security Business Impact Assessment • Security Contingency Plan • Disaster Recovery Plan • Domain Name Request 	
4. Development	<ul style="list-style-type: none"> • Test Plan 	
5. Integration & Testing	<ul style="list-style-type: none"> • Transition Plan • Operations/Maintenance Manual • UAT sign-off • App Scan Results • Training Manual • User Manual • Test Results • Section 508 VPAT and/or Certification • Security Risk Assessment Report • System Security Plan • Security Assessment Plan (Security Test & Evaluation Plan) 	
6. Implementation	<ul style="list-style-type: none"> • Installation Document • Compliance Certification • Operations Readiness • Life Cycle Cost • Project Closeout • Performance Measures • Authority to Operate/Concurrency Review • Application Guide • Source Code 	
7. Operations / Maintenance (O&M)	<ul style="list-style-type: none"> • System Post Implementation Review Report • Operational Analysis • Annual Updates Required: <ul style="list-style-type: none"> ○ Systems Security Plan ○ Contingency Plan ○ Disaster Recovery Plan ○ System Risk Management Plan ○ Life Cycle Cost • Authority to Operate (Every 3 Years) 	

Phase	Deliverables <i>*Exact deliverables differ depending upon project size criteria</i>	Development Notes
8. Disposition	<ul style="list-style-type: none">• System Disposition Plan• System Disposition Checklist• Post-Termination Review Report	

Phase 1: Initiation

The purpose of the Initiation Phase is to conduct initial assessment of a potential OIT system/application development effort. This Phase helps establish a framework for project success, and includes establishing processes for defining, planning, controlling and communicating about the project.

Deliverables⁴ in this Phase include:

- Business Case (FNS758; FNS755)
- Project Management Plan (optional)³
- Acquisition Plan / Strategy
- Acquisition Approval Request
- Alternative Analysis
- Cost Benefit Analysis
- Integrated Project Team Charter (optional)³
- Security and Privacy Document
- Project Process Agreement
- Privacy Impact Analysis (optional)³
- Privacy Threshold Analysis (optional)³
- Procurement Documents (e.g. Statement of Work (SOW) / Performance Work Statement (PWS) / Statement of Objectives (SOO))

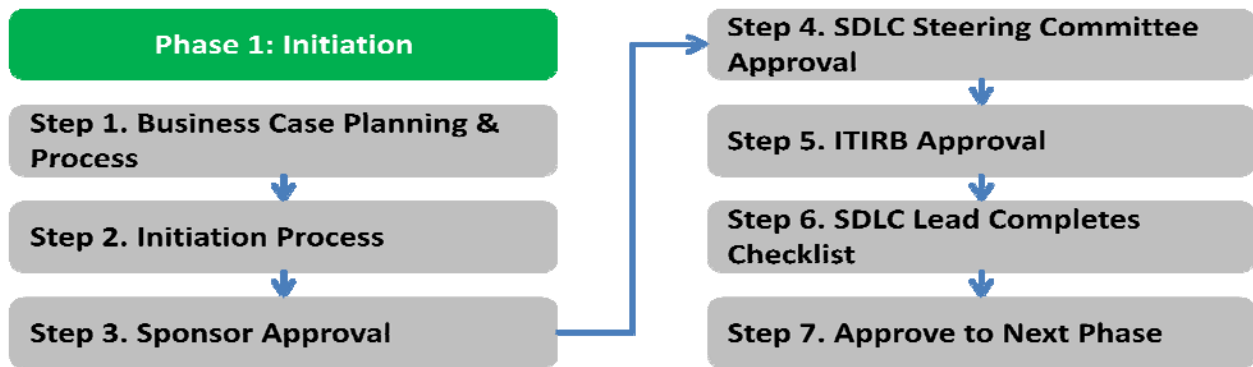
A critical governance body is established in this Phase: the Integrated Project Team (IPT). The IPT should consist of the following core members: Project Lead; Developers; Business Leads; Technical Representative; Security Representative; and COTR. Associate members should include Governance, Network, Telecommunications, Records, O&M, and the Contracting Officer. The IPT is documented in this Phase and functions from Initiation through the Implementation Phase.

The Initiation Phase includes activities, reviews and approvals as identified in the below flowchart.

⁴ A comprehensive deliverables list by project size is shown in Appendix B

³ Optional during the initiation phase but required in the requirements gathering and analysis phase

Figure 3. Initiation Phase Overview



Upon successful completion of the “Approve to Next Phase” step, the project progresses to the Requirements Gathering and Analysis Phase.

Phase 2: Requirements Gathering and Analysis

This Phase transforms the needs and high-level requirements specified in earlier Phases into unambiguous (measurable and testable), traceable, complete, consistent, and stakeholder-approved requirements. Defining requirements helps ensure development of the required capability on-time and within budget.

Deliverables⁵ in this Phase include:

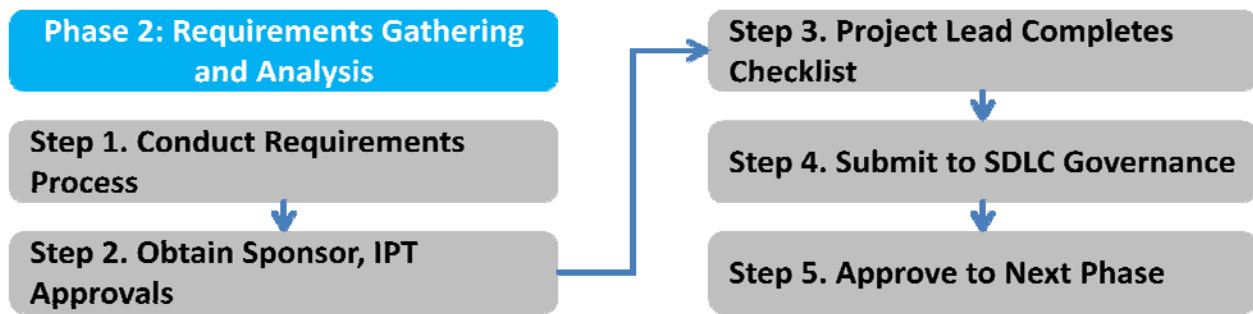
- Privacy Threshold Analysis (PTA)
- Privacy Impact Analysis (PIA)
- System of Records Notices (SORN)
- Electronic Information System Questionnaire for Records Management Scheduling
- System Requirements Specification (SRS)
- Concept of Operations
- Requirements Traceability Matrix
- Project Management Plan
- Integrated Project Team Charter

Note: During this phase, some documents produced using “Agile” methodology may not be completed.

The Requirements Gathering and Analysis Phase undergoes activities, reviews and approvals as identified in the below flowchart.

⁵ A comprehensive deliverables list by project size is shown in Appendix B

Figure 4. Requirements Gathering and Analysis Phase Overview



Upon successful completion of the “Approve to Next Phase” step, the project progresses to the Design Phase.

Phase 3: Design

The purpose of the Design Phase is to transform requirements into complete and detailed system design specifications. The physical characteristics of the system are designed during this Phase, the operating environment is established, major subsystems and their inputs and outputs are defined, and processes are allocated to resources. The concept is further developed to describe how the business will operate once the approved project is implemented (i.e. becomes a “system”), and to assess impact on employee and customer privacy. Additionally, security authorization (formally known as certification and accreditation) activities begin with the identification of security requirements and the completion of a high level vulnerability assessment.

Deliverables⁶ in this Phase include:

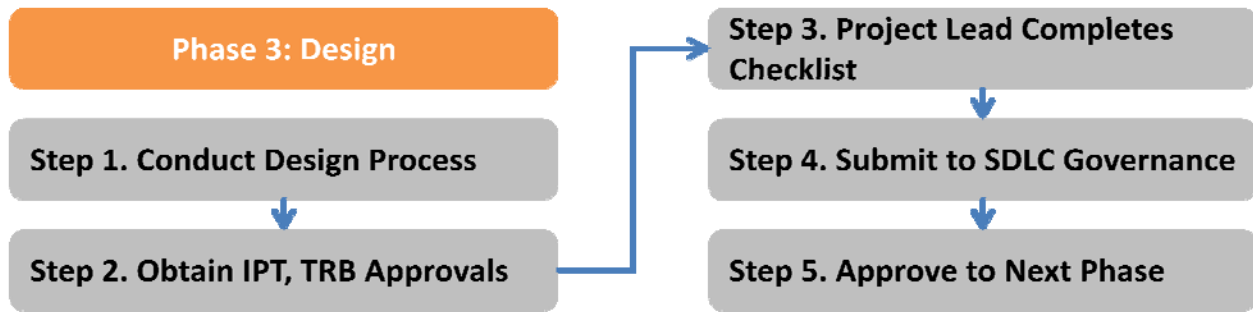
- System Design Document
- Configuration Management Plan
- Security Business Impact Assessment
- Security Contingency Plan
- Disaster Recovery Plan
- Domain Name Request

Note: During this phase, some documents produced using “Agile” methodology may not be completed.

The Design Phase undergoes activities, reviews and approvals as identified in the below flowchart.

⁶ A comprehensive deliverables list by project size is shown in Appendix B

Figure 5. Design Phase Overview



Upon successful completion of the “Approve to Next Phase” step, the project progresses to the Development Phase.

Phase 4: Development

The purpose of the Development Phase is to convert the system design prototyped in the Design Phase into a working system that addresses all documented system requirements. Further, everything requiring user input or approval must be documented in this Phase.

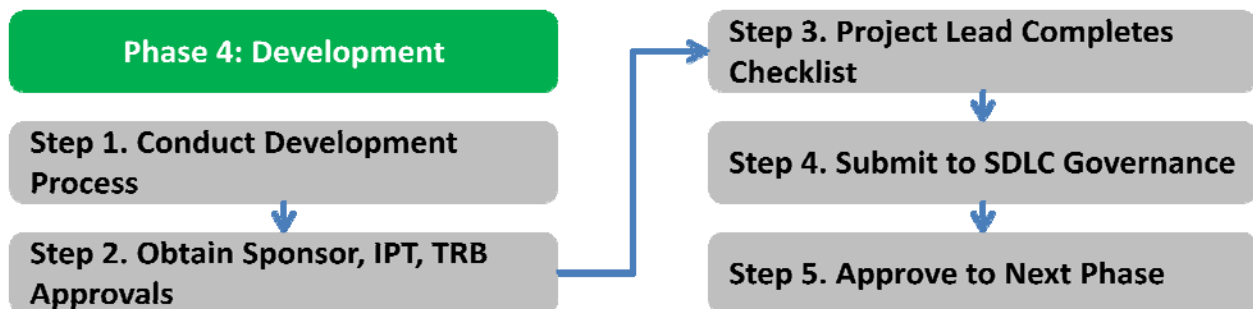
Deliverables⁷ in this Phase include:

- Test Plan

Note: During this phase, some documents produced using “Agile” methodology may not be completed.

The Development Phase undergoes activities, reviews and approvals as identified in the below flowchart.

Figure 6. Development Phase Overview



Upon successful completion of the “Approve to Next Phase” step, the project progresses to the Integration & Testing Phase.

⁷ A comprehensive deliverables list by project size is shown in Appendix B

Phase 5: Integration & Testing

The purpose of the Integration & Testing Phase is to lay the foundation for a smooth and successful implementation. Key activities in this Phase include:

- Attaining user input or approval as defined in the prior Phase (Development)
- Preparing detailed logic specifications for each system module
- Testing and integrating units into larger components
- Preparing the technical environment for the system

This Phase focuses on achieving proof that the system meets all requirements, functions according to design parameters, and satisfies all business, technical, and management stakeholders. Additionally, prior to installing and operating the system in a production environment, the system must undergo security authorization activities, as necessary.

Deliverables⁸ in this Phase include:

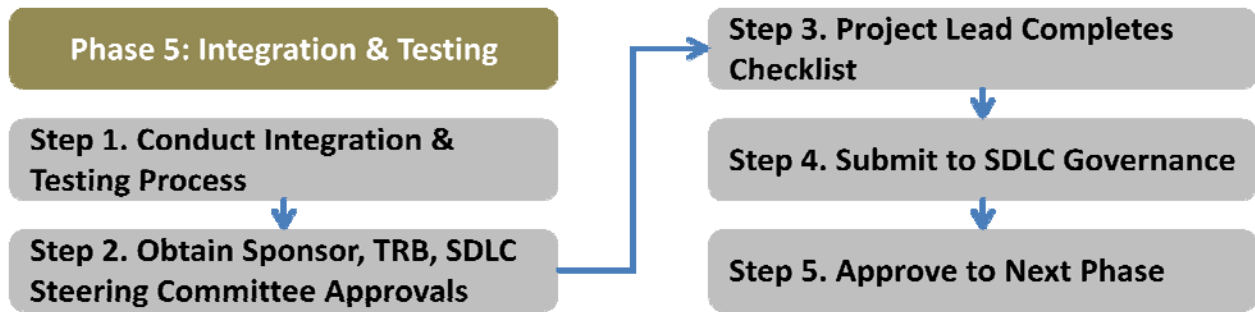
- Transition Plan
- Operations/Maintenance Manual
- UAT sign-off
- App Scan Results
- Training Manual
- User Manual
- Test Results
- Section 508 VPAT and/or Certification
- Security Risk Assessment Report
- System Security Plan
- Security Assessment Plan (Security Test & Evaluation Plan)

Note: During this phase, some documents produced using “Agile” methodology may not be completed.

The Integration & Testing Phase undergoes activities, reviews and approvals as identified in the below flowchart.

⁸ A comprehensive deliverables list by project size is shown in Appendix B

Figure 7. Integration & Testing Phase Overview



Upon successful completion of the “Approve to Next Phase” step, the project progresses to the Implementation Phase.

Phase 6: Implementation

The purpose of the Implementation Phase is to deploy and enable operations of the new information system in the production environment. Successful completion of the Implementation Phase should comprise both system deployment and training on the system.

Deliverables⁹ in this Phase include:

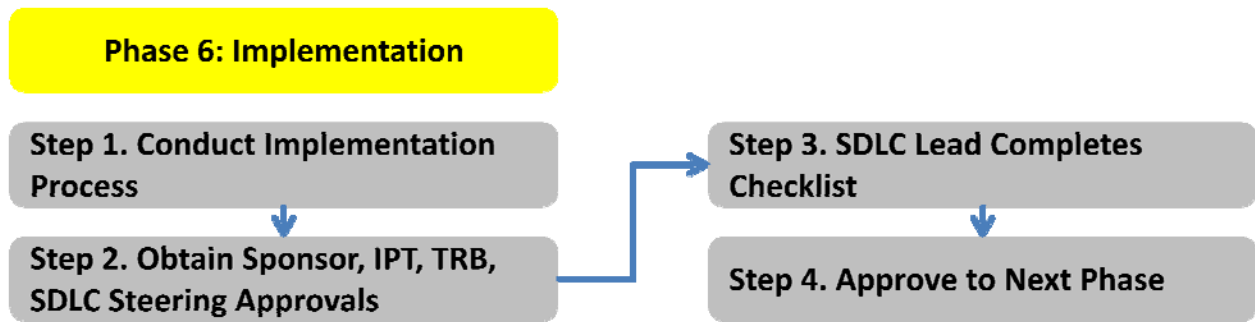
- Installation Document
- Compliance Certification
- Operations Readiness
- Life Cycle Cost
- Project Closeout
- Performance Measures
- Authority to Operate/Concurrency Review
- Application Guide
- Source Code

Note: All draft documents produced during previous phases for “Agile” projects must be completed during this phase.

The Implementation Phase undergoes activities, reviews and approvals as identified in the below flowchart.

⁹ A comprehensive deliverables list by project size is shown in Appendix B

Figure 8. Implementation Phase Overview



Upon successful completion of the “Approve to Next Phase” step, the project progresses to the Operations / Maintenance (O&M) Phase.

Phase 7: Operations / Maintenance (O&M)

The purpose of the Operations / Maintenance (O&M) Phase is to ensure the information system is fully functional and performs optimally until the system reaches its end of life. The system is monitored for continued performance in accordance with user requirements, and needed system modifications are incorporated. The operational system is periodically assessed through In-Process Reviews to determine how the system can be made more efficient and effective. Operations continue as long as the system can be effectively adapted to respond to an organization’s needs. When modifications or changes are identified as necessary, the system may reenter the planning Phase.

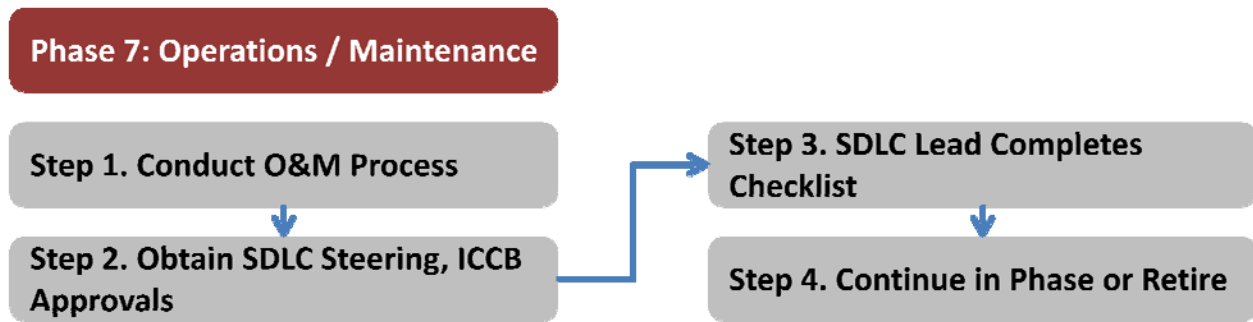
Deliverables¹⁰ in this Phase include:

- System Post Implementation Review Report
- Operational Analysis
- Annual Updates Required:
- Systems Security Plan
- Contingency Plan
- Disaster Recovery Plan
- System Risk Management Plan
- Life Cycle Cost
- Authority to Operate (Every 3 Years)

The O&M Phase undergoes activities, reviews and approvals as identified in the below flowchart.

¹⁰ A comprehensive deliverables list by project size is shown in Appendix B

Figure 9. Operations / Maintenance Phase Overview



Upon advancement to the “Continue in Phase or Retire” step, the project is determined to continue operating or advance to the Disposition Phase.

Phase 8: Disposition

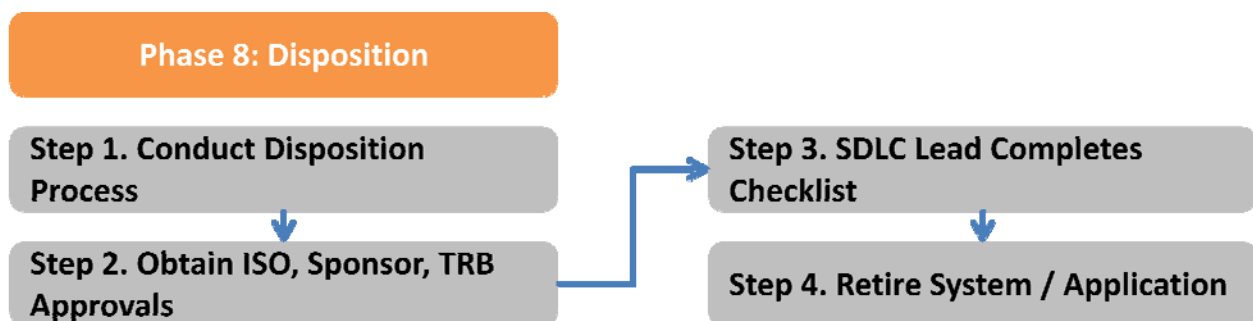
The purpose of the Disposition Phase is to shut down the operational system in a controlled manner. The disposition activities allow for the orderly termination of the system and preserve the vital information about the system so that some or all of the information may be retrieved in the future, if necessary. Particular emphasis is given to proper preservation of the data processed by the system, so that the data is effectively migrated to another system or archived in accordance with applicable records management regulations and policies for potential future access.

Deliverables¹¹ in this Phase include:

- System Disposition Plan
- System Disposition Checklist
- Post-Termination Review Report

The Disposition Phase undergoes activities, reviews and approvals as identified in the below flowchart.

Figure 10. Disposition Phase Overview



¹¹ A comprehensive deliverables list by project size is shown in Appendix B

Upon successful completion of the "Retire System / Application" step, the system is discontinued from service.

III. Controls / Assumptions

This SDLC calls for a series of comprehensive management controls. These include:

- Lifecycle management should be used to ensure a structured approach to information systems development and operation.
- Configuration management should occur in order to assist with reporting and decision-making.
- Each project must have an accountable sponsor.
- A single project manager must be appointed for each system project.
- A comprehensive project management plan is required for each system project.
- Data Management and security must be emphasized throughout the lifecycle.
- A project may not proceed until resource availability is assured.

IV. Documentation

This lifecycle methodology specifies which documentation shall be generated during each Phase. Some documentation remains unchanged throughout the systems lifecycle while others evolve or are revised to reflect results from analyses performed in later Phases. Each of the documents produced are collected and stored per OIT policy.

V. Appendix

- A. System Category – Project Sizes
- B. Phase Requirements
- C. Large Project Process Flow - Example
- D. Phase Gate Reviews
- E. Stakeholders – Defined
- F. Working Group Charter
- G. Executive Group Charter

Appendix A: System Category – Project Sizes

Select from following categories to determine a project's appropriate SDLC process:

- i. Small Project
 - a. Expected cost is less than \$25,000
 - b. Risk and complexity are low
 - c. An individual unit is involved
 - d. Expected duration is less than 4 months

- ii. Medium Project
 - a. Expected cost is \$25,000 to \$500,000
 - b. Project Management methodology is required
 - c. Complexity is medium to high
 - d. Multiple people/departments are involved
 - e. Expected duration is less than a year

- iii. Large Project
 - a. Expected cost is greater than \$500,000
 - b. Full Project Management methodology is required
 - c. Expense, risk, or complexity are high
 - d. Large number of people/departments are involved
 - e. Anticipated lifecycle is long

Appendix B: Phase Requirements
Phase I - Initiation

Phase	I - Initiation			
Inputs	<ul style="list-style-type: none"> N/A 			
Outputs / Deliverables	Outputs / Deliverables	Project Size (Checkmark Denotes required)		
		Small	Medium	Large
	Business Case: FNS758	✓	✓	✓
	Business Case: FNS755		✓	✓
	Project Management Plan (optional) ¹²	✓	✓	✓
	Acquisition Plan / Strategy		✓	✓
	Acquisition Approval Request		✓	✓
	Alternative Analysis			✓
	Cost Benefit Analysis		✓	✓
	Integrated Project Team Charter (optional) ¹²	✓	✓	✓
	Procurement Documents, such as Statement of Work (SOW)/ Performance Work Statement (PWS) / Statement of Objectives (SOO)	✓	✓	✓

¹² Optional during the initiation phase but required in the requirements gathering and analysis phase

Continuation: Initiation Phase				
Outputs / Deliverables	Outputs / Deliverables	Project Size <i>(Checkmark Denotes required)</i>		
		Small	Medium	Large
	Project Process Agreement	✓	✓	✓
	Privacy Impact Analysis (Optional) ¹³	✓	✓	✓
	Privacy Threshold Analysis (Optional) ¹³	✓	✓	✓
Stakeholders	<ul style="list-style-type: none"> • Project Sponsor • Office of Information Technology Project Manager (OIT PM) • Subject Matter Experts (SME's) • Integrated Project Team(IPT) 			

¹³ Optional during the initiation phase but required in the requirements gathering and analysis phase

Phase	II - Requirements Gathering and Analysis			
Inputs	Business Case Project Plan			
Outputs / Deliverables	Outputs / Deliverables	Project Size (<i>Checkmark Denotes required</i>)		
		Small	Medium	Large
	Privacy Threshold Analysis (PTA)	✓	✓	✓
	Privacy Impact Analysis (PIA)	✓	✓	✓
	System of Records Notices (SORN)	✓	✓	✓
	Electronic Information System Questionnaire for Records Management Scheduling	✓	✓	✓
	High-Level System Requirements Specification (SRS)	✓	✓	✓
	System Requirements Specification (SRS)		✓	✓
	Concept of Operations ¹⁴	✓	✓	✓
	Requirements Traceability Matrix	✓	✓	✓
	Integrated Project Team Charter	✓	✓	✓
	Project Management Plan	✓	✓	✓
Stakeholders	<ul style="list-style-type: none"> • Project Sponsor • SME's 			<ul style="list-style-type: none"> • Business Analyst • Integrated Project Team (IPT)

¹⁴ Concept of Operations is optional for large projects.

Phase	II - Requirements Gathering and Analysis
	<ul style="list-style-type: none"><li data-bbox="451 298 581 319">• OIT PM

Phase III - Design

Phase	III - Design			
Inputs	Business Case Project Plan System Requirements Document (SRS)			
Outputs / Deliverables	Outputs / Deliverables	Project Size <i>(Checkmark Denotes required)</i>		
		Small	Medium	Large
	System Design Document	✓	✓	✓
	Configuration Management Plan ¹⁵	✓	✓	✓
	Security Business Impact Assessment ¹⁶		✓	✓
	Security Contingency Plan ¹⁶		✓	✓
	Disaster Recovery Plan		✓	✓
	Domain Name Request		✓	✓
Stakeholders	<ul style="list-style-type: none"> • Project Sponsor • SME's • OIT PM • Business Analyst 		<ul style="list-style-type: none"> • Network Managers • Developers • End Users • Integrated Project Team (IPT) 	

¹⁵ Configuration Management Plan is optional for small projects.

¹⁶ As required by Information Security Office(ISO)

Phase IV - Development

Phase	IV - Development			
Inputs	System Requirements Document (SRS) System Design Document			
Outputs/ Deliverables	Outputs/ Deliverables	Project Size <i>(Checkmark Denotes required)</i>		
		Small	Medium	Large
	Test Plan	✓	✓	✓
Stakeholders	<ul style="list-style-type: none"> • OIT PM • Business Analyst • Developers • Testers • Integrated Project Team (IPT) 			

Phase V – Integration and Testing

Phase	V - Integration and Testing			
Input	System Requirements Document (SRS) System Design Document Project Plan Test Plan			
Outputs / Deliverables	Outputs / Deliverables	Project Size (<i>Checkmark Denotes required</i>)		
		Small	Medium	Large
	Transition Plan	✓	✓	✓
	Operations/Maintenance Manual	✓	✓	✓
	UAT sign-off	✓	✓	✓
	App Scan Results	✓	✓	✓
	Training Manual	✓	✓	✓
	User Manual	✓	✓	✓
	Test Results	✓	✓	✓
	Section 508 VPAT and/or Certification	✓	✓	✓
	Security Risk Assessment Report ¹⁷		✓	✓
	System Security Plan ¹⁷		✓	✓
	Security Assessment Plan (Security Test & Evaluation Plan) ¹⁷		✓	✓
Stakeholders	<ul style="list-style-type: none"> • OIT PM • Business Analyst • Developers • SME's • OIT PM • Testers • Integrated Project Team (IPT) 			

¹⁷ As required by Information Security Office(ISO)

Phase VI – Implementation

Phase	VI – Implementation			
Inputs	Project Plan System Requirements Document (SRS) System Design Document Test Plan			
Outputs / Deliverables	Outputs / Deliverables	Project Size <i>(Checkmark Denotes required)</i>		
		Small	Medium	Large
	Installation Document ¹⁸	✓	✓	✓
	Compliance Certification		✓	✓
	Operations Readiness	✓	✓	✓
	Lifecycle Cost	✓	✓	✓
	Project Closeout	✓	✓	✓
	Performance Measures		✓	✓
	Authority to Operate/Concurrency Review ¹⁹		✓	✓
	Application Guide ²⁰	✓	✓	✓
	Source Code	✓	✓	✓

¹⁸ Installation document is optional for small projects.

¹⁹ As required by Information Security Office (ISO)

²⁰ Application guide is optional for medium and large projects.

Phase	VI – Implementation	
Stakeholders	<ul style="list-style-type: none"> • OIT PM • Business Analyst • Project Sponsor • SME's • Network Managers 	<ul style="list-style-type: none"> • Developers • Contractors • Integrated Project Team (IPT) • IT Governance Branch (ITGB)

Phase VII – Operations/Maintenance

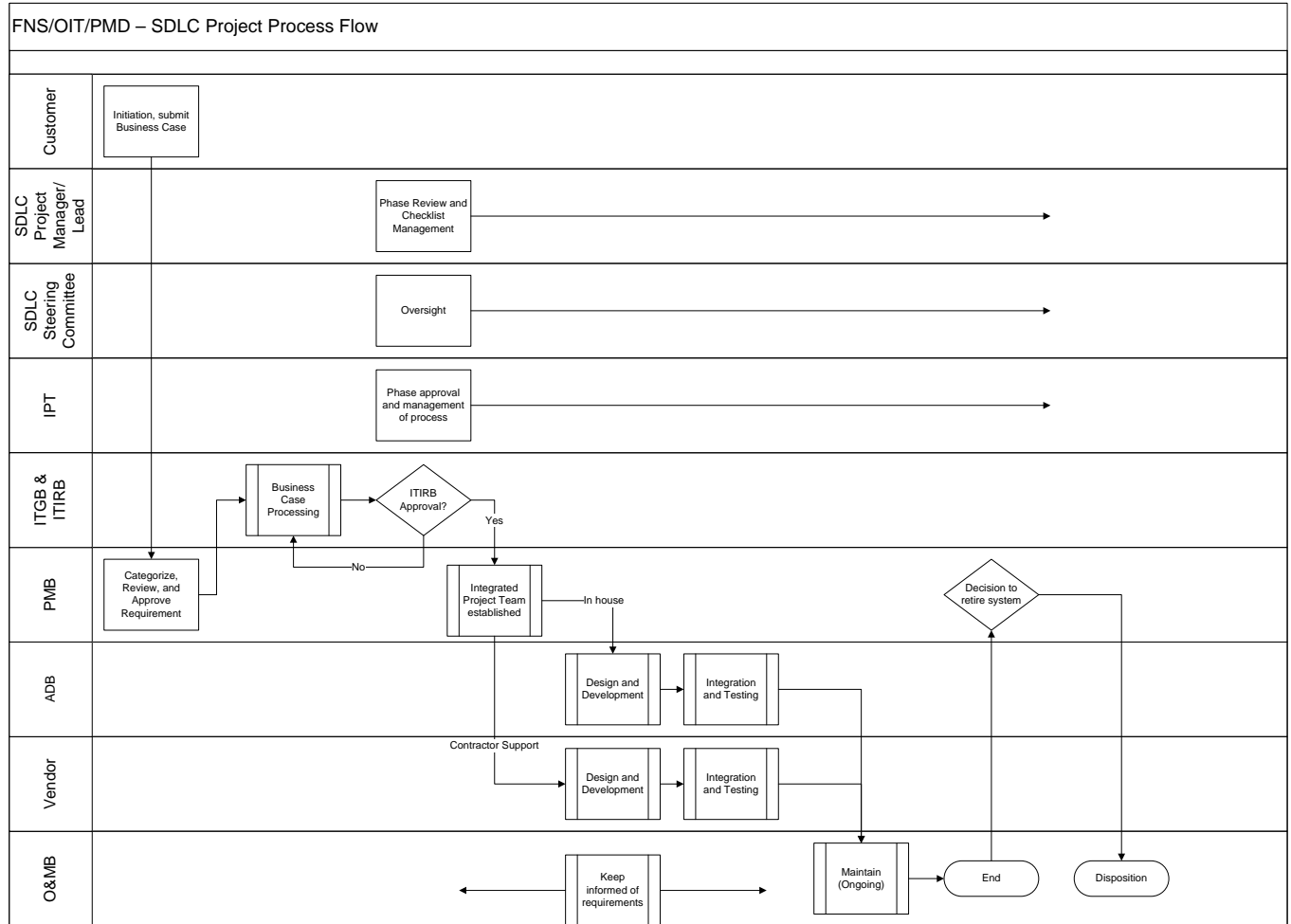
Phase	VII – Operations/Maintenance			
Inputs	Project Plan System Requirements Document (SRS) System Design Document Test Plan Test Results Installation Document Application Guide			
Outputs / Deliverables	Output / Deliverables	Project Size <i>(Checkmark Denotes required)</i>		
		Small	Medium	Large
	System Post Implementation Review Report		✓	✓
	Operational Analysis	✓	✓	✓
	Annual Updates Required: <ul style="list-style-type: none"> • Systems Security Plan²¹ • Contingency Plan²¹ • Disaster Recovery Plan • System Risk Management Plan²¹ • Lifecycle Cost 		✓	✓
	Authority to Operate (Every 3 Years)		✓	✓
Stakeholders	<ul style="list-style-type: none"> • ITGB • O&MB 			

²¹ As required by Information Security Office(ISO)

Phase VIII – Disposition

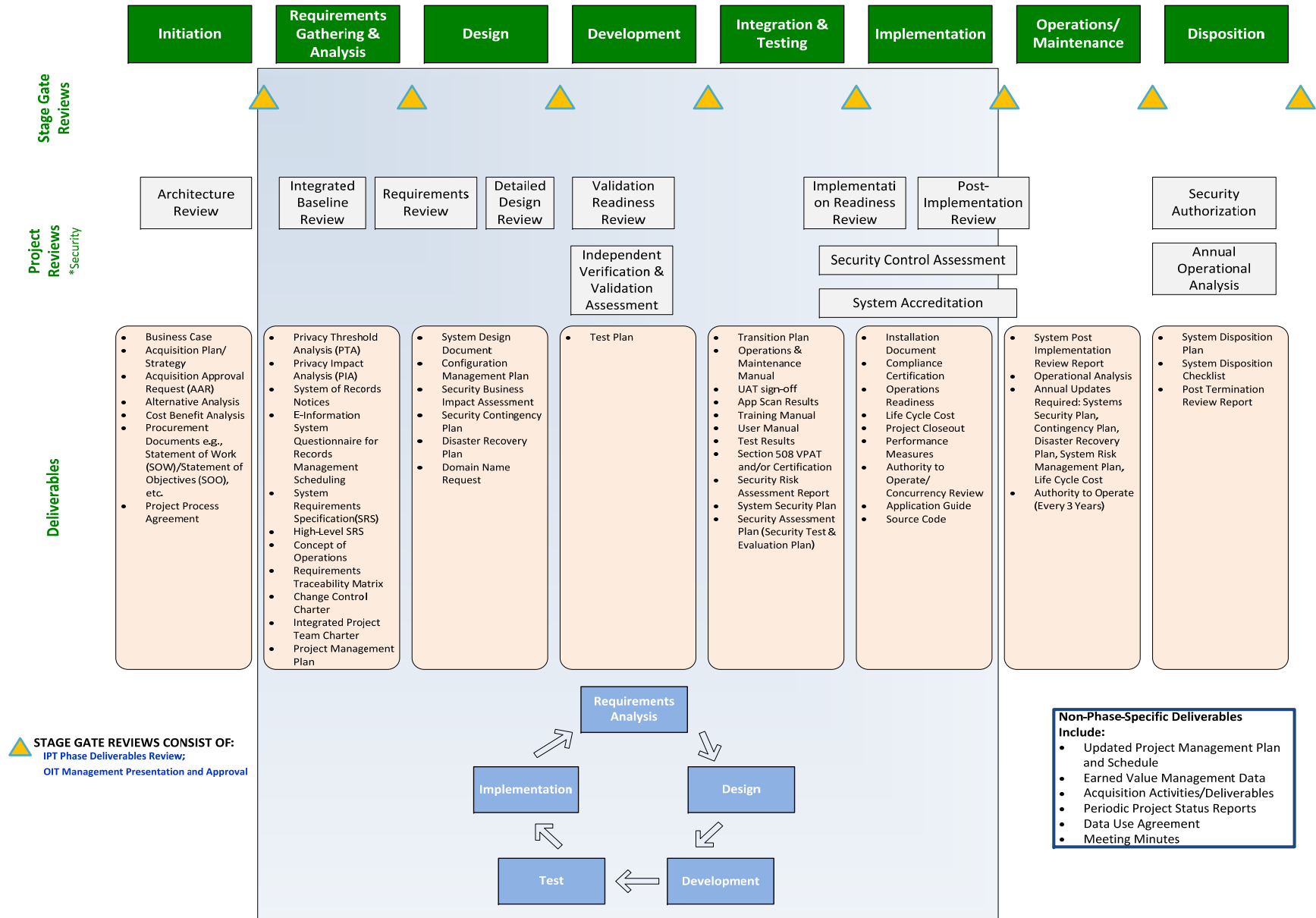
Phase	VIII – Disposition			
Inputs	Project Plan System Requirements Document (SRS) System Design Document Test Plan Test Results Installation Document Application Guide			
Outputs / Deliverables	Outputs / Deliverables	Project Size <i>(Checkmark Denotes required)</i>		
		Small	Medium	Large
	System Disposition Plan	✓	✓	✓
	System Disposition Checklist	✓	✓	✓
Post Termination Review Report	✓	✓	✓	
Stakeholders	<ul style="list-style-type: none"> • ITGB • O&MB 			

Appendix C –Project Process Flow - Example



Appendix D – Phase Gate Reviews

Phase Gate Reviews underlie the SDLC methodology from project management and governance perspectives. The SDLC, divided into Phases, requires satisfying Phase Gate requirements (see Appendix B for more detail) in order to advance along the lifecycle process. A high-level overview of the Phase Gate Review process (i.e. High-Level SDLC Governance) is shown below.



Appendix E – Stakeholders Defined

Stakeholders will vary depending on project size and needs. The Project Lead plays a key role in determining stakeholders. An overview of stakeholders that may be involved in the SDLC is listed below.

- Business Analyst
- Contractors
- Developers
- End Users
- ICCB: Integrated Configuration Control Board
- IPT: Integrated Project Team
- ISO: Information Security Office
- ITGB: IT Governance Branch
- Network Managers
- O&MB: Operations and Maintenance Branch
- OIT PM: Office of Information Technology Project Manager
- Project Sponsor
- SDLC Steering Committee: PMD Managers
- SME's: Subject Matter Experts
- Testers
- TRB: Technical Review Board (OIT Managers)

Appendix F - Working Group Charter

Introduction

This document establishes the purpose, organizational structure, roles, responsibilities, activities, and meeting expectations of the SDLC Working Group at the US Department of Agriculture (USDA) Food and Nutrition Service (FNS), Office of Information Technology (OIT) Portfolio Management Division (PMD).

Purpose of the Working Group

The Working Group is the entity responsible for developing the SDLC framework and guidance at FNS. The Working Group is critical to an effective SDLC in that it has the responsibility to: (1) create and finalize the SDLC Phases and framework,; (2) determine the documentation required for each of the SDLC Phases, (3) recommend the SDLC governance (gate reviews) and handoffs, and (4) recommend improvements to the overall SDLC. An effective SDLC helps ensure the development of quality systems that meet users needs in an efficient manner.

Organizational Structure of the Working Group

The SDLC Working Group consists of one member from each of PMD's Branches and one member each from the Technology Division and the Information Security Office. The composition of the Working Group is subject to change to meet evolving organizational needs. The group functions in a collaborative, team-oriented manner aimed to collectively overcome issues and make improvements to the SDLC. The table below outlines the composition of the Working Group.

Organizational Role	Working Group Role	Responsibility
Application Development Branch (ADB)	Working Group Member	<ul style="list-style-type: none"> Advocate for ADB
Program Management Branch (PMB)	Working Group Member	<ul style="list-style-type: none"> Advocate for PMB
Operations & Maintenance Branch (O&MB)	Working Group Member	<ul style="list-style-type: none"> Advocate for O&MB
IT Governance Branch (ITGB)	Working Group Member	<ul style="list-style-type: none"> Advocate for ITGB
Technology Division (TD)	Working Group Member	<ul style="list-style-type: none"> Advocate for TD
Information Security Office (IS)	Working Group Member	<ul style="list-style-type: none"> Advocate for ISO
SDLC Program Manager*	Guidance and Oversight	<ul style="list-style-type: none"> Advocate for SDLC Governance

* The SDLC Program Manager is not an official, voting member of the Working Group but provides guidance and oversight as the group deems necessary. The SDLC Program Manager has not yet been appointed.

Activities of the Working Group

In support of achieving its objectives, the Working Group undertakes the following activities:

Objective	Activities
1. Create SDLC framework	<ul style="list-style-type: none"> • Review and finalize SDLC Phases • Review and finalize SDLC framework, including ISO, Acquisition and Records Management integration.
2. Finalize SDLC documents	<ul style="list-style-type: none"> • Review framework and determine required documents for SDLC Phase • Determine project/systems levels (small, medium or large, etc) • Finalize required SDLC deliverables by project level • Review SDLC templates and finalize
3. Recommend SDLC governance	<ul style="list-style-type: none"> • Determine SDLC Phase gate reviews, including checklist for each of the gate/Phase reviews
4. SDLC On-going Improvements	<ul style="list-style-type: none"> • Recommend improvement areas to guidance, performance, standards and procedures to the executive committee

Working Group Meeting Expectations

Regular touch-points are critical for Working Group success. The Working Group will meet bi-weekly unless otherwise determined by the SDLC Program Manager or SDLC Lead. The Working Group will also meet should urgent needs arise, as determined by the SDLC Program Manager or SDLC Lead. After accomplishing objectives 1 – 3, the Working Group will meet on an ad-hoc basis.

Appendix G. Executive Group Charter

Introduction

This document establishes the purpose, organizational structure, roles, responsibilities, activities, and meeting expectations of the SDLC Executive Committee at the US Department of Agriculture (USDA) Food and Nutrition Service (FNS), Office of Information Technology (OIT) Portfolio Management Division (PMD).

Purpose of the Executive Committee

The Executive Committee is the entity responsible for SDLC stewardship at FNS. The Executive Committee is critical to an effective SDLC in that it has the authority to: (1) oversee and make adjustments the SDLC and CONOPS process / methodology; (2) oversee and adjust the SDLC supporting guidelines, procedures, and standards; and (3) advocate the SDLC at FNS. An effective SDLC helps ensure the development of quality systems that meet users needs in an efficient manner.

Organizational Structure of the Executive Committee

The SDLC Executive Committee consists of PMD's Director, Branch Chiefs, and the SDLC Program Manager. The composition of the Executive Committee is subject to change to meet evolving organizational needs. The group functions in a collaborative, team-oriented manner aimed to collectively overcome issues and make improvements to the SDLC and CONOPS. The table below outlines the composition of the Executive Committee.

Organizational Role	Executive Committee Role	Responsibility
PMD Director	Executive Committee Director	<ul style="list-style-type: none"> Authority on final decisions
Application Development Branch Chief	Executive Committee Member	<ul style="list-style-type: none"> Advocate for ADB
Program Management Branch Chief	Executive Committee Member	<ul style="list-style-type: none"> Advocate for PMB
Operations & Maintenance Branch Chief	Executive Committee Member	<ul style="list-style-type: none"> Advocate for O&MB
IT Governance Branch Chief	Executive Committee Member	<ul style="list-style-type: none"> Advocate for ITGB

Activities of the Executive Committee

In support of achieving its objectives, the Executive Committee undertakes the following activities:

Objective	Activities
Oversee and adjust the SDLC process / methodology	<ul style="list-style-type: none"> • Analyze SDLC performance measures • Determine SDLC issues • Identify issue prioritization and mitigation strategies • Initiate performance improvement strategies • Define project management roles / responsibilities, as needed • Review emerging trends and best practices • Refine SDLC goals, objectives and values, as necessary • Update the SDLC, as needed • Communicate updates to external stakeholders, as necessary
Oversee and adjust guidelines, procedures, and standards	<ul style="list-style-type: none"> • Assess needs related to guidance, procedures, and standards • Authorize and modify SDLC guidelines, procedures, and standards (such as Control Gate materials), as needed
Advocate the SDLC at FNS	<ul style="list-style-type: none"> • Develop, implement, and monitor a SDLC communications, learning, and knowledge-sharing plan

Executive Committee Meeting Expectations

Regular touch-points are critical for Executive Committee success. The Executive Committee will meet quarterly unless otherwise determined by the Executive Committee Director. The Executive Committee will also meet should urgent needs arise, as determined by the Executive Committee Director.