BTS-4.01 - Software Application Life Cycle

SOFTWARE APPLICATION LIFE CYCLE
Administrative Rule Adopted by Office of Management and Finance Pursuant to Rule-Making Authority
ARB-BTS-4.01

Purpose

The City shall adopt a consistent, cost effective, approach to application services to fully meet the City's business requirements. This approach will include all aspects of project management and software development lifecycles including the initial request for service, the documentation developed as a result of the request, the Citywide Application Evaluation Review and the City Systems Development Methodology. These processes were developed pursuant to Council Ordinance 175331, adopting recommendations on the Administrative Services Review.

Application services include requests to modify, enhance or develop GIS, Web, client or server based applications. Application services also include any requests that might result in the purchase and implementation of a commercially available application system.

The purpose of this policy is to standardize the application life cycle to:

• Use a common, simplified, scalable method to develop, purchase and implement applications.
• Ensure a careful review to make best use of City resources.
• Set realistic expectations with customers regarding the budget, timelines and resources to develop, implement and maintain applications.
• Maintain an enterprise citywide systems perspective.

In addition, Council Resolution 36454 directed all City bureaus to continue to collaborate on the Enterprise Business Solution (EBS) project and to give the project high priority. Council also directed bureaus to limit requests for new information technology projects during the implementation of the EBS project, and to request only those projects that do not interface with EBS and are of the highest priority.

Administrative Rule

All application service requests - outside of a production failure or an emergency as determined by the CTO or designee - shall be submitted using the Project and Services Request Process. This procedure is described on the BTS website located at http://www.portlandonline.com/bts.

Project requests will proceed according to the BTS project management process including, but not limited to, the following high level steps:

• Bureaus submit requests via the City Project and Service Request process, by preparing and submitting a BTS Project Intake Document (PID).
• Requests for new applications will be evaluated by the BTS Strategic Technology Team.
• Bureaus will use an IT project management process as specified by BTS.
• Software development and purchases will be done according to the City Systems Development Methodology and City IT standards.

In order to facilitate the processes above:

• All project and service request for applications services will be submitted to the BTS Request Tracking system and follow the BTS project and service request process outlined on the BTS website.

• All applications shall be documented in the City's Application Evaluation database. All proposed application development projects shall be checked against the Application Development Clearinghouse to ensure that no comparable tools already exist. Relevant tools/applications already in existence shall be examined for applicability to the task at hand. This process is described on the BTS website.

• The City Systems Development Methodology will be used to define the activities to be carried out in a project, to introduce consistency among the many projects, to insure appropriate communications occur with all of the stakeholders and to provide checkpoints for management control and for "go/no go" decisions. The Systems Development Methodology is on the BTS Intranet site.

• Applications to be purchased or developed shall conform to applicable City standards. City IT Standards are in the BTS website Customer Service area.

Additional Review

During the implementation of the EBS project, bureau requests for new information technology projects will receive additional review and prioritization:

The BTS Strategic Technology Team will review the project to see if it has scope related to the City's financial, procurement and human resources/payroll systems and whether it can be added to the BTS workload without affecting the schedules for the other large-scale City IT projects.

If the team determines that the project scope does not relate to those systems and would not delay the schedules for other large-scale IT projects, the team will work directly with the requesting bureau to complete the work. If the team determines that the project scope does relate to those systems or may cause delays to other large-scale IT projects, and the Chief Technology Officer concurs, the team will forward the PID to the Chief Administrative Officer for review by the Office of Management and Finance (OMF) Advisory Committee.

Responsibility

Bureau Business Representatives

The Bureau Business Representative (BBR), identified for each Bureau, will document requests for services in collaboration with bureau personnel. The BBR will use the BTS Request Tracking system to maintain lists of bureau project and service requests for application services. BBRs will work with bureau representatives to ensure compliance with all BTS Administrative Rules and Standards.

All applications shall be documented in the City's Application Development Clearinghouse database. This database shall be maintained by BTS and bureau staff as appropriate.

The BBR will work with each bureau to identify a fiscal year work plan for application development services provided through a Service Level Agreement with BTS. New projects shall be prioritized by the bureau.

BTS will promote and facilitate partnerships among bureaus for application development.

Office of Management and Finance Advisory Committee

For those projects that require review by the OMF Advisory Committee:

The OMF Advisory Committee will review the PID and its assigned priority by the requesting bureau, and determine a citywide relative priority. The Chief Administrative Officer will invite the requesting bureau to participate in the Advisory Committee meeting to discuss the project.
• If the committee determines that the project is medium or low priority, the PID will be returned to the requesting bureau, the project will be put on hold and the Chief Administrative Officer will notify appropriate project offices.
• If the committee determines that the project is critical or high priority, the Chief Administrative Officer will notify the requesting bureau and forward the PID to either the strategic tech team for follow up or the EBS project management office for additional review. The EBS office will assign it to the appropriate EBS project lead.

EBS Project Review

The EBS project team lead will create an EBS project change request. The project lead will enter the request into the solution management software and make appropriate notifications.

The project lead will assess and validate the impact of the proposed project on system design, project scope, schedule and budget, and will forward the analysis to the EBS project management office for review.

If the EBS project management office determines that the proposed project has no impact on system design, scope, schedule, resources or budget, the office will:
• Notify the EBS Change Control Board.
• Notify the OMF Advisory Committee and requesting bureau that either a) the project is included or will be included in the system design or b) the project can proceed without a change to the EBS project.
• Forward the project change request to the EBS project team lead, for inclusion in the EBS (if not already included).
• Make other appropriate notifications.

If the EBS project management office determines that the proposed project does impact system design, scope, schedule, resources or budget, the office will:
• Forward the project change request impact analysis to the EBS Change Control Board for review.
• Notify the OMF Advisory Committee and requesting bureau.
• Make other appropriate notifications.

The EBS Change Control Board will review the request and recommend approval, deferral or rejection to the EBS Executive Steering Committee.

EBS Executive Steering Committee

The EBS Executive Steering Committee will review the project change request impact analysis; approve, defer or reject the project request; and return the request to the EBS project management office.

If approved, the EBS project management office will:
• Notify the OMF Advisory Committee and requesting bureau.
• Prepare the necessary scope changes, contract amendments and/or Council ordinances.
• Make other appropriate notifications.

If deferred or rejected:
• Return the PID to the requesting bureau.
• Notify the OMF Advisory Committee.
• Make other appropriate notifications.

Administrative Rule History

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