Project: fpOnline Project

Implementation Date: January 2025

Overall Project Status		
Red	Yellow	Green
		X

Status as of: September 30, 2023

Executive Summary:

Overall, the project has remained Green from a progress / delivery perspective although closer to yellow than last month. This is due to the Tech Budget not being in place as of today. Puneet kindly asked Rob to give us some help which he has done, edits made, and returned to Rob for a review prior to going to the OCIO. Our focus for September was to reduce the risk in key areas (communications, time management and cost management reporting). Communications has improved with the addition of the OCM team and the interviews / surveying that was accomplished this month. Through these channels we have learned where to focus our attention and what is important to the end user, it was most enlightening.

The project team continues to hold team meetings bi-weekly with a standard agenda Workstream Leads Standing Agenda.docx that includes a project task plan review and a RAID review.

The project remains on schedule according to the task plan and is making progress at pace.

During August the following deliverables were created or updated, documented, edited and sent out for review according to the following table.

Phase 2 Deliverables

Deliverable	Review / Approve						Review		Notes
	Gil	Donelle	Saboor	Alex	Steering	OCIO	QA	OCIO	
Resource Plan and Cost Forecast Update	R	R	R				R		In process; updated monthly
RAID Log	R	R					R		Is being reviewed at the Workstream Leads meeting bi-weekly; updated weekly (Friday)
Project Mgmt. Plan	R	R	R/A	R/A	R/A		R	R	Out for Sponsor agreement
Investment Plan	R	R	R/A	R/A	R/A	R/A	R		Not required
Tech Budget	R	R	R/A	R/A	R/A	R/A	R		After multiple updates / corrections this is back with the OCIO for an informal review prior to submission.
MS Project Plan	R	R	R	R	R		R		Ongoing; updated weekly (Friday)
Comms Plan (OCM)	R/A	R/A	R/A	R/A	R/A		R		First review is complete, back to OCM for edits.

R- Review; A - Approve

The high-level requirements validation sessions have completed, and the traceability matrix is in the process of being validated. This artifact is foundational to the success of the effort.

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The OCM (Halcyon) team (Katherine Boyd and Ed West) continue making progress with OCM artifacts. A plan to disseminate information via a second avenue (first being email) are being pursued to keep the larger population informed. There are also plans underway to inform interested parties of the high-level requirements / planned features and functions of the new application.

One new requirement was identified and added during September related to data conversion / migration.

> The Vendor must work with the agency to define a strategy and implement an archival solution. DNR business staff and external stakeholders must access application data that is not converted to the active data store in the fpOnline solution. An archive solution that is integrated with fpOnline is preferred, so legacy systems can be decommissioned.

As currently defined, we are on target with the milestones documented in the Project Task Plan. fpOnline Project Progress Report 09292023.mpp

Project Health Assessment - fpOnline			
Project Status	**Current Month**	**Prior Month**	**Comments**
On Schedule?	🟢	🟢	The schedule for the Procurement Prep phase is on target and proceeding at pace.
On Target for Cost/Budget?	⭕	🟡	We continue to closely manage expenses, release of gate 2 funds (dependent on tech budget approval) imperative.
Resources Available?	🟢	🟢	There is still concern about the workload beyond the fpOnline project and its impact on availability, to date this has been manageable, and the risk has not been realized.
Stakeholder Satisfaction?	🟢	🟢	Guarded but hopeful.

Project Status	Current Month	Prior Month	Comments
Team Morale?	🟢	🟢	Wait and see attitude; cautiously optimistic

Green = Project Objectives on track; clear path forward /Yellow = Project objectives on track but with risk; obstacles identified on critical path

Red =High risk and we need help to mitigate it; roadblocks identified

Items PM is Watching Closely

- OCM and external stakeholder interaction, internal stakeholder communications plan
- Funding
- Resource availability
- Risk levels
- Data conversion / migration

Key Accomplishments (September)	Activity Focus (October)
PROJECT MANAGEMENT	
- Requirement review sessions completed - Complete Tech Budget edits as requested - Detail project plan at task level (as appropriate) - Review / update resource plan and cost forecast - Complete draft RFP	- Tech budget approval - RFP review and approval process - Vendor scoring methodology - Vendor selection process documentation - Build out milestone level tasks on consolidated plan

Key Accomplishments (September)	Activity Focus (October)
BUSINESS ANALYSIS	

• Requirements review sessions completed successfully
• Prepared Traceability Matrix structure
    • Reviewed user stories and organized into manageable structure
    • Updated high level requirements
    • Complete 100% of High-Level Requirements and documentation
    • Analyze missing elements of user stories
    • Kicked off Data Conversion / Migration workstream
	• Continue planning effort for data conversion / migration
	• Continue cataloging of user stories
	• Write additional / edit existing user stories in accordance with high level requirements

CONVERSION / DATA CLEAN UP	
• Misty O'Brien / Dave Wischer named as co-workstream leads for data conversion and migration • Initial planning underway	• Work will begin in earnest to identify data values that need corrections • Develop data scrubbing/correction plan • Determine how much data will be converted / migrated • BA and PM research to formulate draft process flow

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Key Accomplishments (September)	Activity Focus (October)
FINANCE	
• Assist with Tech Budget edits • Tech budget submitted	• Tech Budget edits • Review forecast
ORGANIZATIONAL CHANGE MANAGEMENT	
• Stakeholder interviews	• Complete OCM task plan
• Initial Survey content	• Continue stakeholder interviews
• Survey and interview results presented	• Complete Communications Plan
TESTING	
TRAINING / SECURITY	

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Recent/Upcoming Key Milestones			
Milestone	**Target Finish**	**Status**	**Comments**
Project Initiation (or Planning)	June 2023	🟡	On target; with minimal risk (pending Tech Budget approval by OCIO & OFM)
Procurement Preparation	September 2023	🔵	
Solution / Vendor Procurement	March 2024	🟢	
Business Process Mapping and Config Workshops	March 2024	○	
Design Phase	April 2024	○	
Configuration / Build	October 2024	○	
User Acceptance Testing	November 2024	○	
Training	November 2024	○	
Go Live Decision	January 2025	○	
Go Live Deploy	January 2025	○	
Stabilization	April 2025	○	
Project Closure	April 2025	○	

Financial Status

August project financials: [fpOnline Budget and Actuals August and September 2023xlsx.xlsx (sharepoint.com)](#)

August Variance Analysis

Line Item	Forecast	Actual	Variance	Variance Reason
State Employee Staffing (in-kind)	$ 96,401	$12,382	($84,019)	Employee SME's are not entering project time under project cost center IT employees are not consistently entering project time under project cost center; Business Sponsor time has not been posted yet
Other (in-kind)	$ 9	$ 9	0	
Non-State Employee Staffing Costs	$ 108,941	$ 114,557	$5,616	PM – additional time needed for RFP draft; OCM – survey results analysis took longer than anticipated
SaaS COTS Vendor Team	0	0	0	
Software Licenses and Subscriptions	0	$ 413	$413	
Other (Equipment)	$ 100	$1,726	$1,626	

Open High Risks

ID	Title	Description	Response Plan	Owner	Updated Date
7	User expectations may be difficult to meet	Some users may be hoping for more user tools and functionality than the present scope/minimum viable product (MVP) (program specific administration /operations)	Well-defined and easily understood communication to and with stakeholders about what is in scope. Explain why the decision was made for some tools to not be in scope and if its a feasible option to be in scope as an enhancement later. Request that steering committee and collaborate with fpOnline Ambassadors/Change Champions to help set expectations.	OCM	
10	There may be low user adoption (Landowners)	Adopting on-platform functionality versus paper application	OCM team will engage to ensure the project is taking every approach to encourage adoption of new tools. Continually evolve fpOnline to meet more internal & external stakeholder needs (must haves first, nice to have last). Key sponsors and steering committee engagement and championing the solution.	OCM	

11	The diverse user base may require more than one training approach	Many user types that require different training approaches. Everyone employed can be mandated to take time to train. Landowners must choose to engage with us for training - and will also be provided with online training/videos and support materials.	Leverage videos and diverse training materials as much as possible. In-person trainings will be recorded for others to view. There will be "how-to" videos posted on the fpOnline log-in screen and on the DNR, Forest Practices Forms web page.	OCM / FP Training Manager	
12	Without a clear vision for go live and post go live support model, support may not meet expectations	Need a clear vision for post go live support and ownership.	Develop the model (user support, vendor management, governance, and controls release management). Utilize existing models that are successfully working as a template. Get sponsors to acknowledge the staffing needs. Place new job duties in position description forms, retain staff in applicable job classes, and provide them the support and time needed to be successful.	OCM / PM	

13	Market research is outdated and may not reliably inform project estimates.	Budget was built from research completed in 2017, 2018, and 2019 so there are discrepancies with past estimated costs from vendors for SAAS Solution versus current, inflation-based costs. RFP results and bids could potentially drive the need for a subsequent supplemental budget request.	Budget numbers were refreshed June 2023 based on current market. Submit the RFP and address the results as they are received.	Project Manager	**UPDATED 8/31/23**
14	The approved project timeline may not be adequate	The time allocated to complete the project may not be long enough for the amount and complexity of work required to complete the project. 6/20/23: On target to meet milestone dates at this point.	The timeline was reforecast based on high level requirements and will be reviewed / reforecast after the vendor is on board and can assess the work. Monitoring and implementing weekly status reporting to stay on target as closely as possible and report items as they arise - so project team can be nimble in addressing.	Project Manager	**UPDATED 8/31/23**
15	Because the agency is new to OCM, the OCM resource may be underutilized by the team and stakeholders	Because this is DNR's second professional experience with OCM, stakeholders will lack understanding/experience. Will not read materials or attend meetings and will be unprepared for the new tools.	**Mitigate**: OCM Team will educate stakeholders on what OCM is and how it works. OCM can deploy strategies such as surveys, quizzes, and highly motivational incentives (immediate value/low cost) that will encourage participation (	OCM / Alex Smith	

16	Users may resist the new solution and revert to existing shadow systems	Without clear instruction, users might engage in inconsistent data entry for the fields, leading to inaccurate data for operational and reporting purposes.	Mitigate: System will be restricted to very few "free form entry fields". System libraries will be used to create drop down lists for selection of options. Process will be thoroughly documented for future state. Training will be provided live as well as with videos and written training materials.	OCM / Training Mgr / BA's	
17	Some stakeholders may not have been identified.	Previous work to identify stakeholders might be incomplete, leaving important stakeholders unidentified.	OCM Team will investigate and ask about this in the stakeholder assessment interviews.	OCM / Product Owner	
18	Stakeholders may feel unheard	Users feel unheard during the project implementation process	Hold a project kickoff - to educate stakeholders on timeline, project management processes, and expected roles and responsibilities. Hire OCM Team to assist with stakeholder communication and outreach as well as constant monitoring of participation of stakeholders to highlight areas that may need attention prior to an issue developing	Project Manager / OCM	

19	Integrations impacts to downstream systems may be missed	Integration with FPARS - dependent systems might not be fully considered ahead of time, leading to broken workflows downstream from fpOnline	Avoid/mitigate by using thorough BA and stakeholder analysis including technology support teams to identify fpOnline's up and downstream systems and validate requirements prior to RFP submission.	Ian / BA's	
20	Wildfire season may diminish resource availability	Wildland fire emergencies might draw staff away from training (fire season is typically July through September but fires can happen in any month of the year)	Attempt to backfill and strategically schedule resources who may be pulled for fire season. Product Owner has strategically selected resource who are not dedicated firefighters to reduce this risk. Training on the new application will take place after the fire season normally ends.	Project Manager / Product Manager	
21	Inadequate testing may result in a poor user experience	Under-testing might result in errors in the fpOnline application, leading to user confusion and distrust.	A Testing lead has been requested who will develop and execute a thorough testing plan. Testing will not be signed off until all the requirements are met (unless otherwise accepted by steering committee.)	Software Tester	

23	Without an identified product or vendor, schedule estimates may be wrong	Project schedule to configure an implement Project Phase A is constrained to the date Agency hires a software vendor. The amount of configuration and customization will determine the timeframe for implementation. The project schedule prior to onboarding the vendor is an approximate estimate that will need to be revised in conjunction with the software solution vendor.	Schedule will be validated / adjusted as necessary when the vendor is selected. Monitor and Control project schedule, tasks to ensure work is completed and accepted as planned	Project Manager	**UPDATED 8/31/2023**
24	Resources may not be available when needed by the project	Project resources may not be available during the workshops, application configuration, and testing	This risk was realized and mitigated by negotiating availability and a 2-week schedule adjustment. Schedule, communicate to stakeholders, Monitor, and manage resources to ensure availability to the project. IT resources require two weeks' notice for scheduling. Project manager is meeting with PMO Resource manager to schedule IT resources.	Project Manager	**UPDATED 8/31/23**
38	The schedule may be impacted by the work necessary to comply with PMO, QA and OCIO oversight expectations	Team members new to oversight processes may "stop and start", rework, and require many iterations of reviews to get to done.	Request clarification if something doesn't seem clear Hire a PM with some experience with oversight processes and experience maintaining and sustaining professional working relationships	Project Manager	

43	There may not be enough time to allow stakeholders the opportunity to review/approve requirements prior to publishing the procurement and requirements may be missed.	Related to ID 39	BA, PM, PO, and OCM work together to determine the best path forward to workshop requirement review as needed	Sponsors/PM	

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Open Quality Assurance Recommendations

Rec Number	Month Identified	Impact	Issue	QA Rec	Status
6	Sept 2022	Medium	The entire project team is new to the state's IT procurement process, and the agency's contract office is understaffed.	Develop a Procurement and Vendor Management Plan that outlines the steps necessary for managing a competitive procurement, the internal processes necessary for reviewing, approving, paying, and tracking vendor payments, and the actions needed to ensure the vendor provides the services and deliverables agreed upon at an appropriate level of quality.	9/30 Update: A procurement process flow was created to document the review and approval steps and their owners. 8/31 Update: The agency response indicates each of the steps and actions of the competitive procurement process will be thoroughly outlined in the PMP by 8/31/23
12	July 2023	High	It is unclear what constitutes completion of deliverables.	Establish a standard deliverable acceptance process for the project and ensure that deliverable expectations for key project milestones are documented and understood by all contributors, reviewers, and approvers.	Update 9/30: Complete Update 8/31: In process with a completion target of 9/30. _____ The deliverable acceptance process is in the process of being further defined in the PMP.
13	July 2023	High	It is unclear what project communications are planned (both internal and external), how they will be developed, or who will be responsible for them. Project team members or leaders may not be able to find accurate information when needed.	The project team should finalize the Communications Plan to document how, when, and by whom communication will be initiated to ensure that all affected staff and stakeholders are fully informed of project activities. The plan should outline how the team expects to communicate amongst itself, as well as with other stakeholders.	Update 9/30: Revised target date of 10/15. Update 8/31: On target. --- The OCM target date for completion is the end of September.

Change Control Requests

Title	CR Status	CR Date Submitted
001-Missed Requirement ("The Box") added	Approved	8/7/2023