Forest Practices Online (fpOnline) Project

Project Charter

May 2023

Forest Regulation Division

Approval date	May 1, 2023
Version and Date	1.2 05/01/2023
Approver	fpOnline Steering Committee
Document Owner(s)	fpOnline Project Manager

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1. <u>Authorization of Project Charter</u>

The fpOnline project charter defines the project's purpose and objectives, as well as roles and responsibilities. The executive sponsor authorizes the charter, and it is approved by the fpOnline Steering Committee. This charter is complemented by detailed documents that include: a project management plan that outlines the project processes and obligations; and a project schedule that lists the work required to complete the deliverables as well as assigns resources and dates.

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Alex Smith
Executive Sponsor

X
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Michelle Benton
IT Division Sponsor

X
_____
Saboor Jawad
Co-Business Sponsor

X
_____
Donelle Mahan
Co-Business Sponsor/Product Owner

X
_____
Leah Fenner
Steering Committee Member/Finance SME

X
_____
Joseph Wolfe
Steering Committee Member

X
_____
Scott Sargent
Steering Commitee Member

2. **Project Charter Version History**

Version	Date of Approval	Author	Change History
1.0	N/A	Project Manager	1- Unapproved project scope and project exclusions 2- Project purpose/goal, success criteria 3- Business case Introduced 4- DNR strategic plan/OCIO Enterprise Strategic Plan Introduced 5- High-Level Governance 6- OCIO and QA Oversight 7- Schedule/Budget 8- Stakeholders defined 9- Governance 10- Dispute Resolution
1.1	N/A	Co-Business Sponsors	1- Revised Project in-scope 2- Project exclusions introduced including data migration 3- Project purpose, objective, success and exit criteria are introduced 4- Project stakeholders are defined and organized; incomplete list 5- Project governance is defined and illustrated; incomplete list 6- Project budget separated from project schedule 7- Placeholder for 1) Project Schedule and 2) Project Risks and Assumptions; no verbiage 8- Guiding Principles Introduced 9- Project Business Case, DNR and OCIO's strategic plans respectively placed in Appendix A
1.2	TBD	Co-Business Sponsors/ Project Manager	1- Project scope is revised and validated 2- Project exclusions are finalized 3- Project purpose, objective, success and exit criteria are introduced 4- Project stakeholders are defined and organized 5- Project governance is defined and illustrated 6- Project high level schedule is added and separated from budget 7- Project risks have been added and validated 8- Context diagram has been added as Appendix B 9- Change from Michiko Quach to Michelle Benton 10- Revised Core Team based on daily interface

3. <u>Project Purpose</u>

The fpOnline project modernizes the creation, submission and review process of all Forest Practices Applications and Notifications (FPA/N). The project enables the online submission of FPAs and associated forms; the acceptance of electronic signatures; the acceptance electronic payments; and the creation of FPA/N related maps. To accomplish this purpose, the project will develop and deploy a cloud-based software solution.

The fpOnline project replaces the following technical and manual systems:

- Manual completion and submittal of FPA/N
- Forest Practices Application Review System ([FPARS)](#)
- Manual completion and submittal of water type modification forms (WTMF)
- Water type application (WTA) database
- Manual completion of Forest Practices Enforcement documents (ENF) located in the Forest Practices Enforcement Tracking System (FPETS)
- Reduce reliance on regional forest practices local systems - that currently exist to support FPA/N – by evaluating them and reflecting these requirements, if feasible, in fpOnline

The ultimate purpose of the project is to create an efficient, accessible, adaptable and a modern FPA/N system that meets [regulatory](#) requirements, still complies with [rules](#), and adheres to DNR Forest Practices Program [policies](#) including the fair and consistent application of forest practices rules across the state. The project's detailed business case is provided as an appendix to this charter.

3.1. <u>Project Objectives</u>

The fpOnline project will achieve the following key objectives:

1- Develop and deploy a secure, efficient, adaptable and fully online FPA/N submission and review system that meets both DNR and Stakeholder business needs and DNR rule requirements.
2- Reduce DNR staff reliance on existing shadow and ad-hoc systems that are either linked to FPARS, WTA, and FPETS or that currently lack proper documentation.
3- Support operational change and organizational readiness through training of all internal and external stakeholders for the new system.
4- fpOnline will increase efficiencies and allow the forest practices program Region staff to further assist landowners as needed either on their forms or in the field. This proactive, customer focused approach allows for increased protection of the public resources (water, fish, wildlife and capital subdivisions) which is a favorable outcome for internal and external stakeholders statewide.

3.2. Success Criteria

The project will achieve its objectives as well as meet its success and completion criteria if and when:

1- The new system is fully tested for functions, stress and security; is free of serious defects and allows for the online submission of an FPA, some of the related appendixes.
2- The new system allows and accepts online signature, payment, and map creation.
3- DNR Forest Practices Program and Region staff have reduced reliance on a limited number of priority shadow and ad-hoc systems listed in 4.1 below.
4- Hundred percent (100%) of DNR internal users are fully trained and have attended at least one training.
5- All external customers (landowners, operators, timber owners, interest groups and other stakeholders) have access through a common web-browser to on-demand training materials.
6- DNR Forest Practices Program has dedicated staff who are fully trained on the ongoing operation and administration of the new system.
7- Go-live criteria checks have been completed and the Project Sponsors have approved.

These criteria and conditions also serve as the **exit criteria** conditions of the project. The project can be closed once the criteria and conditions listed above are met or achieved.

3.3. Approval Requirements

The fpOnline project's steering committee ultimately determines whether the project's requirements and success criteria are met. The project's executive sponsor serves as chair of this committee with members that include the business sponsor(s). The executive sponsor also approves the project completion.

fpOnline was designated as a project under [Gated Funding](#) which requires oversight from the Office of Chief Information Officer (OCIO). The approval requirements include OCIO review and verification/approval of project gates. These gates are control points that allow the project manager, project team and stakeholders to verify the project is meeting expected deliverables.

4. Project Scope and Exclusions

The preliminary and high-level scope of the project is outlined below. Also listed below are known project exclusions that are all considered outside the scope of the fpOnline project. This charter sets the high-level scope that meets the business needs of the Forest Practices Program. Unless necessary to achieve its objectives, the fpOnline project is not intended to capture all business transformation and process improvements even if such opportunities are apparent.

The charter's approval also authorizes the Project Manager to fully develop a **Project Scope Statement.** This statement must include an elaborated scope description, a complete list of project deliverables, and their acceptance criteria. The Project Manager, furthermore, may include a scope management plan and establish a scope baseline as part of the overall project implementation plan. On an ongoing basis, the Project Manager controls the scope and refers to the steering committee

all scope changes and requests (both expansion and contraction) that affect project time, cost, and resources.

4.1. Scope

1- Replacement of the following *essential* existing systems, and introduction of new features are within the project's scope:

    a. Forest Practices Application Review System (FPARS)
        i. Retains forest practices application data
    b. Water type application (WTA) database
        i. Retains Water type modification form request (WTMF) data
    c. Forest Practices Enforcement Tracking System (FPETS)
        i. Retains forest practices enforcement forms data
    d. Payment for a Forest Practices Applications:
        i. Paper check or cash provided in person and
        ii. ACH, Debit, and Credit electronic payment
    e. Electronic Signature
    f. FPA and WTMF Search Function Capability
    g. Dashboard Capability
    h. Remote Capability
    i. Limited Data Migration
    j. Geospatial Data Creation and Mapping Functionality

    The following depends upon resource availability (scope, time, and budget):
    k. Offline Data Sync

2- The goal is to reduce dependence on the following shadow systems as scope, time, and budget allows. The preferred priority is provided below[1]:
    a. Region Master Log
    b. SEPA Tracking
    c. Continuing Landowner Obligation Log
    d. Road Abandonment Log
    e. Field Forester ESRI Survey 123 Dashboard
    f. Small Forest Landowner (SFL) Road Maintenance and Abandonment Plan (RMAP) Checklist Log

3- Developing and deploying the following critical functions and features are within the project's scope:

    a) Conversion of paper/pdf forms to on-line applications
    b) Office review checklist populated through FPA data input.
    c) Interfaces with internal systems identified in the systems *context diagram:
        i. Active Directory (to pass user access data)

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[1] Specific Region shadow systems were selected for replacement of functionality through fpOnline based on their 1) link to FPARS, WTA, and FPETS, 2) ability to impact the most staff through realized efficiency, and 3) those that increase vulnerability due to lack of documentation. The shadow systems are primarily Excel spreadsheets, one Access database, and seven Survey 123 functions which assist Region/Division staff with documenting field work.

ii. ROPA DNR Data Warehouse (to pass FPA, WTA, ENF structured data)
iii. DNR Enterprise Portal (internal)
iv. DNR Staging database (to pass Activity/resource map spatial data)
   d) Interfaces with external systems identified in the systems *context diagram
*Located in Appendix B.

4.2. Exclusions

The following are known *non-essential* project items and are, therefore, outside the scope of the fpOnline project.

1- Any function, feature, requirement, or process that is not compliant with the Forest Practices Act (Chapter 76.09 RCW), Forest Practices Rules (Title 222 WAC) and DNR Policy

2- fpOnline will not replace the external Forest Practices Application Mapping Tool (FPAMT) or the internal Forest Practices Risk Assessment Mapping tool (FPRAM)

3- Interfacing or integration of DNR Accounts Receivable (NaturE) or OneWA with fpOnline. (Note: When an Accounts Receivable system is in place, the Agency will need to discuss acquiring funding for an application that is able to interface/integrate the new Accounts Receivable Revenue Distribution system with all the other existing systems (fpOnline, Burn Portal, etc.).

5. Project Stakeholders

Stakeholders for fpOnline project are all individuals, agencies, groups (including interest groups) or organizations that may be affected by this project or have either interest in or influence over this project. The fpOnline project intends to collaborate with all stakeholders as defined above. The manner, degree, and nature of collaboration and engagement will be outlined in the project's stakeholder management plan.

The following are the two broad categories of stakeholders for this project:

1- Internal Stakeholders:

   a) **Project Executive Steering Committee:** Committee members are DNR senior managers and internal stakeholders representing DNR region offices, divisions and executive management. Project staff, and stakeholders attend steering committee meetings but are not considered voting committee members. The committee members are:

- Deputy Supervisor – Forest Resilience, Regulation and Aquatics or designee; voting member and chair of the committee
- Information Technology Division Manager or designee, voting member
- Forest Regulation Division Manager or designee, voting member
- Budget and Business Operations Manager, Forest Resilience, Regulation and Aquatics, voting member
- DNR Region Manager, voting member
- Financial Manager, Office of Finance, Budget, and Economics; voting member

Table 2: *Project Leadership Team / Executive Steering Committee*

Role	Names
Executive Sponsor	Alex Smith
Steering Committee Member/ITD Sponsor	Michelle Benton
Co-Business Sponsor	Saboor Jawad
Executive Steering Committee Member	Joe Wolfe
Executive Steering Committee Member	Scott Sargent
Executive Steering Committee Member, Finance SME	Leah Fenner

b) **Project Core Team:** The project core team includes the Co-Business Sponsors, Project Management Office, Manager; the Project Manager; Project Business Analyst; Organizational Change Manager; the Product Owner; the QA tester, IT Enterprise Architect; FP/GIS Team Supervisor; the Software Vendor Solution Team; and developers.

Table 3: *Project Core Team members and their responsibilities. Project Implementation Team Members are noted under the role.*

Role	Names	Responsibilities
Co-Business Sponsor	Saboor Jawad	Project champion with Senior Management peers and Forests and Fish Stakeholders. As approval authority, approves hires the CBS/PO and PMO, Manager recommend.
Co-Business Sponsor/Product Owner	Donelle Mahan	CBS - Project champion, delegated authority to approve project resources, promote support of project team and stakeholders. PO – Defining/managing product vision & strategy per customer and stakeholder needs. Product backlog management & partner with stakeholders/vendor team to ensure alignment with vision and goals.
Project Management Office, ADM	Gil Reyes	Ensuring DNR PM practices are in place. PM and OCM contract manager. **Responsible for allocating IT Resources.**
Project Manager	Clare Olson	Manages and controls project activities.
Business Analyst	Bethany Kirk	Review, analyze, evaluate and document business requirements and translates those business needs to inform technical solutions.
Organizational Change Consultant	TBD	Leads and support change initiative. Assesses the need for change and the readiness of the internal/external stakeholders to embrace it.
IT Enterprise/Solutions Architect	Ian Crocker	Assist with IT Division architecture and will assist with ensuring fpOnline will work with

		existing DNR architecture where interface will occur.
FRD, FP/GIS Team Supervisor	Dave Wischer	Technical subject matter expert on current FPARS/WTA/FPETS systems data and where current interface/integration occurs with DNR IT Division systems.
Form Process Product Owner	Carla Fosberg	Subject matter expert on current FPA/WTMF/Enforcement form workflow. Serves as liaison between business and vendor development team to explain product functionality.
IT Software Developer/System Admin.	TBD	Manage and configure revisions to fpOnline as business processes evolve. Monitor, track document, and inventory all work.
Mobile Developer	TBD	Support end user needs with Survey 123 as well as fpOnline, where applicable. Identify APIs that will support mobile functionality.
Software Vendor	TBD	Design and build fpOnline with software solution using scrum methodology.
IT Software Tester Consultant	TBD	Create test designs, test processes, test cases, and test data to ensure the software operates as intended.

c) **Internal DNR business users:**

    i.   Region forest practices program staff: Assistant Region Managers, District Managers, Program Coordinators, Road/Forest Specialists, Forest Technicians, Cartographers, Forest Practices Foresters

    ii.   Forest Regulation Division Staff
        a.   Forest Practices Program IT
        b.   Operations Manager, Region Outreach staff, Civil Engineers, Licensed Engineering Geologists, Compliance Monitoring team, and the Training Manager.
        c.   Small Forest Landowner Office and Regulatory Assistance Foresters
        d.   Adaptive Management Program staff and scientists

2- External Stakeholders:

a) **fpOnline Customers and Stakeholders:**

The project seeks the engagement of project customers and stakeholders to establish constructive and productive relationships. Their concerns and feedback will improve project design and outcomes as well as help identify and control risks. Meaningful consultation is the highest level of engagement the project aims to achieve with this group of stakeholders. Consultation will follow DNR guidance including guidance from the Tribal Consultation and Implementation Guide and the DNR Provisional Community Engagement Plan.

    i.   *Forest landowners, forest landowner representatives, professional forestry consultants*
    ii.   *Departments of Ecology and Fish and Wildlife, cities, counties, tribes, as well as Department of Archeology and Historic Preservation, and Revenue*

b) **Project Oversight:** OCIO Consultant, Office of Financial Management, and External
Independent Quality Assurance Consultants

6. <u>Governance, Roles, and Responsibilities</u>

Roles and responsibilities are outlined here to ensure the project team and stakeholders participate in the project, endorse the project plan and contribute to the completion of project tasks, and assignments. The project's overall governance structure is also summarized in Figure-1.

Project Executive Sponsor: The Deputy Supervisor for Forest Regulation, Resilience and Aquatics is the executive sponsor of the fpOnline Project. The executive sponsor is a key decision maker with a vested interest in the success of the project. As a project champion, the executive sponsor secures buy-in from DNR executive management, oversees project progress, and may also engage key project stakeholders. Other project personnel advise and make recommendations to the executive sponsor.

Project Steering Committee: The committee approves this charter and amends it as needed. The committee exists to direct, guide, and support the fpOnline project and works directly with the project manager and the project team to:

a) Make decisions on all items that are outside the project manager's responsibilities including decisions on overall direction of the project, and its business model, scope, schedule and budget.
b) Approves project charter and project artifacts. The Project Management Plan (PMP) – and its subsidiary plans- is the main project artifact that the committee will review and approve. The committee may also request and review documents that are not part of the PMP but are used to manage the project. Examples include issues log, milestone lists, project communications and etc.
c) Address all issues that the project team cannot resolve on their own
d) Receive regular, high level project status reports focused on overall project health including QA reports

Co-Business Sponsor: The Forest Regulation Division Manager is the co-business sponsor that is the Project champion responsible for supporting the project through their influential relationships with other leaders internally and externally.

Co-Business Sponsor/Product Owner -

Co-Business Sponsor: The Assistant Division Manager of Forest Regulation Division is the co-business sponsor and product owner. This role is the responsible individual project champion who is committed to the project full-time, to the proposed solution, and the approach to delivering it. The co-business sponsor/product owner is responsible to the Project Executive Sponsor in setting project direction, acquiring resources, and ensuring work gets done and meets the business needs.

Product Owner: The sponsor also covers the role of the project product owner. The project co-business sponsor when acting in the role of the product owner is part of the core project team. Defining/managing product vision & strategy per customer and stakeholder

needs. Product backlog management & partner with stakeholders/vendor team to ensure alignment with vision and goals.

Project IT Division Sponsor: The Information Technology (IT) Division Manager role is responsible for being a champion committed to the project, the proposed solution, and approach to delivering the product.

Project Management Office (PMO): The Assistant IT Division Manager is the director of the PMO who maintains and provides project management methods, best practices and standards. The PMO supervises the day-to-day work of the Project Manager, contract, if applicable, and also provides mentorship and training as needed. As the custodian of standards and guidance, the PMO ensures the project follows the project management standards.

Project Manager (PM): The PM is assigned by the project sponsors and PMO and leads the project team that is responsible for achieving project objectives. Completing the project according to the defined deliverables is among the key responsibilities of the PM. The PM's additional responsibilities include but are not limited to the following:

- Develop, update, and maintain the project charter
- Develop project management plan
- Develop, monitor, and review project deliverables, and project activities
- Effectively and iteratively communicate with the project team
- Plan, initiate, and manage project meetings in consultation with project sponsors
- Resolve issues and escalate when necessary or needed
- Schedule and track project resources; maintain current records
- Regularly and effectively communicate project status
- Maintain the fpOnline OCIO project dashboard and fpOnline Cat 2 SharePoint site
- Obtain acceptance and approval of project deliverables from the sponsors

Business Analyst (BA): The BA is responsible for reviewing, analyzing, evaluating and documenting business requirements and translates those business needs to technical solutions. This may be supported through obtaining current and future state of the current business systems. The BA will define and refine requirements for the Request for Proposal needed to build the IT software solution.

Organizational Change Manager Consultant (OCM): The OCM leads and supports the project change initiative and is responsible for the process of planning, implementing, and evaluating changes to achieve the fpOnline product. The OCM will lead and support the adoption of the new fpOnline system. They will identify the drivers, goals, and benefits of the change and the potential risks, challenges, and impacts of the new system. They will perform a stakeholder analysis, maintain the stakeholder register, and manage stakeholder engagement.

Project Subject Matter Experts (SMEs): The DNR staff and External Stakeholders with specialized knowledge, and high level of skills/expertise in areas of fpOnline's scope. The Project Manager, in consultation with project sponsors and product owner, will identify SMEs and engage them in both the planning and execution phases of the project. SMEs may also be engaged to validate discovery, phase 2 user stories or requirements, share

information on their current technology or workflow processes. When engaged, SMEs may serve as Project Core Team Members and/or as part of the project implementation team.

Project Oversight is provided by the Office of the Chief Information Officer (OCIO) and Office of Financial Management (OFM). David Kuhn is the OCIO consultant with oversight responsibility for fpOnline. Lisa Borkowski is the OFM budget analyst. The project is subject to all conditions and limitations in Section 701 of the Operating Budget. OCIO oversight policy guides this process.

Independent Quality Assurance: Vivid Co., Heidi Brownell and Allyson Ross are the independent quality assurance (QA) providers. QA provides ongoing, independent assessment of project management processes and activities. QA provides agency project executive sponsor, project teams, OCIO and other oversight entities with valuable independent insight into how well project activities are going and where corrections might be needed. Minimum QA requirements are outlined in OCIO policy on independent quality assurance.

Project Sponsor Coalition: The Project Sponsor Coalition is comprised of Executive Managers that ensure that all DNR projects have all necessary resources to launch successfully; incorporate projects into other major DNR initiatives.

Table 4: *Project Sponsor Coalition Team Members*

Deputy Supervisor, Forest Resilience, Regulation and Aquatics, Executive Sponsor for fpOnline	Alex Smith
Co-Deputy Supervisor, Uplands and Executive Sponsor for LAMS	Duane Emmons
Co-Deputy Supervisor, Uplands	Todd Welker
Chief Operating Office	Katy Taylor
Deputy Supervisor, Employee & Enterprise Services, and Executive Sponsor Revenue Distribution / Cost Allocation	Annette Meyer
Deputy Chief Operating Officer	Lenny Young
Director, Enterprise Services	Brule Burkhart
Chief Financial Officer	Tristan Wise
Forest Regulation Division Manager, Co-business sponsor of fpOnline	Saboor Jawad

Project Sponsor Coalition Responsibilities
- Ensure resources are available if needed, such as staff and funding. (Staff are subject matter experts, or backfills of missing staff as needed)
- Ensure gated funding is released on time
- Provide change leadership: give input on how to get their staff to participate and engage, reduce trauma, manage change, and be successful.
- Ensure fpOnline situational awareness
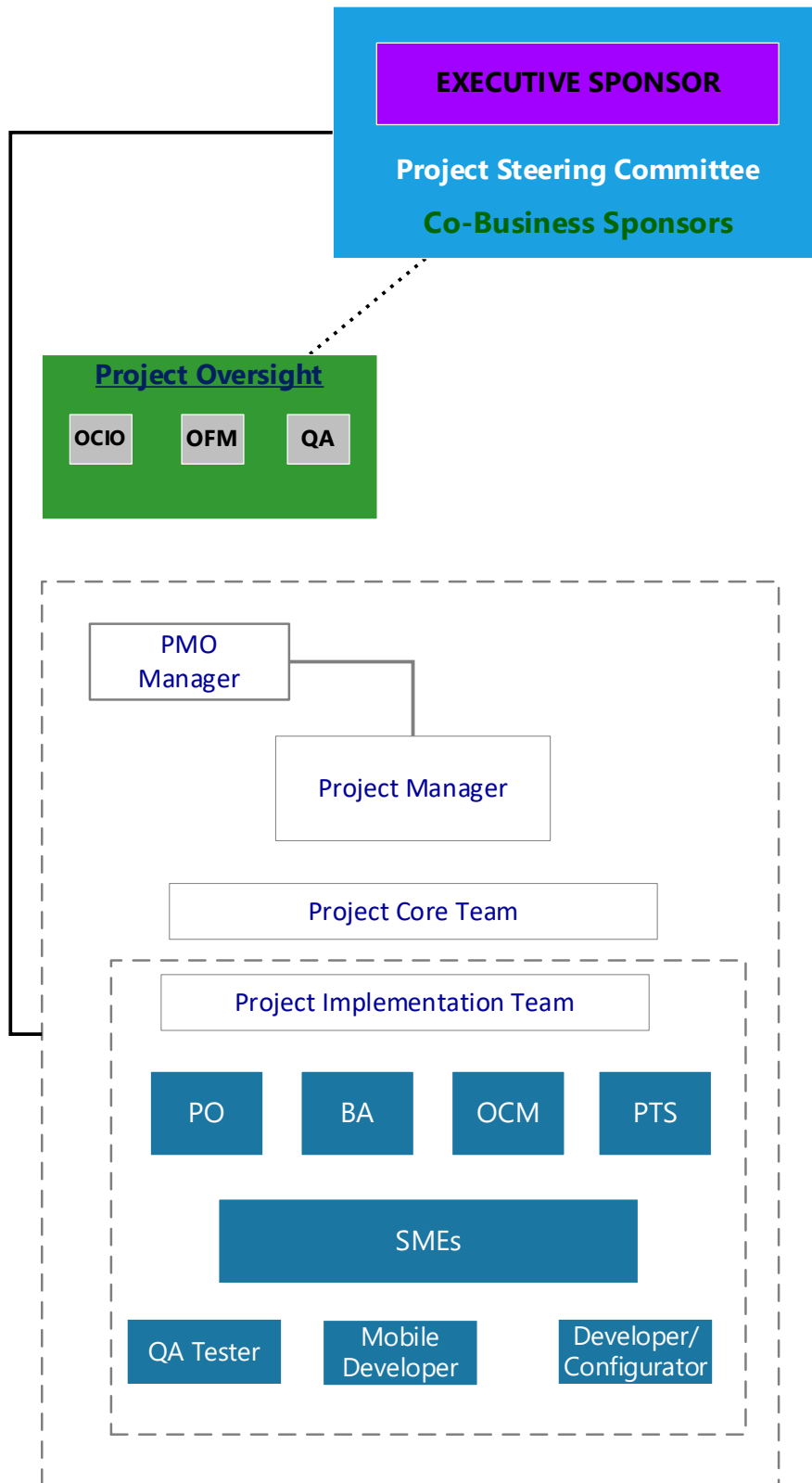- Engage regional leadership in the systems rollout processes

EXECUTIVE SPONSOR

Project Steering Committee

Co-Business Sponsors

Project Oversight

OCIO   OFM   QA

PMO Manager

Project Manager

Project Core Team

Project Implementation Team

PO   BA   OCM   PTS

SMEs

QA Tester   Mobile Developer   Developer/ Configurator

Figure 1: *Overall governance structure of the fpOnline Project*

7. <u>Project Budget</u>

The current FY23 and FY24 budget for the project is $4,068,356. This figure includes budgeted resources including current and future biennia planned resources as well as in-kind resources. The budget breakdown is provided in Table-2 below. These estimates are based on known cost drivers at the time of drafting of this charter and subject to change based on new information. Changes to scope and schedule may affect the budget and will require the approval of project sponsors and steering committee.

Note: The revised Technology Budget, and FY24 supplemental and 25-27 decision packages will better inform the final project budget.

## 8. <u>Project Schedule and Milestones</u>

The fpOnline project was initiated on 07/01/22. The project is planned to complete by 12/31/2025. Table 6 is a summary of high level project schedule and milestones. A detailed work plan and schedule will be developed as part of the project planning phase.

Table 5: Key Project Milestones and Estimated Target Dates

Milestone	Duration	Target Start	Target End
Project Initiation (or Planning)	6 months	July 2022	June 2023
Procurement Preparation	4 months	June 2023	September 2023
Solution/Vendor Procurement (posted to contract)	3 months	October 2023	December 2023
Business Process Mapping and Configuration Workshops with vendor	6 months	December 2023	May 2024
Design Phase	4.5 months	June 2024	October 2024
Configurations/Build Phase	7.5 months	October 2024	June 2025
User Acceptance/Testing	3 months	June 2025	September 2025
Training	1.5 months	October 2025	November 2025
Go-Live Decision	1 day	November 2025	November 2025
Go-Live or Deploy	1 week	December 2025	December 2025
Stabilization	3 months	January 2026	March 2026
Project Closure	1 month	April 2026	April 2026

Diagram 1: Key Project Milestones and Estimated Target Dates
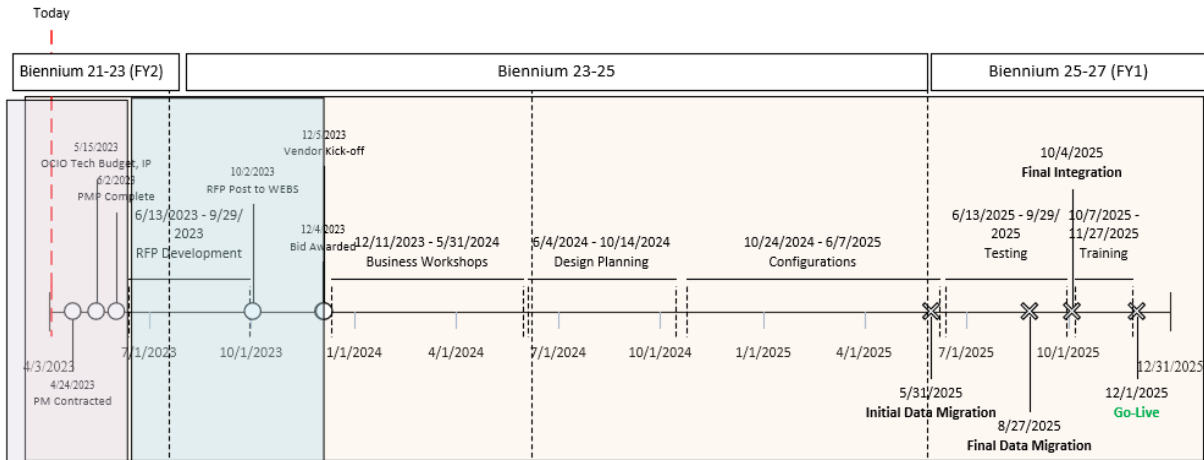
9. <u>High Level Project Risks</u>

1) **Funding** – Funding was ~$927,000 less than requested for the 23-25 biennium. If actual costs come in at or higher than already planned, the project will need to reduce scope or plan on supplemental funding or Agency funding (if available), causing delays and/or a lower quality product.

2) **Stakeholders** – There are multiple external stakeholder interests from landowners, operators, and city, county, and state government entities. This diverse and highly vested group could impose conflicting pressures and/or require a significant focus of DNR resources to ensure an acceptable outcome and if so, could lead to a lack of project focus and/or unplanned scope.

3) **Resources/HR** – The project will rely on a variety of IT and DNR business resources. Lack of internal resources requires supplementing with external, notably a project manager and organizational change management. DNR staff will be balancing regular duties with this project, if there is an unexpected event, or series of events, that meaningfully impact key resources at times they are needed, could delay the project and add to budget pressures.

4) **Integrations** – The expected solution will require integrations. If one or more integrations present technical difficulties, the project may require additional unplanned internal development work which will impact IT resources, additional unplanned licensing, or additional unplanned contracted services. All of these outcomes would add project delays and add to budget pressures.

5) **Limited Data Migration** – The project intends to migrate data from FPARS, WTA, and FPETS to the new solution. The exact depth and breadth of migration depends upon the selected solution, final mandatory functional requirements, and ability to clean-up/translate to the new system's specifications. Those variables will not be known until the detailed

design phase of the project. If any existing digital content (database records, attachments, etc.) can't be technically resolved for migration, yet require continued access by DNR staff and external stakeholders, then legacy systems may be needed to continue operation, adding technical debt, increased training and documentation needs, and increased operational costs.

10. <u>Guiding Principles</u>

All project participants commit to the following ground rules. They demonstrate a genuine commitment to problem solving and to mutual respect among the project participants. Project participants are expected to review and contribute to these general principles which will serve as the ground rules for participating in this project.

a) Commit to active listening, ask questions to understand; speak to educate.
b) Avoid hidden agendas: state needs, problems and opportunities first and positions last.
c) Take initiative to make things better.
d) Everyone has an equal voice.
e) Provide the why behind the need. Be open and honest.
f) Come prepared, do your homework.
g) Follow through: assign tasks, document, and close the loop.
h) Be concise and to the point.
i) Participate in a constructive manner.
j) Be respectful of others.
k) Caution an offender of bullying or aggressive behavior.
l) Volunteer your time, talent and expertise to get things done.
m) Be realistic in your availability and ability to carry out action items.

Appendix A: Project Business Case

Current State

Currently the administration of forms in the Forest Practices Program is paper-based manual process flow, with FPARS, WTA and FPETS largely serving as electronic filing systems to serve as SEARCH repositories, so that searchers can pull up scanned-in PDF images of the FPA, WTMF, or enforcement documents. Regional offices file paperwork in physical filing cabinets and regularly pack up boxes for the state records center to archive the paperwork. In addition, Regional offices manually enter data and scan images for every form that is submitted. This is in addition to performing important desk reviews of FPAs to ensure the FPA form is complete for accurately classifying the FPA, talking to landowners, etc. Since no real workflow is enabled in the IT FPARS, WTA, FPETS applications, the regional offices created satellite 'shadow systems' – MS Access databases, excel files, and calendars which they use to track and monitor the progress of an FPA to ensure they meet Regulatory timeframes for decisions and trigger reminders for office, field, and external stakeholders for required follow-up activity. The 'integration' with Department of Revenue (DOR) is only sending a copy of a pdf to that agency so that a DOR staff person can review the newly approved or changed FPA's daily and manually enter any data changes in Atlas the DOR taxation tracking system (Atlas).

FPARS is a 20+year old system that is subject to systemic outages, creating risks of failing to meet statutory requirements for decision time-frames and for providing notifications (RCW 76.09.050). It requires manual completion of permits, forms, maps, signature and payment, and the Covid 19 environment has exposed this to be problematic for public and staff safety as well as for efficiency and ease of use. Some landowners have to drive hours to drop off FPAs with checks because they do not trust the mail service timeliness or security.

FPARS, FPA and FPETS are decentralized homegrown .net applications that require custom work to test and support from ITD resources with low availability. This reactionary position causes frequent outages and failure to notify within agreed upon timeframes when standard environmental changes are implemented. Recent issues have been failures of the notification system so FPAs were not received by the reviewers to meet statute driven timelines.

The Forest Practices applications were not designed as an integrated solution. The decentralization results in data integrity issues because data is not consistently entered into the systems. Additionally, there is no search capability across all of the data.

Future State

fpOnline will provide efficiencies for those who submit forest practices applications, because the new platform will allow them to submit applications electronically along with electronic signature and payment of fees. This will end the need for landowners/consultants to either visit DNR Region offices or mail FPAs to the offices. A system that requires and validates data will allow DNR program field staff to be more effective and efficient with their time when reviewing and complying FPAs remotely, and will provide similar benefits for the public, tribes and other agencies interested and required to review FPAs and obtain information needed to understand or help evaluate FPA proposals.

The need for an improved forest practices information system fpOnline was recommended in the December 2019 report of the Aerial Herbicides in Forestry Work Group required by SSB 5597, and 2020's SB 6488 (which passed the Senate but not the House) included a requirement that DNR seek appropriate funding.

The proposed solution builds upon an extensive "discovery" (scoping) effort conducted in 2017 and 2018 and a feasibility study conducted in 2019. The discovery work examined existing and desired forest practices business needs, current systems and capabilities, and the pros/cons of different information technology solutions, including long-term operating expenses. DNR's forest practices Region staff, small/large forest landowners, the Washington Department of Ecology (ECY), the Washington Department of Fish and Wildlife (WDFW), and tribal representatives were heavily involved in providing input about the need for a user-friendly and field-accessible online application system. The business requirements for electronically filing and reviewing forest practices applications incorporate these user stories.

The main recommendation from the 2nd discovery project was that fpOnline utilize a Hybrid solution: a Combination of custom-built, COTS/MOTS and SaaS solutions. Several vendors and products were considered and 2 vendors were highly recommended (Windsor and EightCloud) to not only respond to the RFP but also build a prototype, as their solutions were more configuration than customization, which was ones of the important facets of the 'hybrid' solution.

EightCloud was selected as the Proof of Concept vendor and built a simple version of the WTA application on DNR's existing Salesforce Community Cloud (now marketed as the "Experience Cloud"). The main outcome from the feasibility phase was a demonstration that Salesforce could be an acceptable platform for the new fpOnline system, as it had potential to provide workflow, forms, monitoring, controlling, and reporting capabilities. Integration and GIS will require customization.

Much has changed in the IT landscape since Covid 19. We continue to rely on the Discovery outcome in terms of describing a Hybrid, largely configurable, customizable solution that will provide online applications, mapping, signature and payment while providing business flexibility to evolve with changing needs and demands. However, due to the time lag between the Discovery Recommendation (June 2018) end of the pilot (Spring 2019) and now (latter half of 2022), we are refreshing the user stories (product backlog) and confirming the high-level requirements to ensure they reflect current technical demands, current business processes in the regions, and current external user capabilities and usability demands and the vendor assessments, to ensure we are operating against current needs and options.

Alignment with Strategic Plans:

Link to agency strategic plan A1.1: Anticipate and meet the changing needs of the workforce by modernizing our workplace including policies and practices. A1.4: Prioritize and address core business challenges, and implement Lean process improvements, to increase organizational capacity and improve service delivery, efficiency, and performance for the trust beneficiaries and public. A2.2: Cultivate an agency-wide mindset of "managers as coaches, employees as problem-solvers" to support innovation, continuous process improvement, and public service. B2.4:

Develop and implement collaborative solutions to protect working farms and forests, including landowner assistance and incentives.

The effort to move to a Hybrid Commercial-Off-The-Shelf /Software as a service (COTS/SaaS) solution is in alignment with the strategic direction of the Office of the Chief Information Officer (OCIO) Enterprise Technology Strategic Plan. Modernize Infrastructure and Applications, Evolve Portfolio and Technology Business Management, Increase Capacity to Manage and Share Information, Improve [Constituent] Access, Improve Technology Lifecycle Management, Mature PM, Strengthen Business Driven Governance, Modernize applications across the state, Increate state capacity for integration and interoperability, Optimized Government, Transparency, Personalized Government, Agility, Partnership, Implement Mobile-friendly work practices, Security & Privacy.

Appendix B: Context Diagram

Diagram 2: Context Diagram

Future State fpOnline System Context Diagram