

MASTER PROJECT PLAN

Project Name:

FREP Information Management System
Requirements Documentation

Project Sponsor:

Ralph Archibald, Director, Forest Practices Branch

Project Manager:

Frank Barber, Effectiveness Evaluation Coordinator,
Forest Practices Branch

Version 1.2 Issue/Revision Date: July 6, 2005

1.0 Project Purpose

The development of a FRPA Resource Evaluation Program (FREP) Information Management System (FREP IMS) is a multi-phase initiative. This Master Project Plan outlines the first two phases, but focuses primarily on phase I:

- Phase I: Completion of a Business Requirements document, initiated in 2004/05.
- Phase II: System development and implementation.

The goals of Phase I are to:

1. Identify the appropriate stakeholders for this information management and reporting system.
2. Conduct a series of interviews with identified stakeholders.
3. Document in a Business Requirements document the:
 - Identify data collection, storage and reporting needs of district, regional and branch staff to support effectiveness evaluation projects and resource stewardship monitoring (RSM) activities under FRPA
 - Identify tools and protocols required by district, regional and branch staff to support effectiveness evaluations and resource stewardship monitoring activities under FRPA
 - Identify data collection, storage, analysis and reporting needs for more intensive effectiveness evaluation projects conducted by Ministry that may have linkages to those conducted by licensee, academia and other stakeholders
 - Review existing data/knowledge management systems to determine their suitability for incorporation or full use in the FREP information management and reporting system. It is also envisioned that the existing research branch knowledge management system may be utilized on an interim basis to manage both the effectiveness evaluation and RSM meta-data until an operational system is developed.

MASTER PROJECT PLAN:

FREP Information Management and Reporting System Business Requirements

The resulting business requirements document will form the basis of the Request for Proposals (RFP) that will be posted on BC Bid.

In Phase II, the selected developer will design and build a system that meets the requirements outlined in Phase I, and the FREP IMRS Project working group for that phase, as described below, will be involved in the coordination of implementation tasks such as user testing, documentation, training and communications.

This project is to be considered a multi-phased initiative. Phase I (05/06) will be initial requirements gathering and phase 2 (06/07) will involve development of the core system and two checklists. As new checklists are validated in 07/08 and beyond, they will be incorporated into the system in planned releases over time.

2.0 Rationale

Effectiveness evaluations form one of the foundations of the *Forest and Range Practices Act* (FRPA). As such, the Ministry of Forests and Range, along with its partner agencies (previously MSRM and WLAP now ILMA and MOE) committed to implementing a comprehensive evaluation and monitoring program. The FRPA Resource Evaluation Program (FREP) Working Group, the Regional Resource Stewardship Monitoring teams, and the Stewardship Business Area teams are coordinating the government's FRPA evaluation and monitoring initiatives.

The FRPA Resource Evaluation Program determined in 2004 that the basic data collection methodology for resource stewardship monitoring activities would be a series of "routine" and "extensive" indicator checklists for the 11 resource values identified in FRPA. In the Fall of 2004, a checklist pilot was conducted with MoF district staff to field test the new checklists (Soils, Stand-level Bio-diversity, and Streams/Riparian) for three resource values. A post-pilot review (February 22-23, 2004) facilitated a critique by district staff on the applicability of the checklists, and documented input into steps toward implementation of the checklists on a provincial scale.

In follow-up to the post-pilot review recommendations, the Operations Division executive and management team were briefed on the resource requirements to implement resource stewardship monitoring activities, i.e., data collection using indicator checklists and protocols. In May 2005 the Operations Division executive decided that implementation of resource stewardship monitoring would be phased in, starting in 2005 with 2 checklists (Stand-level Biodiversity and Streams/Riparian) through volunteer districts from each Forest Region.

Phase I of this project will provide the necessary business requirements document for developing a clear data model and design requirements for the subsequent development of a FREP Information Management System (FMIRS). The document will reflect user needs as identified during the 2004 pilot, through the ongoing resource stewardship monitoring work this field season, and gathered in interviews with district/regional staff, resource value team leaders, and other stakeholders.

It is envisioned that a wide range of stakeholders will use the system for a variety of purposes related to protection of resource values. The requirements of the system are driven by the needs of its many potential end users, as follows:

Resource stewardship monitoring:

- District staff: to record, manage and evaluate "routine" and "extensive" monitoring data required to evaluate government objectives as expressed at the district level; assist in

MASTER PROJECT PLAN:

FREP Information Management and Reporting System Business Requirements

monitoring results and strategies within a Forest Stewardship Plan; and raise “red flags” on issues that may require further investigation.

- District, Regional and Branch staff: to review reports of compiled district information and evaluate how objectives are being met at a regional and provincial level.
- Regional and Branch staff: to identify those areas which require “intensive” evaluations (e.g. those “red flags” raised by District resource stewardship monitoring).
- Other stakeholders and partner agencies: to use data and reports on resource values pertaining to their organization and mandate.

Effectiveness Evaluations:

- Stakeholders and other partner agencies conducting effectiveness evaluations on “red flag” resource issues raised under resource stewardship monitoring.
- “Outside stakeholders” – to be clarified during the requirements gathering process.
- Stakeholders and other partner agencies having access to data and/or results from existing effectiveness evaluation projects.
- Other stakeholders and partner agencies, to use data and reports on resource values pertaining to their organization and mandate.

3.0 Project Objectives

With the completion of the Stand-level Bio-diversity and Streams/riparian checklists, the phased-in implementation of these checklists by Operations Division, and the input from resource value team leaders and other stakeholders, the data collection, storage, analysis and reporting needs to support effectiveness evaluations and resource stewardship monitoring activities under FRPA will be determined.

The project has the following high-level objectives for both effectiveness evaluations and resource stewardship monitoring.

Resource Stewardship Monitoring:

- Confirm, map, and document the business process for indicator checklists
- Consult with stakeholders (district/regional staff, checklist researchers) on checklist content, other data collection needs, requirements for supporting materials to checklists, analysis and reporting requirements, system interface features
- Identify linkages to other corporate systems and other business processes
- In phase I, produce business requirements document that incorporates output from above.

Effectiveness evaluations:

- Confirm, map, and document the business process for data collection, storage, analysis and reporting for effectiveness evaluation activities
- Confirm, map, and document the business process for data sharing and availability for effectiveness evaluation projects
- Review existing data/knowledge management systems to determine their suitability for either incorporation or full use in the FREP information management and reporting system. It is also envisioned that the existing research branch knowledge management system may be utilized on an interim basis to manage both the effectiveness evaluation and RSM meta-data until an operational system is developed.

MASTER PROJECT PLAN:

FREP Information Management and Reporting System Business Requirements

The consultation process is critical to a successful implementation of the eventual system because of the need to ensure comprehensive user/stakeholder input – in other words, to ensure that the tool that is built meets the business needs for both resource stewardship monitoring and effectiveness evaluation activities under FRPA. The system must be designed to accommodate this wide range of usage requirements and allow for the addition of other checklists in the future.

Before moving on to Phase II of this project, sign-off of the final business requirements will be obtained from both Operations and Forestry Divisions.

4.0 Project Scope

In scope (Phase I – 05/06):

- Develop a Requirements Gathering work plan that articulates how requirements gathering activities will be carried out.
- Identify key stakeholders and other partner agencies who will utilize this information management and reporting system or have gained experience from the use of other similar systems.
- Schedule interview sessions with stakeholders and other partner agencies.
- Interview District/Regional end users including research, operations and staff from participating ministries.
- Interview the appropriate number of districts to develop consistency of business requirements.
- Conduct out-of-ministry interviews with other stakeholders and partner agencies to explore opportunities for linkages with company specific initiatives such as certification and SFM.
- Review existing research knowledge management system for potential incorporation into FREP system.
- Develop interview packages for effectiveness evaluation and resource stewardship monitoring business requirements.
- Conduct appropriate interviews by stakeholder group for effectiveness evaluation and resource stewardship monitoring business requirements.
- Document the results of these consultation sessions, following an approved format from IMG and including business process flow documentation.
- Review existing data/knowledge management systems to determine their suitability for potential incorporation or full use in the FREP information management and reporting system.
- Prepare Business Requirements document.
- Ensure sign off of the Business Requirements document by stakeholder representatives.

Out of scope in Phase I but in scope in Phase II (06/07):

- Preparation of the RFP
- Review of the responses to the RFP
- Systems development activities
- System training and implementation activities
- Systems support and maintenance activities
- Post implementation review.

Phase III and beyond (07/08):

- Requirements gathering and system development activities required to incorporate new checklists into the system and system maintenance activities.
- There will also be a requirement for periodic reviews of the vision of the target system in light of any changes to government policy, changes in the business environment, new requirements from users, and emerging technologies.

MASTER PROJECT PLAN:
FREP Information Management and Reporting System Business Requirements

- Systems support and maintenance activities.

5.0 Success Criteria

Phase I of this project will be considered successful when:

- key stakeholders and other partner agencies who will use this information management and reporting system (inside and outside of government) have been identified and have “bought in” to its use
- representatives from all client groups have been consulted and the business requirement needs for this system are clearly articulated for effectiveness evaluations and resource stewardship monitoring activities under FRPA
- the Business Requirements documentation is completed by the specified date
- the Business Requirements document is signed off by the User Group indicating that it accurately identifies the needs of the intended users
- the key requirements for a data/knowledge management system have been identified (through review of existing systems) in the business requirements document.

Phase II of this project will be considered successful when a system which meets the requirements outlined in Phase I is in use in the field and provides a single, consistent access to data, analysis and reports for various levels of end user. Detailed success criteria will be provided for Phase II and all other phases in updated versions of this plan, at the appropriate time.

6.0 Priority

The implementation of the FREP Information Management and Reporting System (FREP IMS) is a very high priority in the Ministries of Forests and Range and Environment. It is recognized that development to operational implementation of this system may take upwards of 2 years. An additional year will be needed to address updates to include 2-4 new checklists in an updated release. Therefore, in the interim the existing research branch knowledge management system may be utilized to manage meta-data for the various monitoring and effectiveness evaluation projects being conducted. For resource stewardship monitoring, the checklist data will be stored in Micro Soft Access.

There are many factors that make this system a very high priority:

- ODMT and the Chief Forester have given approval to begin staged implementation of resource stewardship monitoring in regions and districts this fiscal 2005/06. Regional and district staff are gearing up to conduct resource stewardship monitoring to meet the objectives set by government under FRPA.
- The data that is collected by each checklist must be entered into some data base. The longer the delay in having one provincial information management and reporting system in place, the greater the likelihood of having many smaller ad hoc systems used by the various stakeholders.
- Each checklist developed will create a tremendous amount of resource value data that needs to be stored somewhere. As more districts utilize these checklists, the amount of data will become unmanageable without a centralized system.

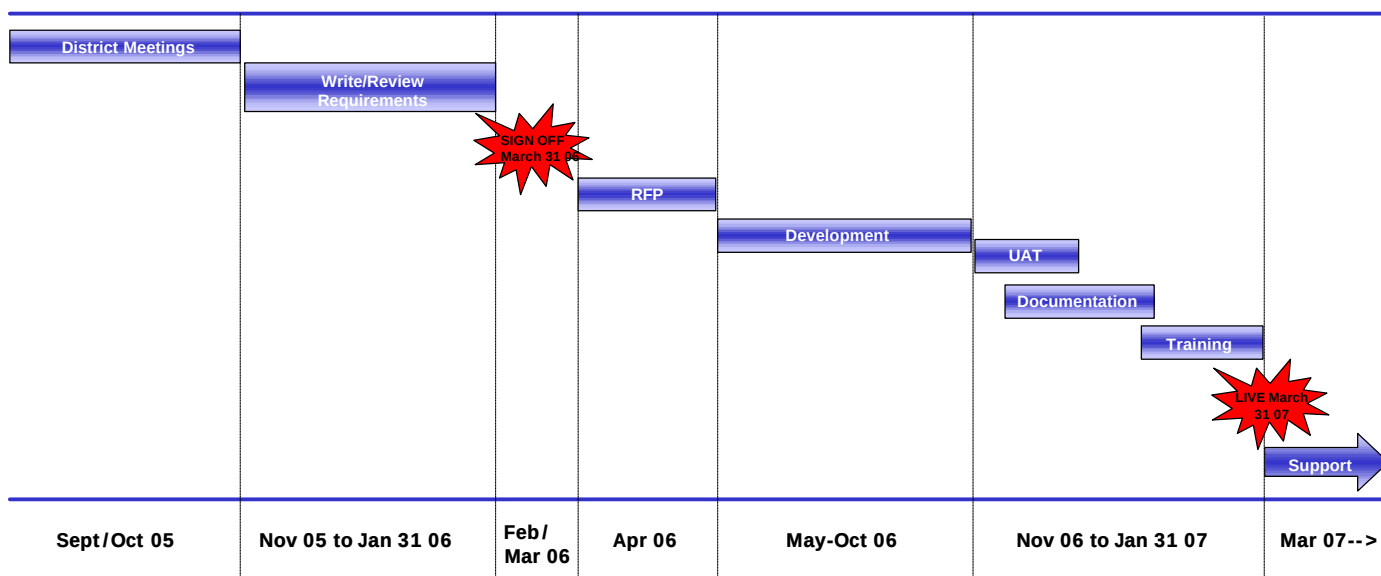
MASTER PROJECT PLAN:

FREP Information Management and Reporting System Business Requirements

- Training in the use of the stand level biodiversity and riparian checklists is currently underway and these checklists will be implemented operationally throughout the province this year. It is anticipated that protocols for two new values will become available each year, following extensive field testing. At the current rate of development and testing, it will take approximately 5 years to develop monitoring protocols for all 11 resource values identified under FRPA. It must also be understood that there will eventually be more than one protocol for each resource value.
- The data collection, storage, analysis and reporting requirements of each checklist must be identified and included in FREP IMS. To ensure the capture of this information and the updating of the information system as new protocols are developed and implemented, work on the development of such an information and management system must start immediately.
- In addition to government, this system must identify what are the appropriate linkages to the business requirements of identified stakeholders. These stakeholders may be industry, academia, ENGO's and other agencies.
- This system must have a seamless interface with existing Ministry systems (RESULTS, FTA, CIMS, SPAR, LRDW, etc) to prevent duplication of data collected between systems plus allow for auto-population of checklists from existing systems to minimize checklist fields that need filling out.

7.0 Deliverables

FREP IMRS Requirements Gathering & High Level Implementation Plan



**MASTER PROJECT PLAN:
FREP Information Management and Reporting System Business Requirements**

Primary Deliverables	Target Completion
<u>Phase I</u>	
Draft Master Plan for submission to IMG	May 31, 2005
Completed Master Plan	June 30, 2005
Communications Plan	July 15, 2005
Requirements Gathering Work Plan	July 15, 2005
Requirements Gathering Meetings	Aug-Oct, 2005
Requirements Document sent for Review	November 30, 2005
Requirements Changes Incorporated	January 31, 2006
Sign Off	March 31, 2006
<u>Phase II</u>	
RFP out to developers	April 15, 2006
Development activity	May – Oct, 2006
User testing, documentation and training	Nov 06 – Jan 07
Implementation activities	Feb – March 07
<u>Phase III</u>	
Systems development life cycle, requirements through implementation, focusing on additional checklists, as they become ready for implementation	Apr 07 – March 08
<i>Documentation Formatting</i>	
<ul style="list-style-type: none"> Requirements documentation will follow guidelines outlined in IMG's Requirements Standards Guide, at http://extranet.for.gov.bc.ca/AppDev/Guides/sys/s50.pdf. Communications plan will reference IMG's Systems Implementation Guide, at http://extranet.for.gov.bc.ca/AppDev/Guides/sys/s53.pdf 	
8.0 <i>Milestones</i>	
The milestones will closely reflect the deliverables identified in each phase. For Phase I, the major milestones are:	
<ul style="list-style-type: none"> Communications Plan, signed off by sponsor Requirements Document sent for Review Requirements Changes Incorporated Sign Off 	<ul style="list-style-type: none"> July 30, 2005 November 30, 2005 January 31, 2006 March 31, 2006

MASTER PROJECT PLAN:
FREP Information Management and Reporting System Business Requirements

9.0 *Critical Success Factors (CSF)*

The following success factors apply to Phase I only:

- Sign-off on Resource Stewardship Monitoring (RSM) Framework report. This is a critical document that provides a comprehensive description of the objectives and scope of Resource Stewardship Monitoring, as a component of the FRPA Resource Evaluation Program (FREP). The document also describes the stakeholder involvement, critical success factors, and major deliverables. This document is available on the FREP website.
- Confirmation of business process for resource stewardship monitoring in the regions and districts, including clearly-identified participant roles and responsibilities (including districts, regions, branches, and other stakeholders). This process has to be signed off by ODMT.
- Identification of stakeholders and other partner agencies that will use this information management and reporting system (involvement to be determined through business requirements “needs gathering” process).
- Availability of business expert to co-present at workshops with the consultant.
- Access to the appropriate district/regional staff for the district sessions and ability to re-visit or conference with districts to clarify business requirements.
- Availability of project stakeholders and other partner agencies to review and confirm acceptance of the requirements.
- Successful implementation of the communications plan identified in this Master Plan.

10.0 *Critical Assumptions*

- Executive support for FREP IMS.
- Funding available for business requirements gathering, development, testing and implementation of FREP IMS.
- A provincial RSM standard business process is agreed to that is applicable to all 3 regions.
- The key stakeholders that will use this system are successfully identified.
- The identified business process is agreed to by all stakeholders.
- BC Timbers Sales is a licensee stakeholder.
- The appropriate regional/district staff and other stakeholders will be available to attend district or other scheduled sessions.
- The questions that will be posed to the regional/district staff and other stakeholders will be successful in addressing their business needs.
- Adequate funding is available to interview enough district/regional staff and other stakeholders to get a clear picture of client business needs.
- The contractor and business expert will be available, during the required time period, to conduct these sessions and document the results.
- A single individual, not a working group, will take responsibility for final editing of the requirements document (though working group members will contribute to the content to ensure document is finished on time).
- During transition, Research Branch's meta-data system will be used to house effectiveness evaluation project data.
- During transition all RSM checklist data will be entered into Micro Soft Access.

MASTER PROJECT PLAN:
FREP Information Management and Reporting System Business Requirements

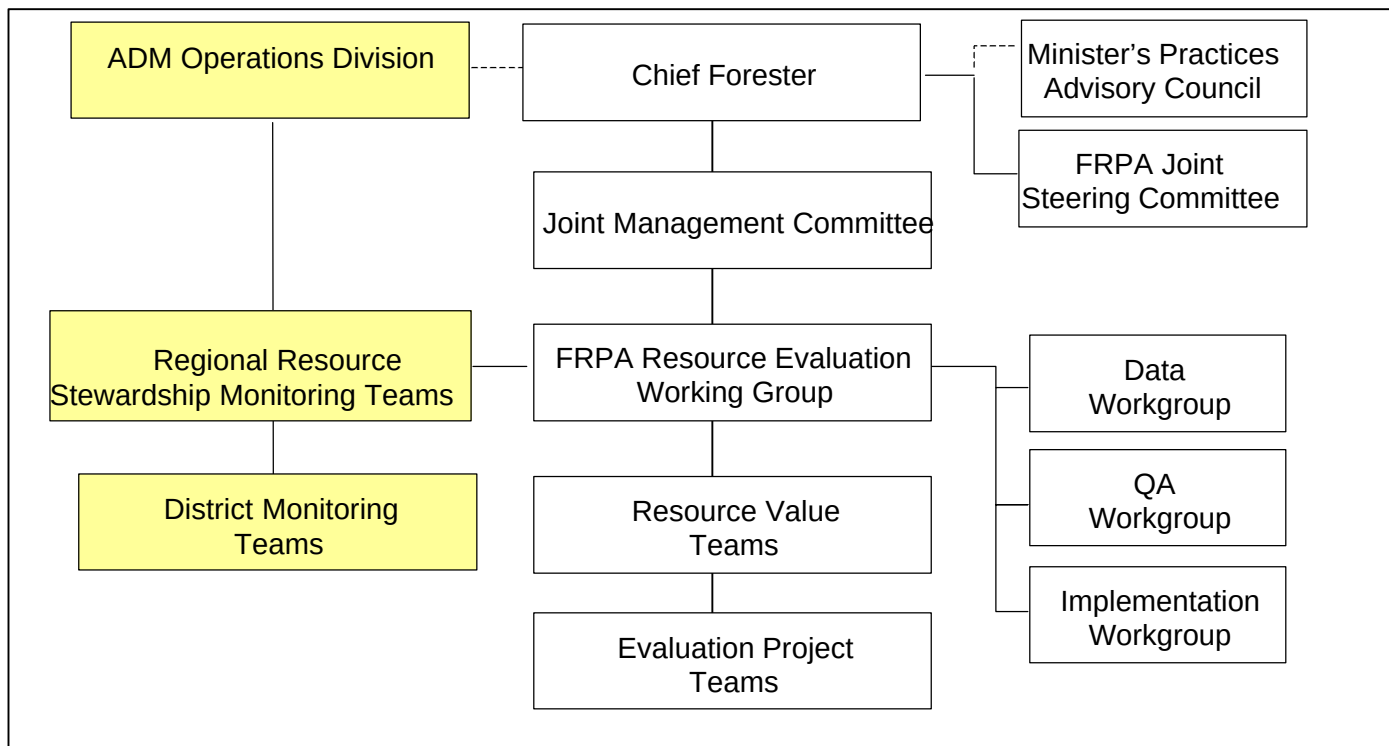
11.0 Completion Criteria

The completion criterion in Phase I is the signing off of the Business Requirements document by the FREP Sponsor (Chief Forester) and the Assistant Deputy Minister of Operations.

12.0 Project Organization

Ongoing direction and guidance for FREP is provided by the Program Sponsor (Chief Forester), who also receives input from the Minister's Forest and Range Practices Advisory Council, the FRPA Joint Steering Committee and the Assistant Deputy Minister of Operations. The Joint Management Committee makes program decisions in consultation with the Program Sponsor, and reviews and forwards recommendations from the FRPA Resource Evaluation Working Group to the Program Sponsor. The FRPA Resource Evaluation Working Group (FREWG), consisting of a committee of internal stakeholders, leads the development and implementation of FREP. External stakeholders are invited to provide input on evaluation issues and participate on working groups, as required. Regional Stewardship Monitoring Teams (RSMT's) are in place in all three forest regions. RSMT's will help facilitate the implementation of Resource Stewardship Monitoring at the district level, including playing a key role in the implementation of quality control and identifying regional priorities. Districts will complete the majority of field work.

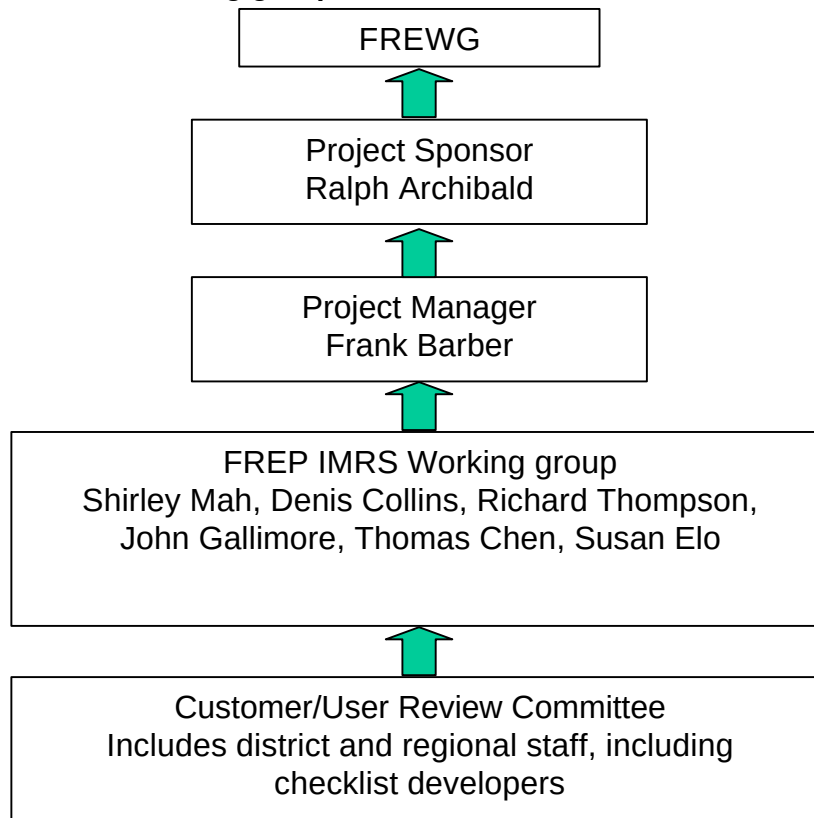
Figure 1: Administrative Structure of FREP.



**MASTER PROJECT PLAN:
FREP Information Management and Reporting System Business Requirements**

The Project Manager is supported by a small core working group (FREP IMRS working group) with whom he will consult on a bi-weekly basis throughout the project. The working group will edit materials and, in conjunction with FREWG, assist in recruiting appropriate district, regional and branch contacts to participate in the district review sessions.

Figure 2: FREP IMS – working group Structure



13.0 Reporting format

The FREP IMRS working group will report directly to FREWG on a monthly basis in the form of conference calls, including briefing materials as appropriate.

The FREP IMRS working group will also provide a written update to IMG on a bi-monthly reporting basis, including a budget report using IMG's "Project Plan/Status Report". Updates to the FREP IMS Work Plan or requested changes to the scope of the project will be also be presented to IMG through the Project Plan/Status Report as needed.

The working group will hold weekly meetings, including an agenda and action item documentation. The work plan will be continually reviewed and updated as part of these meetings.

MASTER PROJECT PLAN:
FREP Information Management and Reporting System Business Requirements

14.0 Roles and Responsibilities

14.1 Project Sponsor (or Champion)

Roles and Responsibilities

- Establishing the business objectives of the project and ensuring that these objectives are being met.
- Acquiring sufficient resources to ensure the success of the project.
- Acting as the chairperson of the Project Steering Committee.
- Reviewing and resolving all funding requirements outside of the project commitment.
- Reviewing and resolving decision requests, issues and change requests.
- Sign-off of key project deliverables/milestones.
- Final sign-off of project.

Membership

Ralph Archibald, Forest Practices Branch.

14.2 Project Steering Committees (IMRS and FREWG)

Roles and Responsibilities

FREP IMRS working group	<p>Phase I</p> <ul style="list-style-type: none">• Review all documentation prepared for this phase of the project, including master plan, communications plan and requirements document.• Advise on membership of district review meetings.• Attend regular working group meetings, and complete action items as identified. <p>Phase II</p> <ul style="list-style-type: none">• Review all documentation prepared for this phase of the project, including RFP and responses to it, prototypes, communication and training materials, web site content.• Advise at all phases of the systems development life cycle, through to user testing, implementation and training. <p>Phase III</p> <ul style="list-style-type: none">• To be documented closer to the time, but likely a similar role as in phase II.
FREWG (in consultation with the Provincial BA2 team)	<p>Phase I</p> <ul style="list-style-type: none">• Advise on membership of district review meetings and facilitate participation of district personnel• Provide guidance/feedback on FREP IMRS working group activities• Verify progress according to work plan• Manage stakeholder involvement in the FREP IMRS requirements gathering process

MASTER PROJECT PLAN:**FREP Information Management and Reporting System Business Requirements**

	<ul style="list-style-type: none"> • Develop RSM protocols in consultation with Resource Value Team Leaders, regional and district staff, and other stakeholders and communicate progress to working group. • Review and sign off requirements documentation produced by the Working Group.
	<p>Phase II</p> <ul style="list-style-type: none"> • Provide guidance/feedback on IMRS working group activities • Facilitate participation of district personnel in testing and training of the system once developed • Verify progress according to plan • Develop RSM protocols in consultation with Resource Value Team Leaders, regional and district staff, and other stakeholders and communicate progress to FREP IMRS working group.

Membership

FREP IMRS
working group

- Frank Barber, Project Manager
- Shirley Mah (Business Advisor)
- Denis Collins (Business Advisor)
- Richard Thompson (Business Advisor)
- Thomas Chen (Quality Assurance)
- John Gallimore (Forestry Analyst)
- Susan Elo (Business Analyst)

FREWG

- Frank Barber (MoFR)
- Peter Bradford (MoFR)
- Denis Collins (MoFR)
- Sam Davis (MoFR)
- Jim Dunkley (MoFR)
- Susan Hoyles (MoFR)
- Greg Jones (MOE)
- Megan Loeb (ILMA)
- Andy MacKinnon (ILMA)
- Shirley Mah (MoFR)
- Wayne Martin (MoFR)
- Brian Nyberg (MoFR)
- Michael Pelchat (MoFR)
- Dan Peterson (MoFR)
- Ross Porcheron (ILMA)
- Hal Reveley (MoFR)
- Ken Soneff (MoFR)
- Gerry Still (MoFR)
- Richard Thompson (MOE)
- Kristine Weese (MoFR)
- Charlie Western (MoFR)
- Dave Wilford (MoFR)

MASTER PROJECT PLAN:
FREP Information Management and Reporting System Business Requirements

14.3 Project Manager

Roles and Responsibilities

Project Manager	<ul style="list-style-type: none"> • Successfully completing the project. • Understanding customer requirements. • Understanding and managing the project within the scope, objectives and risks defined in the Project Charter. • Providing status reports to project sponsors and committees. • Identifying and acquiring key project working group resources. • Preparing agenda and materials for all steering committee meetings. • Using scope management practices for all requested changes to the project scope. • Managing and controlling the project plan, resources and costs. • Reporting on percentage of completion of deliverables as project proceeds.
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Membership

Frank Barber, Forest Practices Branch.

14.4 Customer /User Review Committee

Roles and Responsibilities

In-Ministry Customer/User Review Committee	<p>Phase I</p> <ul style="list-style-type: none"> • Attend district review meetings and provide feedback during requirements gathering • Review requirements gathering document to verify that it reflects what was discussed in the meetings and to provide general suggestions • Act as champions for the project at the district level. <p>Phase II</p> <ul style="list-style-type: none"> • Participate in testing and training activities during the systems development life cycle • Continue to champion the project at the district level.
Outside Ministry Customer/User Review Committee	<p>Phase I</p> <ul style="list-style-type: none"> • Attend scheduled review meetings and provide feedback during requirement gathering • Review requirements gathering document to verify that it reflects what was discussed in the meetings and to provide general suggestions • Act as champions on behalf of industry, academia, ENGO and other stakeholders <p>Phase II</p>

MASTER PROJECT PLAN:
FREP Information Management and Reporting System Business Requirements

	<ul style="list-style-type: none"> • Participate in testing and training activities during the systems development life cycle • Continue to champion the project on behalf of the stakeholder group you represent (industry, academia, ENGO, other).
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Membership

- Ministry (Forest and Range, Environment)
- Industry
- Academia
- ENGO
- Other

Canvassing for potential membership will be accomplished through consultation with the various agencies and confirmed by FREWG, RSMT's and the FREP IMS working group.

15.0 Project Plan

The following is a very high level project plan, with Phase I in greater detail than the subsequent phases.

Phase I

Primary Activities	Target Completion
Submit Master Plan for submission to IMG	May 31, 2005
Completed Master Plan	June 30, 2005
Communications Plan	July 15, 2005
Requirements Gathering Work Plan	July 15, 2005
Requirements Gathering Meetings	Aug-Oct, 2005
Requirements Document sent for Review	November 30, 2005
Requirements Changes Incorporated	March 15, 2006
Sign Off	March 31, 2006

Phase II

RFP out to developers	April 15, 2006
Development activity	May – Oct, 2006
User testing and training	Nov 06 – Jan 07
Implementation activities	Feb – March 07

Phase III

Systems development life cycle, requirements through implementation, focusing on additional checklists, as they become ready for implementation	Apr 07 – March 08
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MASTER PROJECT PLAN:
FREP Information Management and Reporting System Business Requirements

Project Work Plan

The following project work plan further details the steps required in Phase I, with some Phase II activities also included. The working group will use Excel to monitor progress on a weekly basis; this work plan will change as the project progresses and will be submitted to IMG at least quarterly.

FREP Information Management and Reporting System Work plan		
PHASE I		
Task	Date/Range	Responsibility
Planning Documentation		
Submit Draft Master Project Plan	31-May	Frank, Sue
Submit Final Master Project Plan	30-Jun	Frank, Sue
Terms of Reference	30 June	Frank, Sue
Project Wrap Up	Mar 31, 06	Frank, Sue, working group
Communications Planning		
Prepare Communications Plan	Early July	Sue, Frank, Working group
Submit Communications Plan to IMG	'July 15	Frank, Sue
Web site new page/updates	Ongoing	Frank
Requirements Gathering and Documentation		
Draft requirements gathering work plan	15 July	Frank, Working group
Determine Review Working group Membership	15 July	Frank, Working group
Organize Meetings	July/Aug	Frank
Prepare materials for presentation at meetings	July/Sept	Sue, Frank, Working group
Interview Checklist leads for materials preparation (Richard and Peter/Nancy)	July-Sept	Sue
Review materials for presentation at meetings	Sept	Working group
Travel to meetings	Sept/Oct	Sue, Frank
Prepare requirements document for FREWG	November	Sue, Frank, Working group
Submit Requirements Document to FREWG	Nov-31	Frank
Collect and incorporate comments	Dec 05-Jan/06	Sue, Frank
Review and submit final comments	MAR 15 06	Steering Committee
Complete Requirements	MAR 31 06	Sue, Frank
PHASE II		
Task	Date/ Range	Responsibility
Procurement Activities		
Prepare RFP	April, 06	
Review RFP Responses		
Determine Developer		
Planning Documentation		
Review and update Master Project Plan	April, 06	
Communications Planning		
Review and update plan	April 06	
Web site		

MASTER PROJECT PLAN:
FREP Information Management and Reporting System Business Requirements

Project Evaluation		
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MASTER PROJECT PLAN:
FREP Information Management and Reporting System Business Requirements

PHASE II (continued)		
Task	Date/ Range	Responsibility
Development	May-Sept, 06	
Liaise with developer as required		
Review materials provided by developer (design documentation, prototypes, use cases)		
Review technical materials provided by developer (technical specs, data model)		
Quality Assurance/User Acceptance Testing	Oct-Nov, 06	
Develop user test scripts		
Manage testing		
Provide technical support to testers and test manager		
Participate in Testing		
Obtain sign off from testers		
Documentation	Nov-Dec, 06	
Help File		
Training Materials		
Training	Jan-Feb, 07	
Prepare training plan		
Conduct training		
Implementation	March, 07	
Implementation Strategy		
Handover to Help Desk		
Implementation Follow Up Activities		
PHASE III		
07/08 onward		
As new checklists are tested and approved, the systems implementation cycle will start back at the requirements phase and run its course. The core system will remain the same (or be improved with suggestions from users), but new checklists will continue to be added until all 11 are incorporated into the system.		

16.0 *Project Approach*

- ***Scope Management:***

The approval of the Project Plan and weekly review of the work plan will confirm the project scope. All changes to the scope will be handled through change control.

- ***Time Management:***

The work plan will be maintained by gathering progress information on a bi-weekly basis and by updating the work plan accordingly. The schedule will be reviewed with the client sponsor and steering committee monthly. Any changes to the schedule, which affect major milestones or the final completion date, will go through change control, resulting in a new baseline version of the project work plan and possibly a revision or new version of the Project Plan.

- ***Cost Management:***

During the project, actual monthly expenses will be recorded and compared to the budget plan. At project wrap-up, the Project Evaluation will compare original budget, revised budget and actual cost. All changes to the scope will be handled through change control and may impact the project budget.

- ***Quality Management:***

All project deliverables will be subject to a review and approval process and will be signed off by the project sponsor and stakeholders with a vested interest in the particular deliverable. All technical components, including data models, application code and database deliverables will be formally reviewed by the Information Management Group.

- ***Human Resource Management:***

The acquisition of internal resources will be negotiated with each department manager well in advance of the requirement for the resource. Similarly, all contract resource requirements will be planned and the acquisition procedures implemented well in advance of the specific need. The project work plan will be the major tool for determining the number of resources required for each task.

- ***Communications Management:***

A communications plan will be developed which will document the stakeholders who should be kept informed and outline the best methods of communicating with each type of stakeholder, and when.

- ***Risk Management:***

The project manager will continually assess the project for unforeseen risk and take remedial action.

- ***Contract & Procurement Management:***

A contractor is currently in place to assist with the requirements gathering phase; when the time comes to put out the RFP, a review team will be formed to assess the responses and a strategy put in place to manage the contract.

MASTER PROJECT PLAN:
FREP Information Management and Reporting System Business Requirements

17.0 Budget

The budget for the completion of Phase I, the "Business Requirements" document for the information management and reporting system (FREP IMS) for 2005/06 is \$100,000. A more detailed breakdown of the budget will be available once the client interviews have been finalized.

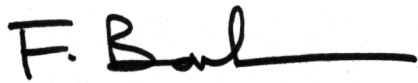
Budget Breakdown:

1. Consultant to (\$35,000)
 - Work with FREP IMS to identify stakeholders (Ministry, Industry, Academia, ENGO, Other) that will use the information management and reporting system
 - Prepare interview packages for each group of stakeholder
 - Schedule interview sessions with each group of stakeholders
 - Conduct interviews and record business requirements for each stakeholder group
 - Schedule follow-up interview sessions as needed.
2. Travel/meetings of FREP IMS Working group (\$15,000)
 - Members must travel to attend regularly scheduled FREP IMS Working group meetings
 - Members will travel to participate in the interview sessions with stakeholder groups.
3. Contractor to assist FREP IMS Working group (\$25,000)
 - Work with resource value team leaders to ensure system will meet data capture, analysis and reporting needs
 - Work with other branch and regional researchers to ensure their needs are identified
 - Work with IMG and systems contacts to ensure seamless integration of FREP IMS with existing Ministry systems
 - Work with Forest Stewardship Plan team to ensure seamless integration of FSP requirements are met with system.
4. Preparation of Business Requirements document (\$15,000)
5. Peer review of Business Requirements document (\$10,000)

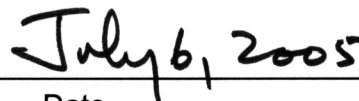
MASTER PROJECT PLAN:

FREP Information Management and Reporting System Business Requirements

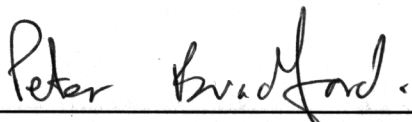
18.0 Approvals



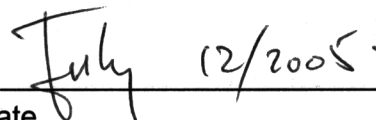
Frank Barber (Project Manager)



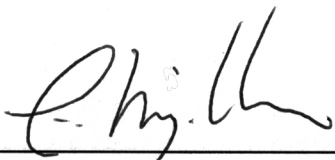
Date



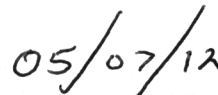
Peter Bradford (FREWG)



Date



Ralph Archibald (Project Sponsor)



Date

For.