# WAVES

# Water Application & Verification Enterprise System

***(originally "Application Modernization")***

## Arizona Department of Water Resources

Project # WC22002

Informational Update

November 20, 2024

## ADWR Vision

Reliable water supplies to meet the needs of current and future Arizonans.

## ADWR Mission

To safeguard the health, safety and economic welfare of the public by protecting, conserving and enhancing Arizona's water supplies in a bold, thoughtful and innovative manner.

# Project Team Introduction

ARIZONA
DEPARTMENT OF ADMINISTRATION
TECHNOLOGY

## Roles Present at ITAC

- Matt Marshall - Assistant Director Chief Information Officer
- Scott Selin - Chief Financial Officer

# Project Status

ARIZONA DEPARTMENT OF ADMINISTRATION TECHNOLOGY

## Description of Project

- The Application Modernization project is now WAVES - Water Application & Verification Enterprise System. WAVES replaces mission-critical applications, from 2 - 22 years old. Replaces many of the paper based applications processes. ADWR's end users will see a reduction in application processing time, while staff will be able to prioritize value- added activities like policy development, analysis, compliance, accuracy, and planning.

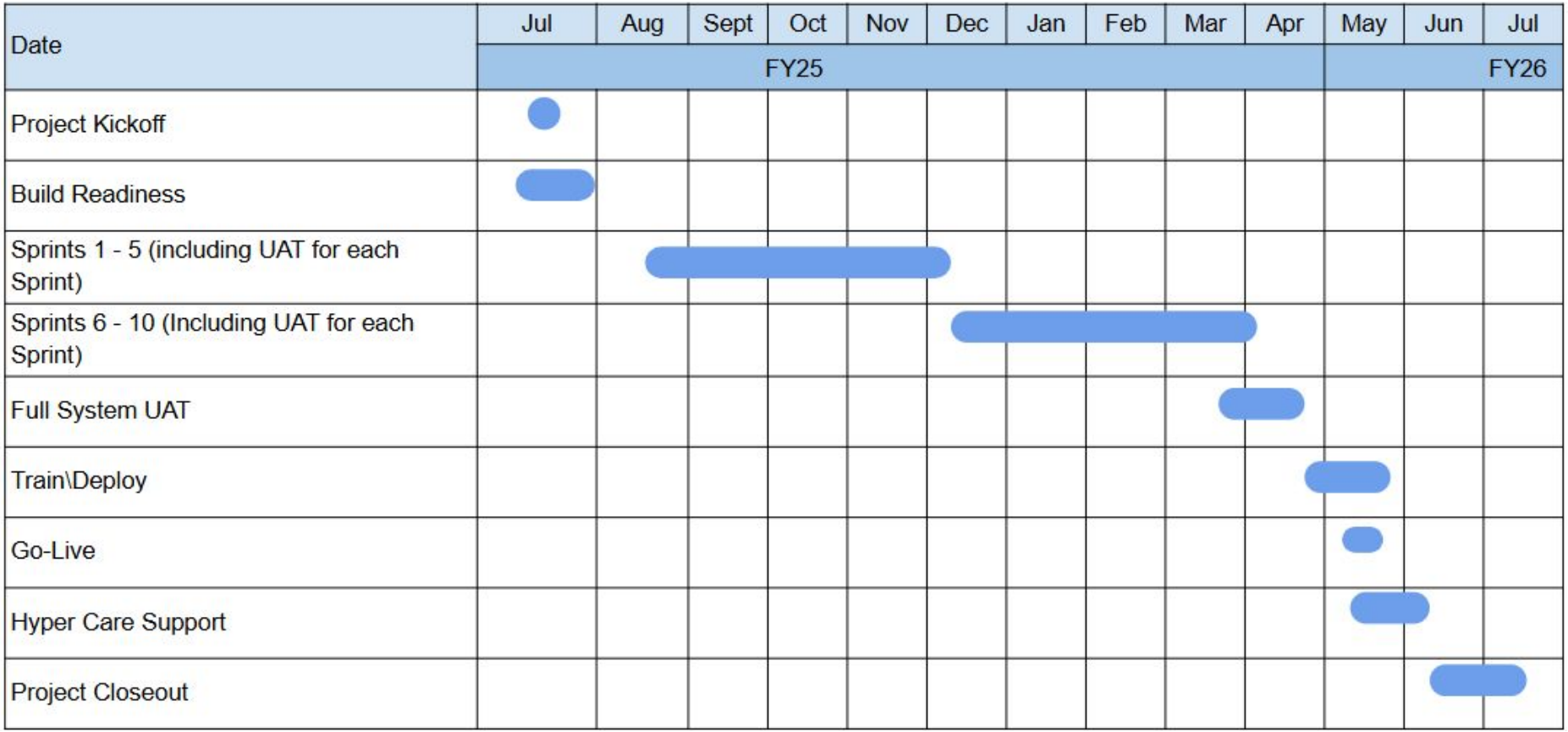
## Why We Are Returning

- This is ADWR's first informational update, meeting the conditional approval of PIJ WC22002 Change Request CR 1111.

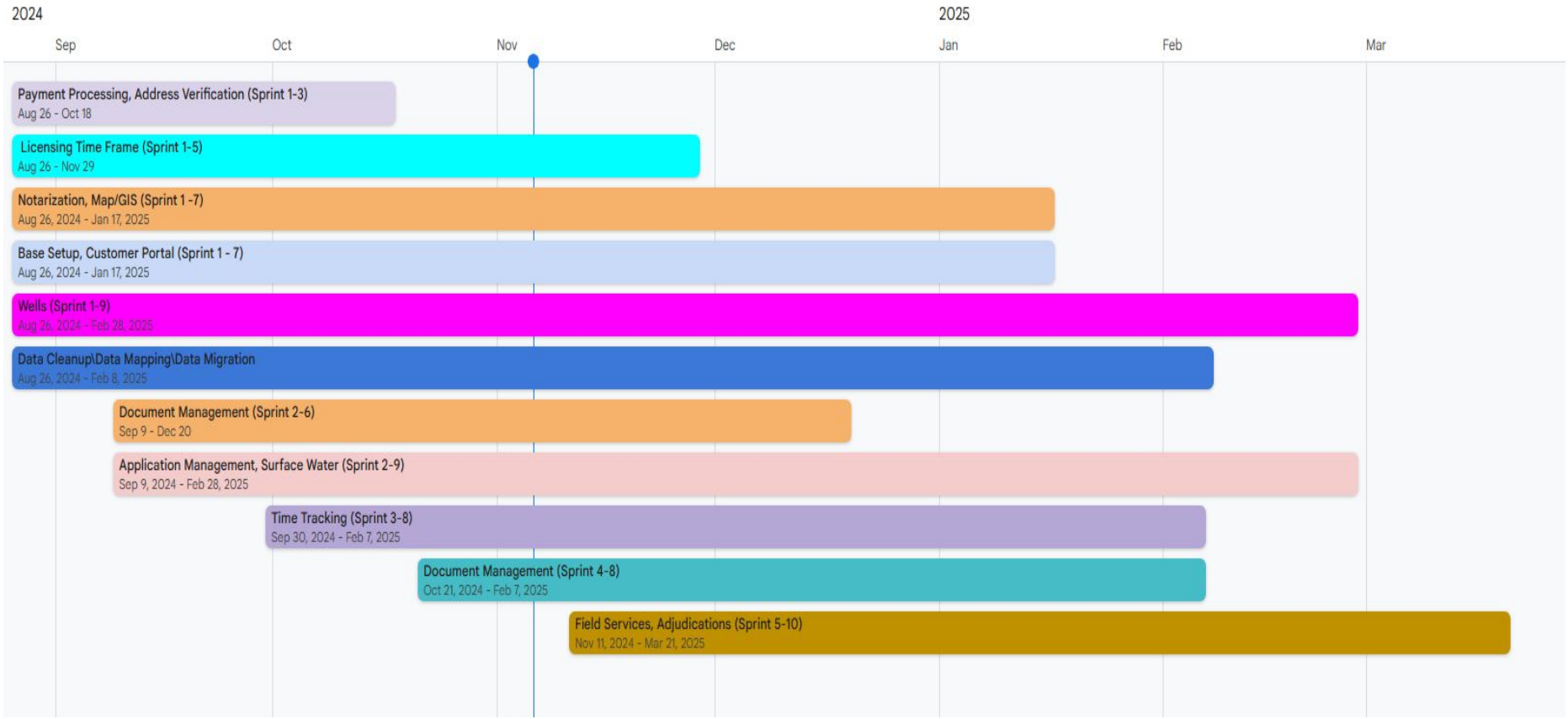
## Updates

- Fixed Fee based contract is in place with Salesforce Professional. (Original contract was Time and Materials.)
- IV & V contract with Gartner is in place.
- Sprints 1,2 3, and 4 are complete.
- Project status is Green.

# Project Timeline



# Functionality Project Timeline



# Project Health Card

## Overall Project Health is Green

| | | |
|---|---|---|
| Schedule | | • Project schedule is on track<br>• Project team is ahead of schedule with Data Migration, Sprint Planning and User Story Refinement. |
| Milestones | | • Sprints 1 and 2 complete<br>• Sprints 3 and 4 complete<br>• Data Mapping, Data Views and Data Cleansing complete for three of the four Business units |
| Budget | | • JLBC favorable review 9/26/24 $2.5 million |
| Risks | | • Data Migration risk is decreasing, with 4 of 6 areas prepared for migration. The remaining areas are proceeding as scheduled.<br>• Data Team is ahead of the project schedule |
| Issues | | • None to report |

# Financial Burndown Chart

ARIZONA DEPARTMENT OF ADMINISTRATION TECHNOLOGY

## Current burndown for Solution

| | | | |
|---|---|---|---|
| Project Budget: | $11,294,000 | Project Start Date: | 8/17/2022 |
| Expenditure to date: | $5,577,500 | Est. End Date: | 7/4/2025 |
| Budget Remaining: | $5,716,500 | Project Budget Remaining (7/1/24) | $8,027,400 |

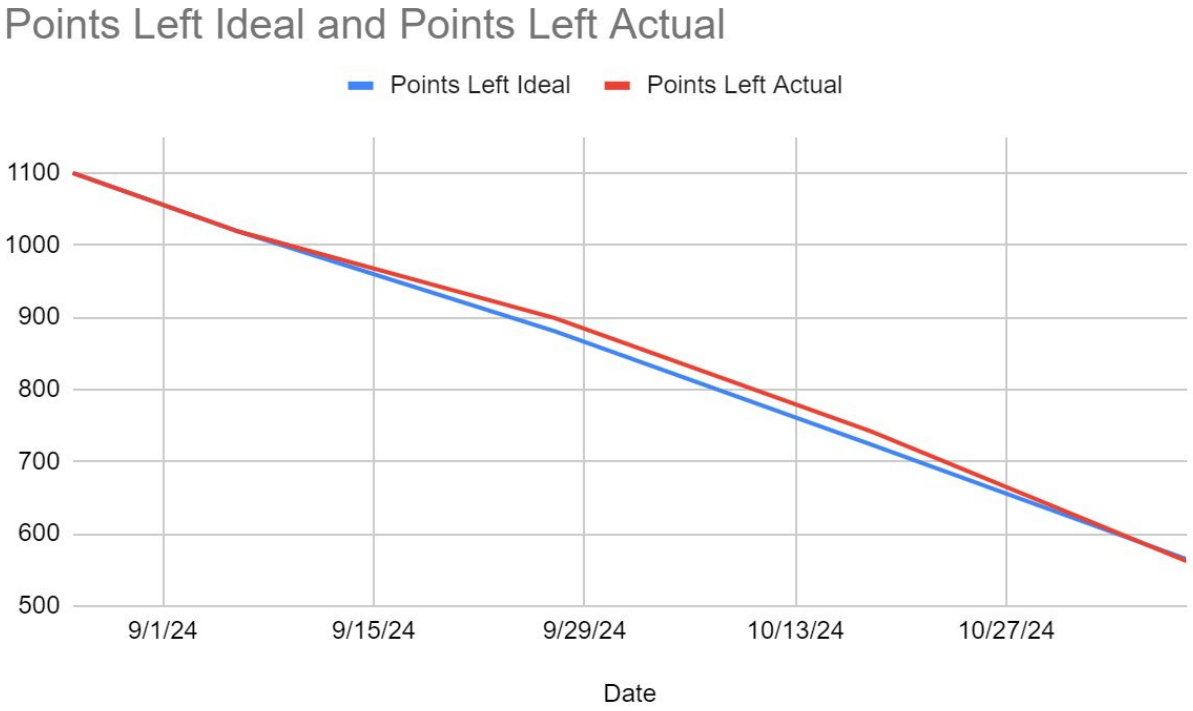
| SFY 2025 | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun |
| Baseline Projection | $ - | $ 95,000 | $ 1,292,417 | $ 743,500 | $ 180,000 | $ 1,055,600 | $ - | $ 588,000 | $ 673,000 | $ - | $ 588,000 | $ 771,500 |
| Actual | $ - | $ 95,000 | $ 1,292,417 | $ 923,492 | | | | | | | | |
| Variance ($) | $ - | $ - | $ - | $ (179,992) | | | | | | | | |
| Variance (%) | 0.0% | 0.0% | 0.0% | -24.2% | | | | | | | | |

Notes:
*Actuals above current to October 31, 2024*

# Project Burndown Chart

ARIZONA
DEPARTMENT OF ADMINISTRATION
TECHNOLOGY

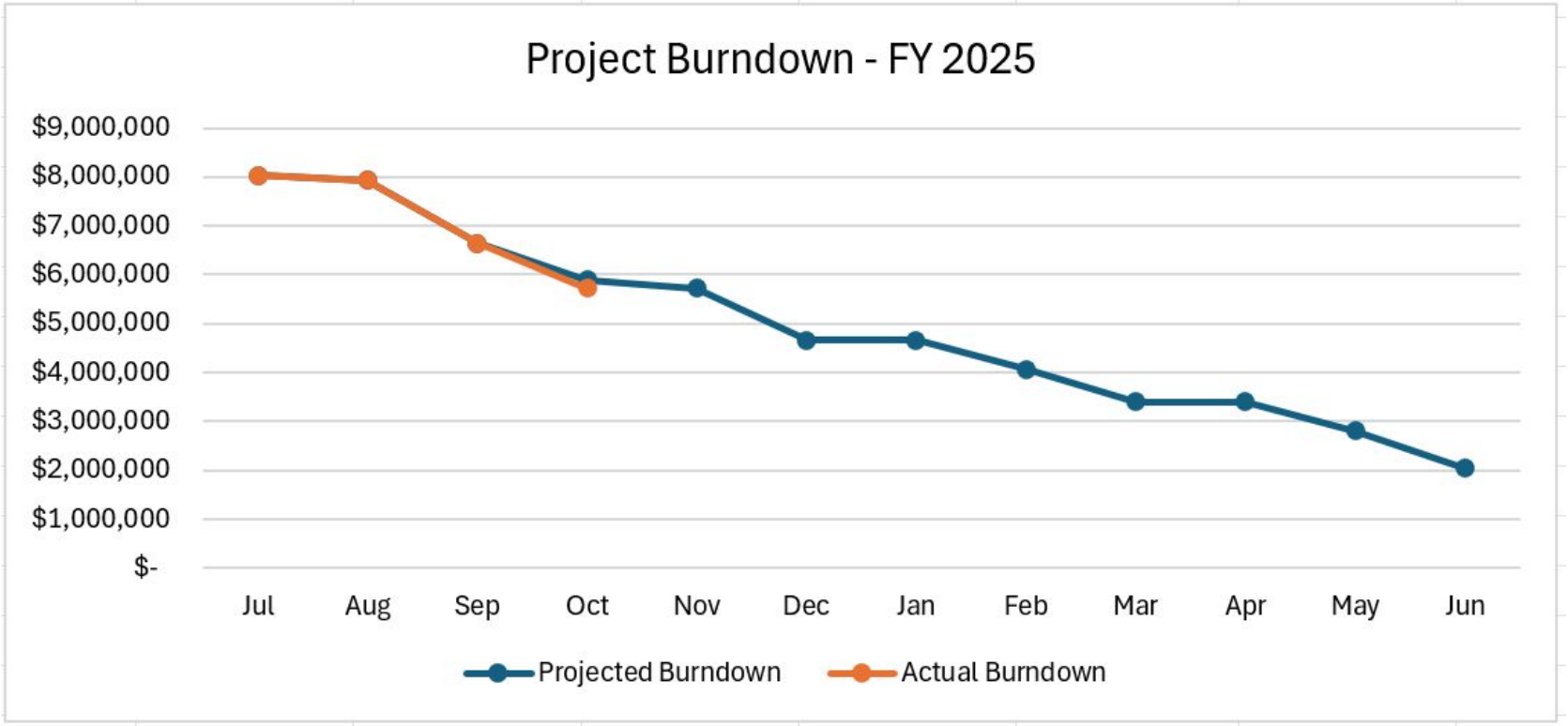
## Current Sprint burndown for Solution



# Project Burndown Chart

ARIZONA DEPARTMENT OF ADMINISTRATION TECHNOLOGY

## Current burndown for Solution



# IV&V Report

ARIZONA
DEPARTMENT OF ADMINISTRATION
TECHNOLOGY

## Latest (10/24) IV&V Findings Report - ADWR Responses

*Gartner's findings for this quarter show major improvement. The overall project rating is **Medium - Low**.*
*ADWR reduced risks from 65 to a handful. Each of the identified risks is being mitigated.*

**Risk 1. Key ADWR Personnel missing during UAT Testing, Go-Live, and Hypercare:** If key personnel are absent during deployment without a proper coverage plan, then there's a risk of implementation issues and mismanagement in resolving critical challenges.

**ADWR Response:**

To mitigate this risk, ADWR created a Product Owner's responsibilities matrix that outlines tasks and decision-making processes, ensuring that roles and responsibilities are clearly defined, and reducing ambiguity during the Product Owner's planned absence. The Product Owner is conducting knowledge transfer sessions, including comprehensive walkthroughs of tasks, project documentation, and critical decision points.

**Risk 2. Deployment Testing Environment Availability:** If ADWR lacks early access to a dedicated and actively refreshed testing environment, then there's a risk of incomplete validation of automation processes and scenarios, impacting the quality of the final product.

**ADWR Response:**

ADWR recognizes that early and continuous testing is essential for identifying issues quickly. To address this, we negotiated a live version of the Salesforce development environment, which will be updated at the end of each sprint.

# IV&V Report

ARIZONA DEPARTMENT OF ADMINISTRATION TECHNOLOGY

## Latest (10/24) IV&V Findings Report - ADWR Responses

**Risk 3. Reporting Limitation:** If the data structure has limitations, then there's a risk of inadequate reporting capabilities, impacting decision-making.

**ADWR Response:** ADWR recognized limits in Salesforce's native reporting capabilities early on. Our updated contract provides for integration work to move data into our internal data warehouse for comprehensive reporting capability.

**Risk 4. Short UAT Testing Period:** If the User Acceptance Testing (UAT) period is insufficient, then there's a risk of incomplete testing and unresolved issues, impacting the quality of the final product.

**ADWR Response:** UAT is set for 4 weeks, 1 week longer than initially proposed. A dedicated team is assigned to oversee the testing process and will work closely with Salesforce to ensure thorough testing and successful issue resolution.

**Risk 5. De-duplicating Data Across Multiple Databases**: If the merging of contact data across multiple databases is not effectively managed, then there's a risk of data inaccuracies and inconsistencies, impacting the quality and integrity of the final merged records during deployment.

**ADWR Response:** ADWR acknowledges the inherent risks involved in merging and deduplicating data across multiple databases.The Data Team Lead created a comprehensive process for data deduplication, which has been successfully implemented for the Groundwater Permitting and Wells data. This documented process helps ensure that data quality and consistency are maintained throughout the deduplication effort.

# IV&V Report

ARIZONA DEPARTMENT OF ADMINISTRATION TECHNOLOGY

## Latest (10/24) IV&V Findings Report - **Bright Spots**

- **Project is On Schedule:** From its onset on September 6, the WAVES project has remained on or ahead of its implementation schedule. Project activities such as user story grooming and data migration are also on time or ahead of plan.

- **Project Budget Remains Healthy**: Salesforce and ADWR continue to report project budget as green. While there have been smaller discrepancies on scope of build items, none have resulted in the need of an increase in funding.

- **Impactful Resourcing Changes**: ADWR & Salesforce both augmented their teams with additional resources that have helped to reduce the strain on the legacy team members. ADWR's introduction of a fully dedicated Business Analyst has been observed as being invaluable (across both organizations).

- **ADWR & Vendor Collaboration**: The relationship between the two organizations has created a culture of collaboration that wasn't observed in Gartner's initial assessment in April 2024.

# Q & A Session