WAVES
Water Application & Verification Enterprise System
(originally "Application Modernization")

Arizona Department of Water Resources

Project # WC22002

Informational Update #3

May 22, 2025

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

Roles Present at ITAC

- Matt Marshall - Assistant Director, Chief Information Officer

- Will Palmisano - Assistant Director, Chief Financial Officer

Project Introduction

Description of Project

- The Water Application & Verification Enterprise System (WAVES) replaces mission-critical applications, from 2 - 22 years old. WAVES 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.
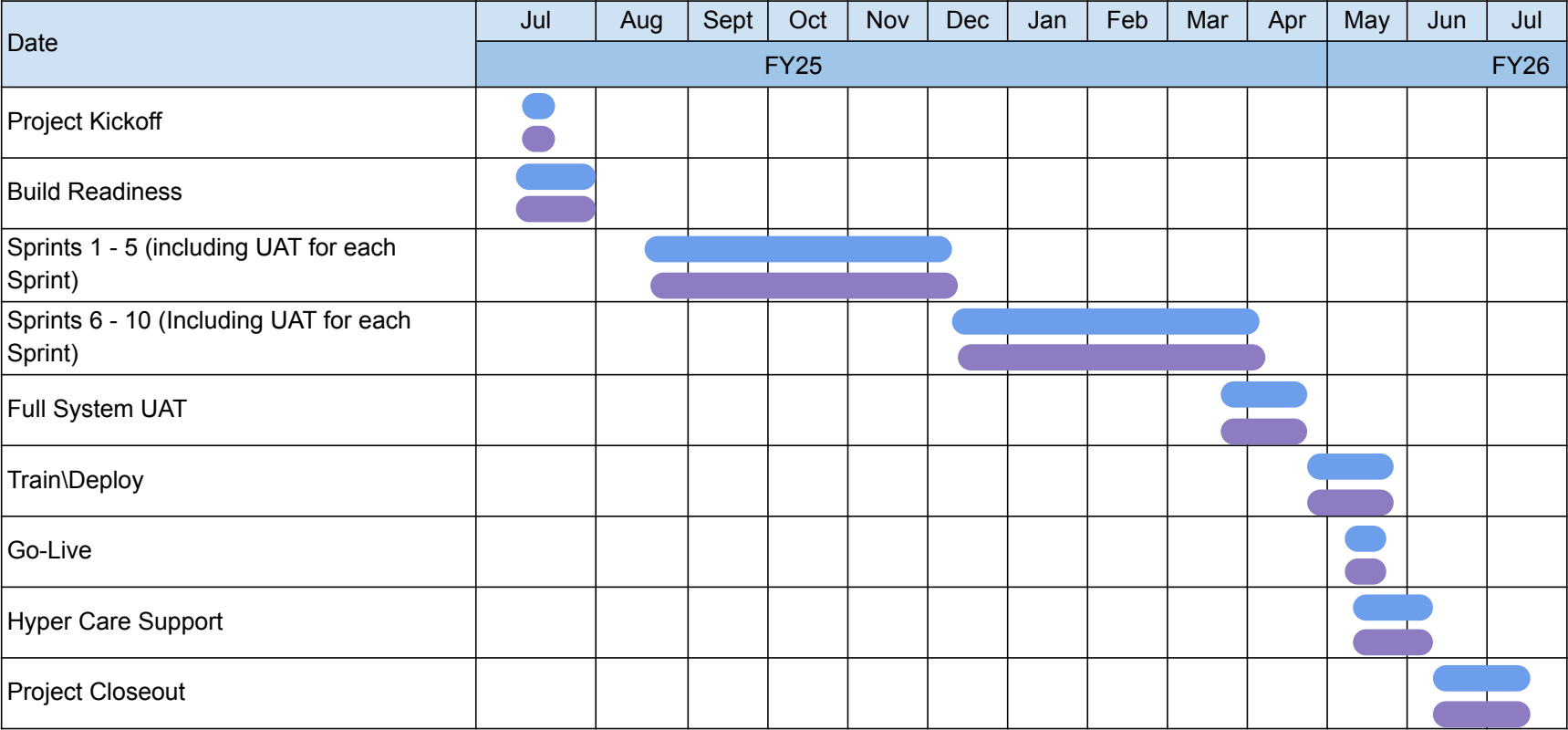
Why We Are Returning

- *What prompted the need for this informational update?*

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

Current Overall Project Health: Green

Budget		● Project Budget remains healthy
Schedule		● Project remains on track
Scope		● No change to project scope
Milestones		● Completed Payment Installment #3 - ○ 90% of User stories were completed and approved (Acceptance Criteria for Sprints 7 and 8) ● Sprints 9 and 10 complete ● User Acceptance Testing (UAT) complete ● Training - internal and some external complete ● Go-Live May 13th
Risks		● UAT - Test scripts were behind schedule due to SME's having difficult time writing the test scripts. The vendor provided support by supplying sample test scripts, reviewing and modifying the test scripts written by the SME's. We were able to mitigate the risk by working with the vendor and the IV&V vendor who provided additional resources to assist with the writing of the test scripts.
Issues		● None

WAVES Project Timeline

Legend: ● Baseline ● Actual

Date	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
	FY25										FY26		
Project Kickoff	■												
Build Readiness	■												
Sprints 1 - 5 (including UAT for each Sprint)		■	■	■	■								
Sprints 6 - 10 (Including UAT for each Sprint)						■	■	■	■				
Full System UAT										■			
Train\Deploy											■		
Go-Live											■		
Hyper Care Support											■		
Project Closeout												■	■

Project Status

High Level Project Accomplishments and Issues

- Sprints 9 and 10 are complete
  - *Last two sprints of the project*

- UAT successfully completed with only 4.5% defects out of 877 test scripts
  - *Goal was less than 6% defects*

- Training
  - *Train-the-trainer complete*
  - *Town Halls completed for Counties and Well Drillers*

- Go-Live May 13th
  - *Project will go live and available to the public*

IV&V Report

Latest IV&V Findings Report: Gartner April 2025

- **Field Services Readiness:** Users perceive Field Services solution as overly complex and do not offer significant improvements over existing manual methods (e.g., paper-based). Although it meets technical specifications, it falls short of practical user expectations. There are concerns that the development of this unit was insufficient, requiring enhancements to meet user expectations. This may result in users initially opting to continue their manual processes or workarounds.
    - **ADWR Response:** ADWR plans to address the enhancements needed in order to improve the process for the business unit. ADWR will be addressing the much needed enhancements and defects before moving to the next business unit to be developed.

- **Remaining Technical Issues and Enhancements Post-UAT:** While WAVES successfully exited UAT with all major bug defects resolved, some technical issues persist, such as ESRI Map integration errors. Several post-UAT enhancements require attention during Hypercare; Salesforce is not contractually required to address all of them.
    - **ADWR Response:** The major bug defects and high priority enhancements will be addressed during the Hyper Care Support phase of the project. SalesForce will be on-site for week one of Hyper Care Support The concentration for the two weeks will be to addressed all major defects and high priority enhancements.

IV&V Report

- **External Stakeholder Readiness and Adoption:** There is a notable concern about the readiness of external stakeholders, such as cities and counties, to adopt WAVES. Insufficient information dissemination to external stakeholders has been identified as a key challenge, posing risks of delayed adoption and underutilization if these groups are not adequately prepared and engaged. Town Halls are planned for Well Drillers, but comprehensive initiatives for all external stakeholders remain undeveloped.
  - **ADWR Response:** The Change Management team has met with the Wells Business Unit to contact the counties and cities setting up time to work with each of them during Hyper Care Support.

- **Team Exhaustion and Burnout:** The ADWR project team has been operating at an intense pace, resulting in fatigue and exhaustion, especially among those involved in UAT and training. This burnout may hinder effective testing during Hypercare and increase turnover risk, posing challenges for the critical Go-live phase.
  - **ADWR Response:** Project team members have been advised to take some time off before heading into Go-Live.

IV&V Report - Bright Spots

Latest IV&V Findings Report- Gartner April 2025

- **Positive Project Outcome:** The WAVES implementation phase was completed on schedule, largely within scope, and fully within budget, successfully achieving the planned functionality for this phase. Despite isolated challenges, the system was positively received for effectively meeting business needs and surpassing previous legacy systems.

- **UAT Strengthened ADWR Team Cohesion:** ADWR showcased exceptional team cohesion and collaboration. Conducting UAT onsite proved to be a valuable strategic decision, enhancing teamwork and efficiency. The diverse UAT testing team, drawn from across ADWR, included the right mix of individuals who demonstrated persistence in navigating (re)testing. As team members gained a clearer understanding of their roles, their performance improved

- **Empowerment of Business Units:** The WAVES project enables business units to implement changes quickly, eliminating the lengthy IT ticket process. Changes that once took months can now be completed swiftly within a governance framework. Users can independently create and adjust reports, streamlining access to information and reducing reliance on IT or SQL expertise

- **Significant Data Integration Payoff:** The WAVES project established a robust foundation for a unified data system by consolidating water assets into a single object, streamlining data previously dispersed across multiple systems. This integration significantly enhances reporting capabilities, enabling faster, more accurate, data-driven decision making, and ultimately driving better outcomes and operational excellence.

Financial Burndown Chart

Current burndown for Solution

Project Budget: $11,294,000

Expenditure to date: $ 7,237,934

Budget Remaining: $ 4,056,065

Project Start Date: 8/17/2022

Est. End Date: 7/04/2025

	SFY 2025											
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	April	May	Jun
Baseline Projection	$0	$95,000	$1,292,417	$743,500	$180,000	$1,055,600	$0	$588,000	$673,000	$0	$588,000	$771,500
Actual	$0	$95,000	$1,292,418	$923,492	$0	$635,263	$587,951	$255,323	$587,951			
Variance ($)	$0	$0	($1)	($179,992)	$180,000	$420,337	($587,951)	$332,677	$85,049			
Variance (%)	0.0%	0.0%	0.0%	-24.2%	100.0%	39.8%	-100.0%	56.6%	12.6%			

Notes:
Actuals current through March
Variance is due to invoice and payment timing

Q & A
Session