ARIZONA DEPARTMENT
OF
ENVIRONMENTAL QUALITY

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Janice K. Brewer
Governor

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Director

March 28, 2014

Mr. Aaron V. Sandeen
Arizona Department of Administration
100 N. 15th Avenue,
Phoenix, Arizona 85007

Re: Response and Action Plan to the Report on the Independent myDEQ Feasibility
        Assessment

This letter communicates our response to the *Report on the Independent myDEQ Feasibility
Assessment* (Report), submitted by Life Cycle Delivery to the Joint Legislative Budget
Committee (JLBC) on March 14, 2014. This letter contextualizes the Report's
recommendations, lists our response to each recommendation and presents our action plan.

Background
The Joint Legislative Budget Committee (JLBC) gave a favorable review to the myDEQ Phase 1
project on October 29, 2013. The favorable review included the following provision as
documented in the October 31, 2013 letter from JLBC:

"Additional funding beyond FY2014 is contingent upon an independent third party review
addressing the feasibility of the entire project's design and estimated costs. ADOA and DEQ
would collaborate to determine the most appropriate mechanism to conduct the third party
review. ADOA shall notify JLBC Staff by November 29, 2013 as to their recommended process
for the review. Any third party review findings shall be provided to the JLBC by February 28,
2014."

On March 14, 2014 Life Cycle Delivery delivered the final Report to the JLBC and the Arizona
Department of Environmental Quality.

General Response
The Report constitutes a significant amount of work during a very short amount of time and Life
Cycle Delivery should be commended for the quality of the document and the thoroughness of
their evaluation. The Lead Reviewer, Don Houde, is very experienced and his knowledge of
information solutions, software development, infrastructure, and project management equipped
him to deliver a thorough review in a very short timeframe.

The number of recommendations contained in the Report, however, should be placed in to the appropriate context. Specifically, many of the recommendations were duplicative or overlapping in nature and dealt with topics outside of feasibility and design. Examples include staffing related recommendations like, "Develop a staff retention strategy that includes a professional development process" and four separate instances of "Engage an independent project and technical Quality Assurance (QA) Practitioner…" **Table 1** below contains summary statistics that provide the necessary context for the recommendations.

Table 1 – Recommendation Summary Statistics		
Category	**No.**	**Explanation**
Total recommendations	80	The Report evaluated nine separate success measures and many of the recommendations were repeated across measures
Overlapping or duplicative recommendations	27	Evidenced in Table 2 by Action Plan entries that begin with "See response to Item …"
Recommendations that ADEQ was already addressing before the review	56	ADEQ was transparent during the review and many of the issues raised in the Report were self-identified and work in progress prior to the review
Unique recommendation topics	11	Presented as "Groups" in the Report
Number of recommendations rejected by ADEQ	0	

Specific Responses
Our specific response to each recommendation is shown in **Table 2** (attached). The table is organized by criticality and implementation timeframe; i.e. those recommendations with high criticality and short term timeframes are listed first. ADEQ aligned with the Report's time frame for completion of each action item:

- Short Term – one to six months
- Long-term – seven months to life of myDEQ

If you have any questions or concerns, please do not hesitate to contact me at 602-771-2203.

Sincerely,

Misael Cabrera, PE
Deputy Director
Arizona Department of Environmental Quality

Table 2 - Recommendations and ADEQ Response

Item	Group	Success Measure	Detailed Recommendations by Group	Criticality	Implementation Timeframe	Accept / Reject / Defer / WIP	Action Plan
1	GROUP 1: ENGAGE INDEPENDENT QUALITY ASSURANCE PRACTITIONER	Financial (Budgetary) and Vendor Management	1. Engage an independent project and technical Quality Assurance (QA) Practitioner to assist in contract management and financial forecasting/analysis including contract compliance/delivery, financial accounting validation and budget/financial oversight.	High	Short Term	WIP before review	Current contract with third party reviewer includes quarterly checks. Will extend this model through myDEQ Phase 2.
2	GROUP 1: ENGAGE INDEPENDENT QUALITY ASSURANCE PRACTITIONER	Executive Management Support	7. Engage an independent project and technical Quality Assurance (QA) Practitioner to validate and verify all facets of the myDEQ project are conducted in a disciplined, well-managed, consistent and transparent manner, utilizing best practices, while promoting the delivery of a quality product that is released on time, on budget and meets all business expectations/ requirements.	High	Short Term	WIP before review	See response to Item 1.
3	GROUP 1: ENGAGE INDEPENDENT QUALITY ASSURANCE PRACTITIONER	Experienced Project Management Resources	10. Engage an independent project and technical Quality Assurance (QA) Practitioner to include validating and verifying the myDEQ project is set up for long term sustainable success.	High	Short Term	WIP before review	See response to Item 1.
4	GROUP 1: ENGAGE INDEPENDENT QUALITY ASSURANCE PRACTITIONER	Responsive Business Requirements Process	4. Engage an independent project and technical Quality Assurance (QA) Practitioner to validate and verify the Business Requirements Management Process is successfully designed and implemented in a manner that enables the entire project team to benefit from identifying, documenting, sharing, tracking and managing requirements throughout the entire project life cycle.	High	Short Term	WIP before review	See response to Item 1.
5	GROUP 2: CHANGE MANAGEMENT PLAN AND PROCESS	Managed Scope	5. Track scope modifications occurring after sprint team acceptance, including contract changes.	High	Short Term	Accept	Scope changes will be captured as user stories in product backlog. The product backlog is managed using the RallyDev software tool. This contract is time and materials so no contract changes are required.
6	GROUP 3: COMMUNICATIONS PLAN	Executive Management Support	5. Build upon the recent myDEQ project SharePoint portal by developing a more formalized communications plan that insures all myDEQ information is available and proactively shared within the entire ADEQ project team and stakeholders, both vertically and horizontally.	High	Short Term	Accept	The communication plan has been created, shared with the project team, and has been placed in SharePoint.
7	GROUP 3: COMMUNICATIONS PLAN	Responsive Business Requirements Process	13. Continue to work with ADOA-ASET so myDEQ Business Requirements accurately convey integration points with ADOA-ASET supported functions (e.g., JBILLING).	High	Short Term	WIP before review	ADEQ coordinates with ASET weekly
8	GROUP 4: CUSTOMER SUPPORT STRATEGY	User Involvement	7. Integrate training activities, including high level AGILE process and use case training, with user management and administration activities.	High	Short Term	WIP before review	Initial training for various users within the Agile framework has been completed. This will be an ongoing activity.
9	GROUP 5: PRODUCT OWNERSHIP	Executive Management Support	3. Continue to delegate the responsibility of business requirements and Mockup review, edit and approval to appropriate members of the ADEQ leadership team, including ADEQ Division Directors and Section Managers (SMs) overseeing and guiding the work being completed by ADEQ Administration, Air Quality, Waste Programs and Water Quality.	High	Short Term	WIP before review	Section managers (paper process owners) are now functioning as product owners and are equipped with standard work and training.
10	GROUP 5: PRODUCT OWNERSHIP	Responsive Business Requirements Process	8. As mentioned earlier in this report, delegate more of the product ownership to ADEQ Section Managers and SMEs for accountability in making requirements decisions related to required user features and business rules.	High	Short Term	WIP before review	See response to Item 9.
11	GROUP 6: RESOURCE MANAGEMENT	Experienced Project Management Resources	5. Retain a senior level Agile experienced business analyst.	High	Short Term	WIP before review	Hired two additional Sr. Business Analysts with Agile experience; one of which oversees the Business Requirements Management Process and continues to refine it as the project proceeds.

Short Term = one to six months

Long Term = seven months to life of myDEQ

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Item	Group	Success Measure	Detailed Recommendations by Group	Criticality	Implementation Timeframe	Accept / Reject / Defer / WIP	Action Plan
12	GROUP 6: RESOURCE MANAGEMENT	Responsive Business Requirements Process	2. Retain the services of a third Business Analyst with Agile experience.	High	Short Term	WIP before review	See response to Item 11.
13	GROUP 6: RESOURCE MANAGEMENT	Responsive Business Requirements Process	3. Retain the services of a senior Business Analyst to assist with overseeing the Business Requirements Management Process.	High	Short Term	WIP before review	See response to Item 11.
14	GROUP 6: RESOURCE MANAGEMENT	Standardized Infrastructure and Technical Architecture	6. Hire ADEQ Enterprise Architect.	High	Short Term	WIP before review	This position is currently posted and actively being recruited.
15	GROUP 6: RESOURCE MANAGEMENT	Standardized Infrastructure and Technical Architecture	7. Hire 3 Java Developers.	High	Short Term	WIP before review	We plan to hire two Java developers in FY 2014 and two Java developers in FY 2015.
16	GROUP 6: RESOURCE MANAGEMENT	Skilled and Available Staff	5. Develop a staff retention strategy that includes a professional development process.	High	Short Term	WIP before review	The staff retention strategy will include competitive salaries and ongoing professional development.
17	GROUP 6: RESOURCE MANAGEMENT	Skilled and Available Staff	9. Continue to focus upon identifying, hiring and/or retaining an Enterprise Architect, Program Manager, 3 Java Developers, WSO$_2$ Talent, Senior Business Analyst, Scrum Master.	High	Short Term	WIP before review	See responses to Items 11-17.
18	GROUP 6: RESOURCE MANAGEMENT	Skilled and Available Staff	10. Consider hiring a senior architectural, operational and developmental DBA.	High	Short Term	WIP before review	The short term solution is to bring in a senior Oracle DBA and hire for that position in FY 2015. The senior Oracle DBA consultant started on March 26th.
19	GROUP 7: GOVERNANCE	Experienced Project Management Resources	1. Design aggregated project success measures that provide ongoing immediate transparency into project status.	High	Short Term	Accept	The measures of success will be the deployment and use of various business processes according to the plan using an Agile framework.
20	GROUP 7: GOVERNANCE	Experienced Project Management Resources	2. Promote an Agile Project Management Process feedback and verification loop to insure the processes are correctly implemented and are resulting in desired outcomes.	High	Short Term	Accept	Agile Project Management Process feedback and verification loop is ensured by following the Agile framework including the roles, artifacts, and events. Success is measured by working software at the end of each Sprint.
21	GROUP 7: GOVERNANCE	Experienced Project Management Resources	3. Continue the process of Agile process evaluation and maturity started by the recent hiring of the project advisor.	High	Short Term	WIP before review	The senior Business Analyst that oversees the requirements gathering process has developed two training courses; one for BAs and one for Product Owners.
22	GROUP 7: GOVERNANCE	Standardized Infrastructure and Technical Architecture	8. Develop a transitional maintenance development plan.	High	Short Term	Accept	The support and maintenance plan would include staffing, knowledge transfer, and transition from development team to support team. This plan is currently being developed.
23	GROUP 9: PRODUCT VISION MANAGEMENT	Clear Business Objectives	1. As with previous recommendations, the business objectives and vision need to be decomposed and translated into forms that provide additional guidance to business analysts and development teams.	High	Short Term	WIP before review	Developed the following documents: *Vision for the myDEQ End-User Experience, Expectations for Section Managers and Subject Matter Experts, and myGuide and UI Tool Kit (both provide standards for the user interface)*. We have also added mock-up review sessions that all BAs and Product Owners can attend to familiarize themselves with the practical application of the vision. These documents will be updated, formally communicated throughout the project, and uploaded to SharePoint.
24	GROUP 9: PRODUCT VISION MANAGEMENT	Executive Management Support	1. Even though the ultimate accountability for the myDEQ product lies squarely in the ADEQ Director's Office, he should continue to disseminate and document his product vision by supporting the generation of a detailed, usable, referential myDEQ vision document.	High	Short Term	WIP before review	See response to Item 23.

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25	GROUP 10: OPERATIONS	Responsive Business Requirements Process	1. Proceed with IBM Rational Requirements Composer using experienced implementers to insure workflow and interoperability is configured correctly from startup.	High	Short Term	WIP before review	We have contracted with IBM to configure, train and deploy and ensure system interoperability. This is currently in progress and expected to complete by the end of April.
26	GROUP 10: OPERATIONS	Responsive Business Requirements Process	11. Continue to refine Business Requirements Management processes so this is no longer creating a backlog in the myDEQ project life cycle.	High	Short Term	WIP before review	See response to Item 11.
27	GROUP 10: OPERATIONS	Financial (Budgetary) and Vendor Management	2. Commence the process of quantifying the operational costs associated with sustaining myDEQ and include analysis on how myDEQ affects the financial requirements of all divisions of ADEQ.	High	Short Term	WIP before review	The myDEQ ongoing operational costs were estimated in the PIJ. Based on actual quotes we will update the Information Technology operational costs to include sustainability costs for myDEQ. This will be presented to the Executive Leadership Team (ELT) for approval. This activity is already in progress and will be completed by the middle of May.
28	GROUP 10: OPERATIONS	Financial (Budgetary) and Vendor Management	3. Make vendor service contract's SOW working documents with enough detail to level set expectations while providing detailed clarity of what the outcomes of the SOW are to a QA Practitioner, the vendor, a reviewer or ADEQ personnel.	High	Short Term	Accept	Will add more detailed information to Vendor SOWs; however, in order to harness the efficiencies of the Agile development methodology, ADEQ is using a time and materials contract that allows for scope flexibility.
29	GROUP 10: OPERATIONS	Financial (Budgetary) and Vendor Management	4. Use SOW as working document to verify work is being completed as expected.	High	Short Term	Accept	See response to Item 28.
30	GROUP 11: PROJECT MANAGEMENT	User Involvement	1. Develop and socialize a detailed delineation of potential myDEQ user roles that stratifies the user roles for UI/UX workflows, for feedback categorization and for input solicitation.	High	Short Term	WIP before review	This information is largely contained in the Vision for End-User Experience document. Based on this comment we will add additional detail to the primary end-user definition.
31	GROUP 11: PROJECT MANAGEMENT	User Involvement	2. Develop an ADEQ internal myDEQ user community administration group that manages, supports and administers steering committee's activities as well as coordinating any external messaging (including value add determination processes and suggested ROI/TCO calculation methods), directly applicable to myDEQ stakeholders (including satisfaction surveys).	High	Short Term	WIP before review	These functions are already accomplished within the myDEQ core team - a separate team is unnecessary.
32	GROUP 11: PROJECT MANAGEMENT	User Involvement	8. Provide UAT defects feedback and retest loop as well as invoking a process to track and respond to any feedback or inquiries.	High	Short Term	WIP before review	Bugzilla will be used to log defects and enhancements. A process is already in place to correct bugs and filter enhancements.
33	GROUP 11: PROJECT MANAGEMENT	Experienced Project Management Resources	4. Continue to apply Agile to additional facets of the myDEQ project including business requirements management and enabling enhanced executive/stakeholder engagement.	High	Short Term	WIP before review	See response to Item 11.
34	GROUP 11: PROJECT MANAGEMENT	Responsive Business Requirements Process	5. Quickly develop a UI/UX standard to utilize when generating requirements Mockups and for developmental guidance.	High	Short Term	WIP before review	See response to Item 23.
35	GROUP 11: PROJECT MANAGEMENT	Responsive Business Requirements Process	6. Develop a UI/UX standard for power users and another for non-power, more novice users.	High	Short Term	WIP before review	See response to Item 23.
36	GROUP 11: PROJECT MANAGEMENT	Responsive Business Requirements Process	12. Continue to evolve the understanding that myDEQ Business Requirements are not guidelines but product specifications.	High	Short Term	WIP before review	Previously developed process "fix" page flow, functionality, and content based on the approved mock-ups. Any changes have to be approved by the Technical Architect and the Product Owner.
37	GROUP 11: PROJECT MANAGEMENT	Standardized Infrastructure and Technical Architecture	1. Analyze the effect myDEQ processes will have upon AZURITE.	High	Short Term	WIP before review	Using existing process to evaluate and document changes in AZURITE. Added communication from myDEQ team and myDEQ integration team review and resources.

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38	GROUP 11: PROJECT MANAGEMENT	Standardized Infrastructure and Technical Architecture	2. With the increased agency dependency upon AZURITE, begin evaluating the data cleanup and credibility requirements for potential expanding usage and exposure.	High	Short Term	WIP before review	ADEQs dependence on AZURITE is already very high. This task is currently performed prior to beginning each myDEQ business process (epic). In response to this comment we will document the process formally.
39	GROUP 11: PROJECT MANAGEMENT	Standardized Infrastructure and Technical Architecture	4. With respect to enterprise architecture implementation, develop a feedback and review process that provides verification that technical design and the actual codebase reflect the chosen enterprise architecture.	High	Short Term	WIP before review	This activity is already being performed by the Technical Architect. We recently developed a SharePoint workflow to automate the tracking of the reviews.
40	GROUP 11: PROJECT MANAGEMENT	Standardized Infrastructure and Technical Architecture	5. Develop a plan to implement a Content Management System.	High	Short Term	WIP before review	SharePoint has been selected to manage documents that are required by myDEQ. A plan will be developed prior to developing the "my Documents" and "my Notices" sections of the myDEQ portal.
41	GROUP 11: PROJECT MANAGEMENT	Standardized Infrastructure and Technical Architecture	6. Develop a myDEQ AZURITE data quality plan that includes data stewardship and direct data credibility accountability.	High	Short Term	Accept	We are in the process of hiring a Data Architect that will lead the effort to develop a Data Quality and Goverence Plan.
42	GROUP 2: CHANGE MANAGEMENT PLAN AND PROCESS	Managed Scope	1. Produce a change management process that is integrated with a communications plan that includes scope change management.	High	Long Term	WIP before review	We are executing the project using Scrum, an Agile framework, which embraces change. The user stories (requirements) are finalized and prioritized during Sprints to provide the most ROI. A roadmap is created/updated to communicate with the team/stakeholders.
43	GROUP 2: CHANGE MANAGEMENT PLAN AND PROCESS	Managed Scope	2. Create a scope change process that evaluates the necessity for a change, estimates the level of effort to incorporate the change and prioritizes the change against existing requirements.	High	Long Term	WIP before review	We are executing the project using Scrum, an Agile framework, which embraces change. The initial scope only includes high level requirements envisioning, which is modified continuously by the Product Owner, based on the ROI to the business.
44	GROUP 2: CHANGE MANAGEMENT PLAN AND PROCESS	Managed Scope	4. Include funds in budget for change control.	High	Long Term	WIP before review	This is intrinsic to the time and materials contract vehicle and built into the Agile methodology.
45	GROUP 3: COMMUNICATIONS PLAN	User Involvement	9. Include user communications procedures in myDEQ's overall communication plan.	High	Long Term	WIP before review	We are in the process of drafting an End User Rules of Engagement document which will be shared and uploaded to SharePoint.
46	GROUP 3: COMMUNICATIONS PLAN	Experienced Project Management Resources	6. Expand project and stakeholder communications plans to include proactive outreach technologies and enhance inter/intra discipline collaboration.	High	Long Term	Accept	Will develop an external communications plan.
47	GROUP 3: COMMUNICATIONS PLAN	Skilled and Available Staff	6. Create a proactive resource acquisition and outreach plan that may include collaborating with other state agencies and ADOA-ASET.	High	Long Term	WIP before review	Weekly communications with ASET about progress, needed resources and challenges.
48	GROUP 4: CUSTOMER SUPPORT STRATEGY	Executive Management Support	10. Develop a customer support strategy, supporting both power and non-power novice users, which includes leveraging the opportunity associated with every instance of customer contact to manage and deliver a quality message.	High	Long Term	WIP before review	We have already developed an initial customer support model and are in the process of hiring a myDEQ administrator to implement it.
49	GROUP 4: CUSTOMER SUPPORT STRATEGY	Standardized Infrastructure and Technical Architecture	9. Develop a customer support strategy and team anticipating electronic and direct customer contact.	High	Long Term	WIP before review	See response to Item 49
50	GROUP 4: CUSTOMER SUPPORT STRATEGY	User Involvement	4. Insure that the myGuide remains an option for all members of the potential user community.	High	Long Term	WIP before review	See response to Item 23.

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51	GROUP 4: CUSTOMER SUPPORT STRATEGY	Responsive Business Requirements Process	14. Include user support functionality in the BRDs, FRDs and Mockups. This includes tooltips, help screens, training videos, and ADEQ support contact information.	High	Long Term	WIP before review	All mock-ups include tool-tips and user support information. We have also assigned a specific resource to work with the BAs and SMEs to determine help required by business process.
52	GROUP 6: RESOURCE MANAGEMENT	Experienced Project Management Resources	9. Construct a resource requirements forecast model showing resource load requirements throughout all phases of the project lifecycle through the long maintenance and sustainability requirements.	High	Long Term	WIP before review	See response to Items 14, 15, 16, 18 and 48.
53	GROUP 6: RESOURCE MANAGEMENT	Managed Scope	3. Provide contingency plan for allowance of key resource backfill or reassignment.	High	Long Term	WIP before review	See response to Items 14, 15, 16, 18 and 48.
54	GROUP 6: RESOURCE MANAGEMENT	Skilled and Available Staff	3. Develop strategy for balancing project and operational resourcing requirements.	High	Long Term	WIP before review	See response to Items 14, 15, 16, 18 and 48.
55	GROUP 6: RESOURCE MANAGEMENT	Skilled and Available Staff	1. Develop a staffing plan for all phases of the myDEQ project that includes the future myDEQ maintenance phases.	High	Long Term	WIP before review	See response to Items 14, 15, 16, 18 and 48. We are in the process of developing a myDEQ maintenance staffing plan.
56	GROUP 6: RESOURCE MANAGEMENT	Skilled and Available Staff	2. Develop and implement a long term contractor to ADEQ staff transition plan.	High	Long Term	Accept	This will be included in the IT Staffing Plan.
57	GROUP 6: RESOURCE MANAGEMENT	Skilled and Available Staff	4. Create decision package and budget request for increased staffing requirements.	High	Long Term	WIP before review	Included on FY15 executive budget request.
58	GROUP 7: GOVERNANCE	Executive Management Support	9. Especially since ADEQ customers are not mandated to use myDEQ once it is available, as part of the PR Governance strategy, the executive team should begin to formulate and deliver myDEQ messaging to all potential users in anticipation of myDEQ's availability.	High	Long Term	WIP before review	ADEQ leadership has already met with the Arizona Manufacturers Council, the Phoenix Chamber of Commerce and presented updates on myDEQ at the Gatekeeper Conference, EPAZ, and the Arizona Manufacturer's Council Environmental Summit. Additional messaging will be accomplished by including inserts in ADEQ customer invoice mailings (currently a paper process).
59	GROUP 7: GOVERNANCE	Responsive Business Requirements Process	9. Include Business Requirements Management into Governance planning (IT, Security, Project, Public Relations and Data)	High	Long Term	Accept	See response to Item 62.
60	GROUP 7: GOVERNANCE	Standardized Infrastructure and Technical Architecture	3. Include infrastructure and AZURITE in Governance planning including Data, IT, Security and Project Governance.	High	Long Term	Accept	See response to Item 62.
61	GROUP 7: GOVERNANCE	Executive Management Support	4. Mature a formalized executive verification, feedback and acceptance process that enables the entire executive team to verify and insure that each incremental release of myDEQ functionality is aligned with its original vision and requirements.	High	Long Term	Accept	See response to Item 62.
62	GROUP 7: GOVERNANCE	Executive Management Support	8. Prioritize myDEQ Governance development by focusing upon integrating the Governance constructs associated with Data, IT, Project (included in QA Practitioner recommendation), Security and Public Relations (PR) Governance.	High	Long Term	Accept	We will prepare a myDEQ governance framework that will include topics listed in items 59 through 63. The Governance framework will also include short term and long term priorities.
63	GROUP 7: GOVERNANCE	User Involvement	3. When involving the user community, include prioritizing the development of user myDEQ evangelists, stimulating ground level support, the construction of user notification plans, and the inclusion of all strata of users (e.g., expert and novice, licensees and data entry, etc.).	High	Long Term	Accept	See response to Item 62.
64	GROUP 8: IT SECURITY	Standardized Infrastructure and Technical Architecture	5. Complete infrastructure vulnerability assessment.	High	Long Term	Accept	Once the myDEQ infrastructure is completed we plan to use the existing ADOA AzNet II contractor (Caines) to run an infrastructure vulnerability assessment. This has already been budgeted for FY 2015.

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65	GROUP 9: PRODUCT VISION MANAGEMENT	Clear Business Objectives	2. A more in-depth on-going independent risk and financial analysis should be performed to insure the detailed work remains in alignment with the vision.	High	Long Term	WIP before review	See response to Item 1.
66	GROUP 10: OPERATIONS	Executive Management Support	2. Provide guidance to all myDEQ agency and partnering resources in understanding the delicate balance between ongoing operational demands and the need to dedicate their expertise and time to the successful implementation of a quality myDEQ solution.	High	Long Term	WIP before review	Communicated priorities via cascading management meetings and e-mail in late February and early March 2014.
67	GROUP 10: OPERATIONS	Responsive Business Requirements Process	10. Include Business Requirements Management into long-term sustainability and operations planning.	High	Long Term	Accept	See response to Item 62.
68	GROUP 10: OPERATIONS	Skilled and Available Staff	8. Create a myDEQ operations strategy that details how myDEQ will transition from the current build phase into ADEQ's operational mode.	High	Long Term	WIP before review	See response to Item 48.
69	GROUP 2: CHANGE MANAGEMENT PLAN AND PROCESS	Clear Business Objectives	3. Develop a business objective change management plan so if high level requirements or their drivers change, those changes can be rapidly disseminated throughout the project teams and all interested parties.	Medium	Short Term	Accept	High level requirements changes will be captured as user stories in the product backlog. The product backlog is managed using the RallyDev software tool.
70	GROUP 11: PROJECT MANAGEMENT	User Involvement	1. Whenever possible, include users in requirements validation process.	Medium	Short Term	Accept	Users will be validating requirements during user acceptance testing (UAT).
71	GROUP 2: CHANGE MANAGEMENT PLAN AND PROCESS	Managed Scope	6. Produce a risk management plan and strategy that includes risk associated with any specific change in scope.	Medium	Long Term	WIP before review	A high level risk assessment was included in the PIJ. We will develop a risk management strategy to address scope changes.
72	GROUP 3: COMMUNICATIONS PLAN	User Involvement	6. Leverage social media opportunities to communicate with myDEQ users and stakeholders.	Medium	Long Term	Accept	We will advertise product releases using twitter and Facebook as well as invoice mailers.
73	GROUP 4: CUSTOMER SUPPORT STRATEGY	Experienced Project Management Resources	7. Provide training to all myDEQ stakeholders exposing them to Agile Methodologies and each stakeholder's specific role in making the project a success.	Medium	Long Term	WIP before review	An Agile Advisor has been hired and has delivered training to the various stakeholder groups. An experienced Scrum Master also delivered training at the onset of the project.
74	GROUP 4: CUSTOMER SUPPORT STRATEGY	Experienced Project Management Resources	8. Prioritize developing Agile support mechanisms forming knowledge bases that stakeholders can utilize to access desired information.	Medium	Long Term	Accept	Agile framework artifacts will be developed, updated, and uploaded to SharePoint for accessibility to all stakeholders.
75	GROUP 6: RESOURCE MANAGEMENT	Skilled and Available Staff	7. Complete a salary survey for team skill sets.	Medium	Long Term	Accept	We will have our Human Potential Office (HPO) do a competitive salary analysis for the new skill sets required to support the myDEQ portal. This is already in progress and will be reflected in the staffing plan.
76	GROUP 7: GOVERNANCE	Skilled and Available Staff	11. Consider retaining IT security for security governance development.	Medium	Long Term	WIP before review	We already have a senior network engineer on staff that is functioning in the CISO role. This person participates on the ADOA Statewide Security Committee.
77	GROUP 7: GOVERNANCE	User Involvement	5. Nurture user community relationships through proactive "reach out" programs including invitations to participate in the myDEQ conversation and providing periodic news/updates, forums, Frequently Asked Questions (FAQ) and Knowledge Base (KB) management.	Medium	Long Term	WIP before review	See response to Item 62.
78	GROUP 9: PRODUCT VISION MANAGEMENT	Clear Business Objectives	4. Business objectives and vision should be included in any maturing communications plan and shared early in the process as part of the myDEQ messaging to all stakeholders.	Medium	Long Term	WIP before review	The current Communications Plan will be expanded to include business objectives and vision and uploaded to SharePoint.
79	GROUP 11: PROJECT MANAGEMENT	Executive Management Support	6. While avoiding project "paralysis resulting from over analysis", increase the involvement of appropriate myDEQ users/stakeholders to offer them the opportunity to provide product/project feedback between the myDEQ project initiation and user acceptance testing (UAT) phases.	Medium	Long Term	WIP before review	Users and stakeholders will be involved throughout the development process for feedback on mock-ups and developed product during the Sprints.

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80	GROUP 11: PROJECT MANAGEMENT	Responsive Business Requirements Process	7. Outside of the myDEQ Action Item Decision Log, develop an internal requirements forecasting process to assist in the entire project team's ability to anticipate future pipelines.	Medium	Long Term	Accept	We have created a roadmap for development and deployment of various business processes, which will serve as a guideline for collecting user stories (i.e. Requirements) in the Product Backlog (i.e. Requirements Document)

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