

OFFICE OF ENTERPRISE TECHNOLOGY SERVICES

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June 19, 2020

The Honorable Ronald D. Kouchi,
President, and
Members of The Senate
Thirtieth State Legislature
Hawaii State Capitol, Room 409
Honolulu, Hawaii 96813

The Honorable Scott K. Saiki, Speaker, and Members of The House of Representatives Thirtieth State Legislature Hawaii State Capitol, Room 431 Honolulu, Hawaii 96813

Dear President Kouchi, Speaker Saiki, and Members of the Legislature:

Pursuant to HRS section 27-43.6, which requires the Chief Information Officer to submit applicable independent verification and validation reports to the Legislature within ten days of receiving the report, please find attached the report the Office of Enterprise Technology Services received for the State of Hawaii Department of Human Services' Systems Modernization Project.

In accordance with HRS section 93-16, this report may be viewed electronically at http://ets.hawaii.gov (see "Reports").

Sincerely,

Douglas Murdock Chief Information Officer State of Hawai'i

Attachment (2)



Hawaii Department of Human Services Systems Modernization Project

Final IV&V Status Report for Reporting Period: May 1-31, 2020

Submitted: June 11, 2020



Overview

- Executive Summary
- IV&V Findings and Recommendations
- IV&V Engagement Status
- Appendices
 - A IV&V Criticality Ratings
 - B Risk Identification Report
 - C Acronyms and Glossary
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Executive Summary

Executive Summary



In May, the project team continued to refine the details of the BES Optimization contract amendment and develop the project framework (architecture, schedule, approach). Some work products were produced and are being updated/finalized by the project team but there are delays to some of the deliverables based on the draft schedule. Most noticeable, is the lack of change on this month's IV&V report as compared to last month's. If the time spent on planning and development of the project framework results in quality processes that are effectively communicated to the project team and can be efficiently applied, then this is time well spent. If not, the same issues will remain and may eventually cause another delay to the project.

Mar	Apr	May	Category	IV&V Observations
M	M	Project which encompass the project schedule, solution architecture, qua communications, and the impact of COVID-19 on the project team		The Project Management category continues to include the majority of IV&V's findings, which encompass the project schedule, solution architecture, quality of project artifacts, communications, and the impact of COVID-19 on the project team. With the 'restart' of the project, the project team needs to avoid past challenges by planning what needs to be done, and then executing to the plan.
M	M	M	Configuration and Development	The project team does not have a shared understanding of the ASI's development approach and how the BES application will be built. IV&V conducted Agile overview sessions for DHS, at their request, to gain a better understanding of the Agile methodology and make informed project decisions. The ASI plans to provide a detailed review of their approach to the project team in June.
M	M	M	System Design	Workflow (the sequence through which work passes from initiation to completion) was inconsistently addressed during the BES design sessions. As part of the BES Optimization re-planning effort, the ASI is adjusting the project schedule to ensure the design of workflow is consistently addressed in all functional areas.

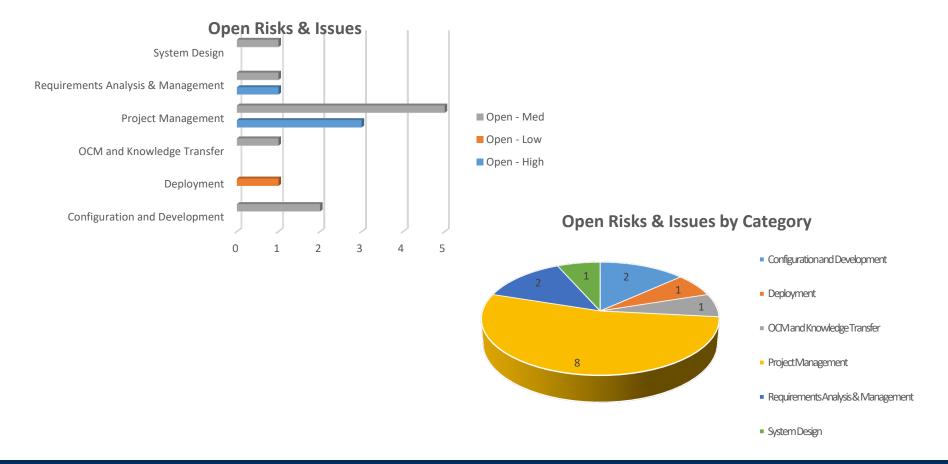
Executive Summary



Mar	Apr	May	Category	IV&V Observations
		The ASI's planning and approach to Release Management were identified as opportunities for improvement during early releases. The ASI is planning to apply process lessons learned in the August 2020 BES release.		
M	M	M	Requirements Analysis & Management	In May, the project team continued to 'break down' the project's functional requirements to eliminate the instance of 'partially met' requirements. Although the BES Optimization contract amendment was fully executed, a complete list of requirements has not been fully compiled. IV&V acknowledges that DHS and the ASI are actively working to complete the final list of agreed upon requirements to minimize the risk this poses to meeting DHS' business needs and the potential of project rework.
	M	M	OCM & Knowledge Transfer	The ASI filled the solution architect position; all ASI key personnel positions are now filled. In May, DHS continued to execute the transition plan and is moving forward to fill the recently vacated DHS PMO position.

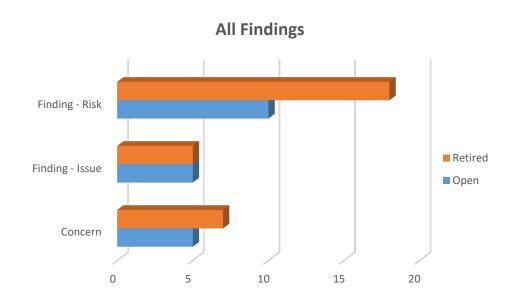


As of the May 2020 reporting period, PCG is tracking 15 open findings (10 risks and 5 issues) and has retired 30 findings and concerns. Of the 15 open findings, 8 are related to Project Management, 2 are related to Configuration and Development and Requirements Analysis and Management, and 1 each in System Design, Deployment and OCM and Knowledge Transfer. IV&V opened two new findings and closed one finding during the reporting period. The following figures provide a breakdown of our open risks and issues by priority and category.





The following figure provides a breakdown of <u>all</u> IV&V findings (risks, issues, concerns) by status (open, retired).





Findings Opened During the Reporting Period

#	Finding	Category
	No new findings were opened in this reporting period.	



Findings Retired During the Reporting Period

#	Finding	Category
	No findings were retired during this reporting period.	



Preliminary Concerns Investigated During the Reporting Period

#	Finding	Category
45	The association of test artifacts to use cases rather than requirements may create rework and impact the development of FNS-required project artifacts to support the Pilot of the BES application.	Testing
46	Unplanned rework may result from prototyping based on systems that will be retired. Requirements should drive design so that the BES application supports new/updated business processes.	Configuration and Development
50	The ASI's staffing configuration is not being adjusted to accommodate the BES Optimization approach. A project team skilled and experienced with the software and tools is essential to streamline the project work, take full advantage of the tools and meet the project deliv5ery dates.	Project Management
52	The ASI's management of subcontractors has not been documented in a formal management plan. This could lead to confusion within the project team regarding roles, responsibilities, project communications, escalation paths, issue and risk identification/mitigation and scope of work.	Project Management
53	New - The System Architecture documentation is scheduled for completion after 5 of 7 releases are in progress, and 2 releases completed.	Systems Design



#	Key Findings	Criticality Rating
2	Issue – Late Delivery of project deliverables may result in schedule delays. On 5/15/2020, the ASI retired the interim project schedule and published the BI-5 Project Schedule, which will be updated on a weekly basis. Based on IV&V's review of the project schedule, due dates of providing updated planning deliverables (e.g., Communication Plan, BI-6 DDI Plan, BI-10 Functional and System Design DED) to DHS have been missed. While the ASI is tracking several outstanding items to update the schedule, there is not an DHS/ASI agreed upon process to 'baseline' the schedule, which needs to occur. IV&V will monitor closely and provide an update in the next report.	M

Recommendations	Progress
Finalize the updates to the project schedule to address the outstanding items/issues identified by DHS and IV&V.	In process
• Establish the process for DHS and the ASI to mutually agree to the revised project schedule baseline.	In process



#	Key Findings	Criticality Rating
26	Risk – Schedule delays may occur due to the lack of detail in project schedule. The ASI's BI-5 Project Schedule was re-published on 5/15/2020. The BI-5 Project Schedule provides little visibility to the BES functionality that is planned for each release. DHS and IV&V provided feedback to the ASI that may result in further changes to the schedule, prior to DHS approval of the schedule. These items are being addressed and discussed in the weekly BI-5 Project Schedule Review meeting.	M

Recommendations	Progress
 DHS/ASI update the schedule to reflect the level of detail described in the contract and the work that needs to be performed. 	In process



#	Key Findings	Criticality Rating
27	Risk - Schedule delays may occur if the baseline schedule does not have proper resource loading. The BI-5 Project Schedule published by the ASI on 5/15/2020 is duration-based as opposed to task-based, which provides little visibility into resource allocation and is not aligned to the contract requirements. Additionally, most 'assigned' resources are resource groups as opposed to named individuals. DHS has expressed concerns on this approach and plans to discuss with the ASI.	M

Recommendations	Progress
DHS/ASI update the schedule with the task-based resources as described in the contract.	In process



#	Key Findings	Criticality Rating
29	Issue - Uncertainty and/or a lack of communication around long term architecture decisions could lead to unexpected impacts to the project budget, schedule, system design, and planning decisions. The ASI plans to document and publish the BES Architectural details in phases. The first iteration of the BI-12 System Architecture deliverable is planned to be complete on 8/27/20. IV&V will review the provided documentation as it becomes available.	Н

Recommendations	Progress
 The ASI should continue to document the architectural details in the BI-12 System Architecture Deliverable and if possible, review draft content with DHS and IV&V. 	In process



#	Key Findings	Criticality Rating
42	 Risk – Project delays and disruption in DHS operations may occur if ASI communications with DHS regarding key (urgent/time sensitive) project information does not improve. There continues to be a lack of timely communication between the ASI and DHS PMO. During May, IV&V noted the following: The ASI published changes to their Key Personnel without providing the DHS PMO notice or prior approval as documented in the agreement. The ASI was scheduled to deliver the updated Organization Chart and Communication Plan to DHS on 5/15/20. In a weekly status meeting on 5/20/20, DHS was informed that the delivery date was changed to 6/1/20. IV&V will continue to monitor this finding. 	M

Recommendations	Progress
 Request ASI enhance processes and planning for project communications and include key project communications to DHS in the project schedule. 	In process
 ASI establish a single communications channel to manage all ASI to DHS communications and ensure regular communication to DHS. 	In process
Update project communications plan with enhanced communication processes.	In process



#	Key Findings	Criticality Rating
47	Risk – The COVID-19 pandemic and the related "stay at home" order could hinder project activities and negatively impact the project schedule and budget. There are indications that the Stay-At-Home mandate will be extended through June 30, 2020. The project team is considering impacts to the project, including UAT and training if they will not be able to participate in-person.	Н

Recommendations	Progress
 Ramp up efforts to setup, train, and assist stakeholders on remote work devices and tools and make every effort to help them to become highly functional with remote access technology (e.g. MS Teams/Skype). 	In process
 Suggest the project and DHS create a detailed, documented risk mitigation strategy and plan that is reviewed regularly and revised to address the current state of the COVID-19 threat and related impacts over the next 6 to 12 months. The plan should include the possible economic impacts to the state budget directly related to project resources. 	In process
 Update the OCM Plan to include any new activities or updates to planned activities to aid the organization through this COVID-19 pandemic in the short and long term. 	In process



#	Key Findings	Criticality Rating
48	Risk – The CMS Outcomes-Based Certification Requirements have not been published by CMS, which may impact the project schedule and funding. No update during this reporting period, IV&V will follow-up with DHS and provide an update in the next report.	M

Recommendations	Progress
 DHS to continue dialogue with CMS regarding the project's approach to OBC and MITA alignment to ensure all CMS requirements are met by the BES Project. 	In process



#	Key Findings	Criticality Rating
49	Issue – Poor quality project deliverables may lead to rework and negatively impact the system design, testing artifacts and project schedule. On 5/18/2020, the ASI held a session to review the planned ASI and DHS remediation actions for the list of issues documented by DHS on 4/22/2020. While many next steps and action items were reviewed and some completed, the outstanding items were not assigned to project staff nor target complete dates identified. Project deliverable development activities are still paused pending these actions, which may result in additional schedule delays.	Н

Recommendations	
 IV&V recommends that a facilitated root cause analysis be performed by the ASI with DHS and IV&V in attendance. Quality issues are rarely generated by a single entity in a project, so there could potentially be multiple causes or root causes of this current condition. Once the root cause(s) are identified, IV&V recommends immediate action be employed to resolve quality concerns on in-process deliverables prior to submission of subsequent deliverables 	In process



Configuration and Development

#	Key Findings	Criticality Rating
12	Issue – Changes in direction regarding the preferred platform for portal development may impact project schedule and cost. DHS intends to create a unified (single) portal for both MQD and BES. DHS is still in discussions with the ASI on whether implementing the BES portal in a unified Adobe-based platform is within their scope of work. Customer benefits (Ohana Nui) of a unified portal could be compromised if the ASI implements a separate BES portal.	M

F	Recommendations	
•	Continue discussions with the ASI and DHS to understand the go forward plan related to the BES Portal requirements.	In process



Configuration and Development

#	Key Findings	Criticality Rating
16	Issue – Lack of clear understanding of the DDI approach may reduce effectiveness of JARs and JADs. IV&V conducted Agile overview sessions for DHS, at their request, to provide a better understanding of the Agile methodology and help DHS make informed project decisions. The ASI has not published nor conducted any sessions with the extended project team to explain how they will adopt the Agile methodology for the BES Project. The ASI agile approach is planned to be documented and shared with DHS in early June 2020.	M

Recommendations	
Once details of the ASI's Agile approach become available and are communicated to DHS, IV&V will assess and monitor DHS understanding and project productivity.	In process



System Design

#	Key Findings	Criticality Rating
38	Risk – Due to the sequencing of JADs addressing Workflow at the end instead of during current JAD sessions, the project could be faced with significant design rework, which may result in schedule delays, and impact the quality of solution design. The ASI stated efforts are ongoing to identify design gaps due to workflow functionality being tabled during some JAD sessions. The ASI has also stated their intention to address these gaps in an Agile fashion as implementation details become available. As details become available, IV&V will update this finding.	M

Recommendations	Progress
• The ASI to define how the workflow/task functionality will be refined and integrated into the system designs. Communicate this approach with the project team and train the Business Analyst session facilitators.	In process



Deployment

#	Key Findings	Criticality Rating
40	Risk - The planning and approach of the ASI Release Management practices were identified as an area to improve during early releases. No changes to this finding in May. While there is currently a KOLEA M&O release (R20.2.M) planned for June, the first BES DDI release is scheduled for August 2020. IV&V will continue to monitor.	L

Recommendations				
Assign a Release Manager to manage all details of planned releases.	Complete			
 Develop a Release Plan document for each release, that provides details of the planned release and all associated configuration items, clear assignments for all staff involved in all tasks, a schedule for completion of all tasks and activities, planned release status communications, and back out procedures should they be necessary. 	In process			



Requirements Analysis & Management

	#	Key Findings	Criticality Rating
4	41	Risk - Due to a lack of clarity regarding "Partially Met" requirements in design artifacts, full traceability of requirements may be hampered, and all requirements may not be fully met. The ASI and DHS continued the effort to break down the requirements into singular, traceable, and testable requirements by eliminating all partially met requirements, and to request and obtain approval from DHS via Controlled Correspondence (CC). To date, five (5) CC documents have been written and approved for this activity. DHS states they are awaiting additional CC's for Appeals, SSP, and a few others. IV&V notes that these required tasks and activities are not included in the BI-5 Project Schedule however, the ASI is working with DHS to plan the activity details for incorporation into the schedule.	M

Recommenda	tions	Progress
component	requirements management and design artifact that provides full accountability of where every of a requirement that is listed as 'Partially Met' is satisfied, ensuring that each requirement is Fully be validated as such.	In process



Requirements Analysis & Management

#	Key Findings	Criticality Rating
51	Risk - Insufficient requirements elaboration prior to executing the contract amendment may result in a solution that does not meet DHS business needs. In May, the ASI and DHS conducted multiple requirement sessions to review the Functional, Technical and Implementation requirement changes from Solution Optimization Proposal (SOP). In addition, DHS is reviewing previously 'obsoleted' requirements which might now be valid with the SOP moving to a developed Java solution versus COTS product installation. This activity was planned to be complete on 5/22/2020 however, it is still outstanding, and IV&V is not aware of the revised target date.	Н

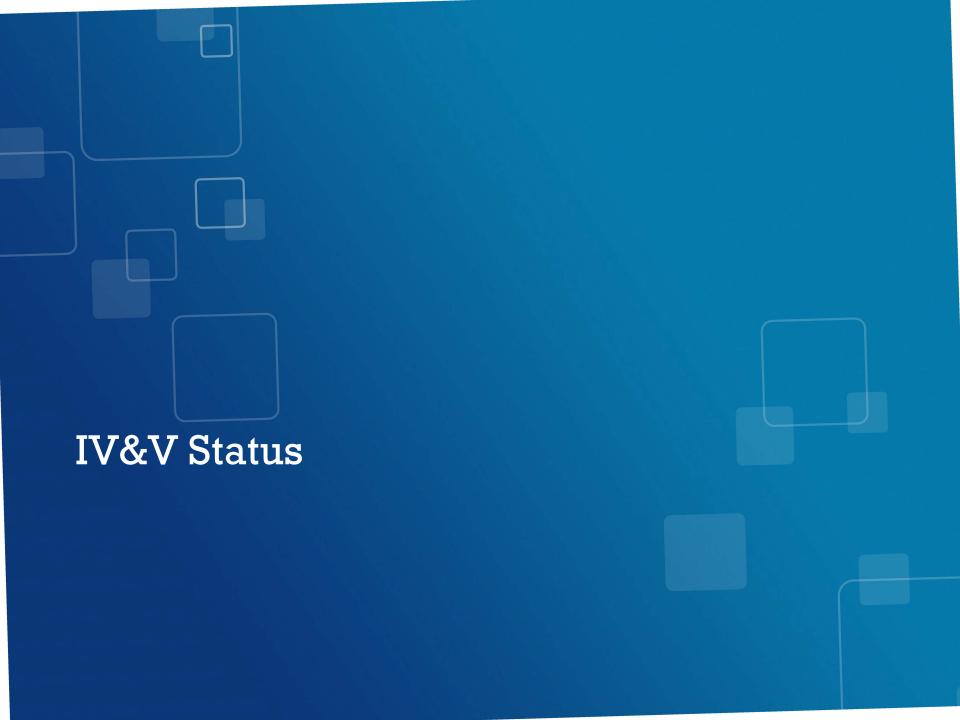
Recommendations					
 DHS should continue to work with the ASI to confirm all project requirements are loaded into the new requirements toolset to ensure requirement traceability through the DDI and into M&O. DHS and the ASI should take into consideration, the original contract requirements that were amended via the controlled correspondence process, the modifications agreed upon in the BES Optimization Contract Amendment 3, the split of the requirements to remove any 'partially met' requirements, and the new requirements necessary for the shift from a COTS product to development and location and utilization of a RTM. 	In process				
 DHS should continue to monitor the requirements gathering process, validating that all key business needs are captured in requirements going forward. Determine a requirements management and design artifact that provides full accountability of where every component of a requirement is satisfied, ensuring that each requirement is 'Fully Met' and can be validated as such. 	In process				



OCM & Knowledge Transfer

#	#	Key Findings	Criticality Rating
4	13	Risk - Due to key DHS, BES and ASI Project Team members departing and/or transitioning from the project, succession planning and knowledge transfer is needed to ensure there are no gaps in knowledge and leadership on the project. The ASI filled the Solution Architect position. DHS continues to execute the exception process to back-fill the currently vacant DHS PMO position and execute the transition plan. IV&V will continue to monitor this risk until all positions are filled.	M

Recommendations	Progress
 The state should develop a transition plan for the project and PMO resources as identified in the RFP, which includes DHS PMO and DHS DDI resources (reference RFP section 3.4.3 'DHS Staffing'). It should also include possible project resource impacts considering the COVID-19 economic impacts to the State. 	In process
• The ASI should develop a transition plan for each key resource as required by the RFP (reference RFP section 3.5.1.2 'Benefits Eligibility Solution Project Staffing'.)	Closed



IV&V Engagement Status



IV&V Engagement Area	Mar	Apr	May	Comments
IV&V Budget				
IV&V Schedule				
IV&V Deliverables				PCG submitted the final April IV&V Monthly Status Report.
Centers for Medicare and Medicaid Services (CMS) IV&V Progress Reports				The first quarterly CMS Eligibility and Enrollment (E&E) IV&V Progress Report is on hold until IV&V and DHS determine the appropriate time to submit the report.
CMS Milestone Reviews				The first CMS Milestone Review date has not yet been determined.
IV&V Staffing				
IV&V Scope				

	Engagement Rating Legend	
The engagement area is within acceptable parameters.	The engagement area is somewhat outside acceptable parameters.	The engagement area poses a significant risk to the IV&V project quality and requires immediate attention.

IV&V Activities



- IV&V activities in the May reporting period:
 - Completed April Monthly Status Report
 - Ongoing Review Deliverables for BES project
 - Ongoing Attend ASI project meetings, (see <u>Additional Inputs</u> pages for details)
 - Reviewed available BES Optimization contract amendment documentation
- Planned IV&V activities for the June reporting period:
 - Ongoing Observe BES JAD and Workgroup sessions as scheduled
 - Ongoing Observe Weekly Project Status meetings
 - Ongoing Observe bi-weekly BES Project Risk and Issue meetings
 - Ongoing Monthly IV&V findings meetings with the ASI
 - Ongoing Participate in weekly DHS and IV&V Touch Base meetings
 - Ongoing Review BES artifacts and deliverables

Deliverables Reviewed



Deliverable Name	Deliverable Date	Version
BI-02 Project Status Report Deliverable	Weekly as delivered	N/A
BI-05 Schedule Re-Baseline	Weekly as delivered	N/A
BI-08 Technology Environments Specifications DED – SOAP Revisions	5/22/2020	2.0
BI-10 Functional Design Document DED – SOAP Revisions	5/19/2020	1.5
BI-11 Data Integration and Interface Control Document DED – SOAP Revisions	5/18/2020	1.7
BI-12 System Architecture DED – SOAP Revisions	5/20/2020	5.0
BI-17 Validated Results of Data Conversion Testing DED – SOAP Revisions	5/19/2020	1.6
BI-18 Test Strategy Deliverable – SOAP Revisions	5/21/2020	1.11
BI-19 Complete and Final Test Plan Deliverable – SOAP Revisions	5/21/2020	1.12





Deliverable Name	Artifact Date	Version
Unisys Contract Amendment 3	4/22/2020	
BI-20 Test Cases/Test Scenarios/Test Scripts - SOAP Templates/Approach	N/A	
BI-22 System Test Report - SOAP Templates/Approach	N/A	
BI-22a SIRT - SOAP Templates/Approach	N/A	
BI-22b UAT Evaluation Report - SOAP Templates/Approach	N/A	
Unisys Deliverable Peer Review Checklists	N/A	
PCG Agile Overview Presentation	N/A	
Unisys Schedule Change Tracker - Weekly	N/A	

Additional Inputs



Meetings and/or Sessions Attended/Observed:

- PCG Internal BES Project Meetings x7 (05/04/2020, 05/11/2020, 05/12/2020, 05/14/2020, 05/18/2020, 05/21/2020, 05/26/2020)
- BESSD PMO, IV&V Weekly Meeting x4 (05/06/2020, 05/13/2020, 05/20/2020, 05/27/2020)
- BES Project Status Meetings x4 (05/06/2020, 05/13/2020, 05/20/2020, 05/27/2020)
- BES Schedule Review Meetings x4 (05/05/2020, 05/12/2020, 05/19/2020, 05/26/2020)
- BES Change Control Board Meeting (05/06/2020)
- ASI Touchpoint Pre-Draft Review x2 (05/05/2020, 05/26/2020)
- IV&V April Draft Report Review (05/11/2020)
- BI-20 DCF Review (05/05/2020)
- BES Requirements T6, T8, T10 Review x2 (05/07/2020, 05/14/2020)
- PCG Agile Overview to DHS PMO x2 (05/13/2020, 05/18/2020)
- BES SOAP DED Reviews and Aha Demo x2 (05/21/2020, 05/22/2020)
- BES Security (05/07/2020)
- EBT Card Inventory Demo (05/26/2020)
- BES Quality Issue #25 (05/18/2020)
- XRAY Demo (5/28/2020)





Appendix A – IV&V Criticality Ratings

Criticality Rating	Definition
Н	A high rating is assigned if there is a possibility of substantial impact to product quality, scope, cost, or schedule. A major disruption is likely, and the consequences would be unacceptable. A different approach is required. Mitigation strategies should be evaluated and acted upon immediately.
M	A medium rating is assigned if there is a possibility of moderate impact to product quality, scope, cost, or schedule. Some disruption is likely, and a different approach may be required. Mitigation strategies should be evaluated and implemented as soon as feasible.
L	A low rating is assigned if there is a possibility of slight impact to product quality, scope, cost, or schedule. Minimal disruption is likely, and some oversight is most likely needed to ensure that the risk remains low. Mitigation strategies should be considered for implementation when possible.

Appendix B – Findings Log



• The complete Findings Log for the BES Project is provided in a separate file.

Appendix C – Acronyms and Glossary



Acronym	Definition
APD	Advance Planning Document
ASI	Application System Integrator
BES	Benefits Eligibility Solution
CCWIS	Comprehensive Child Welfare Information System
CM	Configuration Management
CMMI	Capability Maturity Model Integration
CMS	Center for Medicare and Medicaid Services
CR	Change Request
DDI	Design, Development and Implementation
DED	Deliverable Expectation Document
DHS	Hawaii Department of Human Services
DLV	Deliverable
E&E	Eligibility and Enrollment
EA	Enterprise Architecture
ECM	Enterprise Content Management (FileNet and DataCap)
ESI	Enterprise System Integrator (Platform Vendor)
ETS	State of Hawaii Office of Enterprise Technology Services
FIPS	Federal Information Processing Standard
HIPAA	Health Information Portability and Accountability Act of 1996
IDM	Identity and Access Management (from KOLEA to State Hub)
IEEE	Institute of Electrical and Electronics Engineers
IES	Integrated Eligibility Solution
ITIL	Information Technology Infrastructure Library



Appendix C – Acronyms and Glossary

Acronym	Definition
IV&V	Independent Verification and Validation
KOLEA	Kauhale On-Line Eligibility Assistance
M&O	Maintenance & Operations
MEELC	Medicaid Eligibility and Enrollment Life Cycle
MEET	Medicaid Eligibility and Enrollment Toolkit
MOU	Memorandum of Understanding
MQD	Hawaii Department of Human Services MedQuest Division
NIST	National Institute of Standards and Technology
OE	Operating Environment
OIT	Department of Human Services Office of Information Technology
PIP	Performance/Process Improvement Plan
PMBOK®	Project Management Body of Knowledge
PMI	Project Management Institute
PMO	Project/Program Management Office
PMP	Project Management Plan
QA	Quality Assurance
QM	Quality Management
RFP	Request for Proposal
ROM	Rough Order of Magnitude
RMP	Requirements Management Plan
RTM	Requirements Traceability Matrix
SEI	Software Engineering Institute
SLA	Service-Level Agreement
SME	Subject Matter Expert



Appendix C – Acronyms and Glossary

Acronym	Definition
SOA	Service Oriented Architecture
SOW	Statement of Work, Scope of Work
VVP	Software Verification and Validation Plan
XLC	Expedited Life Cycle

Appendix D – Background Information



Systems Modernization Project

The DHS Enterprise Program Roadmap includes contracting with three separate vendors with the following high-level scope:

- ESI or Platform Vendor responsible for the shared technology and services required for multiple Application vendors to implement and support functionality that leverages the DHS Enterprise Platform.
- ASI or ASI Vendor responsible for the DDI of the Benefits Eligibility Solution (BES Project) enhancing the currently implemented Medicaid E&E Solution (KOLEA) and providing support for the combined Solutions.
- CCWIS Vendor responsible for the DDI of the CCWIS Solution to meet the needs of child welfare services and adult protective services (CCWIS Project) and providing support for the Solution.

Systems Modernization IV&V Project

IV&V performs objective assessments of the design, development/configuration and implementation (DDI) of DHS' System Modernization Projects. DHS has identified three high-risk areas where IV&V services are required:

- Transition of M&O from DHS' incumbent vendor to the ESI and ASI vendors
- BES DDI
- CCWIS DDI

On the BES DDI Project, IV&V is responsible for:

- Evaluating efforts performed by the Project (processes, methods, activities) for consistency with federal requirements and industry best practices and standards
- Reviewing or validating the work effort performed and deliverables produced by the ASI vendor as well as that of DHS to ensure alignment with project requirements
- Anticipating project risks, monitoring project issues and risks, and recommending potential risk mitigation strategies and issue resolutions throughout the project's life cycle
- Developing and providing independent project oversight reports to DHS, ASI vendors, State of Hawaii Office of Enterprise Technology Services (ETS) and DHS' Federal partners

Appendix D – Background Information



What is Independent Verification and Validation (IV&V)?

- Oversight by an independent third party that assesses the project against industry standards to provide an unbiased view to stakeholders
- The goal of IV&V is to help the State get the solution they want based on requirements and have it built according to best practices
- IV&V helps improve design visibility and traceability and identifies (potential) problems early
- IV&V objectively identifies risks and communicates to project leadership for risk management

PCG's Eclipse IV&V® Technical Assessment Methodology

- Consists of a 4-part process made up of the following areas:
 - 1. **Discovery** Discovery consists of reviewing documentation, work products and deliverables, interviewing project team members, and determining applicable standards, best practices and tools.
 - 2. Research and Analysis Research and analysis is conducted in order to form an objective opinion.
 - 3. Clarification Clarification from project team members is sought to ensure agreement and concurrence of facts between the State, the Vendor, and PCG.
 - 4. Delivery of Findings Findings, observations, and risk assessments are documented in this monthly report and the accompanying Findings and Recommendations log. These documents are then shared with project leadership on both the State and Vendor side for them to consider and take appropriate action on.

IV&V Assessment Categories for the BES Project

- Project Management
- Requirements Analysis & Management
- System Design
- Configuration and Development
- Integration and Interface Management

- Security and Privacy
- Testing
- OCM and Knowledge Transfer
- Pilot Test Deployment
- Deployment



Solutions that Matter

	Observation Similfrance	Recommendation Event Horizon Impac	act Probability Analyst Priority Finding Status Date Retired	Status Uodate Client Comments	Vendor Comments Risk Statement
The System Architecture disconnectation is substacked for completion after 5 of 7 releases are to program Convers. 423,7250 System Conga.	The System Architecture documentation is scheduled for completion after 5 of 7 releases are already in developed code may require costly and time consuming rework in order to meet the eventual progress, and 2 releases completed. architectural target. This could result in both quality concerns and schedule delays.	is - Securement completing and approving the SE 3 System Architecture advantable provide development of course casis If completing the SE 2 development and course casis - If completing the SE 2 development and provide cases cases and considerate and course cases of configurate of first, counted, and provide cases cases considerate of support of the course case development of first, counted, and provides cases cases considerate or depressed considerate or approved by the SE of the complete case development of first, counted, and provides cases cases can be considered for approved by SES of and Provides provides development, and also considerate of the counterparts and count	S 3 High Gyen		\$2,0000 - Paul (Mish. Mexico à 6 han extende prey litera, not dering deseignent sett mis-seg. The risk in mismed receive the physical and helicites in helicite. Set the legical. Useful of the Regular (Mismed and Mismed
	What as submixed management plan, the sold left or conficient with the priject team register (e.e., requisited plan, to use of the priject team.) **The private plan of the private communication plan, to use and the distinction plan, to use the submixed plan of the private plan, to use the submixed plan of the private plan, to use the submixed plan of the private plan, to use the private plan of the private plan, to use the private plan of the plan of the private		3 3 Med Open	50.512/2000 - The AGS is in present of quicking fire project management plan to include further datable - The AGS is in present of quicking fire project management plan to include further datable - The course an agent for this information is 50% as (27/2002), repenting that the AGS provides the	
2 To the Company of t		- SSG should currious to search with the AST to confirm all project requirements are haded rists the new requirements their tensor requirement to sensition the new requirements the recommend to the confirmation of the confirm	a a sixee upon	Mark Control	
51 Insufficient requirements elaboration prior to resociting the contract amendment may result in a solubilities of Finding - Rois 4/23/2000 Requirements Analysis & Management	The BCD Optimisties Control amendment was complete, i speal and all excelled in this reporting proof. The BALL and District an advantage agreed to finder the BCD Of Pagest Explaners fails the control amendment was resculed about toming considerations. Oils and the ACS are received (released at I ment the Innational colleder) the BCD Optimisties control amendment of I ment the Innational colleder by the BCD Optimisties control amendment of I ment the Innational colleder by the BCD Optimisties control amendment of I ment the Innational colleder by the BCD Optimisties control amendment of I ment the Innational Colleder by the BCD Optimisties control amendment of I ment the Innational Colleder by the BCD Optimisties control amendment of I ment the Innational Colleder by the BCD Optimisties control amendment of I ment the Innational Colleder by the BCD Optimisties control amendment of I ment the Innational Colleder by the BCD Optimists control amendment of I ment the Innational Colleder by the BCD Optimists control amendment of I ment the Innational Colleder by the BCD Optimists control amendment of I ment the Innational Colleder by the BCD Optimists control amendment of I ment the Innational Colleder by the BCD Optimists control amendment of I ment the Innational Colleder by the BCD Optimists control amendment of I ment the Innational Colleder by the BCD Optimists control amendment of I ment the Innational Colleder by the BCD Optimists control amendment of I ment the Innational Colleder by the BCD Optimists control amendment of I ment the Innational Colleder by the BCD Optimists control amendment of I ment the Innational Colleder by the BCD Optimists control amendment of I ment the Innational Colleder by the BCD Optimists control amendment of I ment the Innational Colleder by the BCD Optimists control amendment of I ment the Innational Colleder by the BCD Optimists control amendment of I ment the Innational Colleder by the BCD Optimists control amendment of I ment the Innational Colleder by the BCD Optimists cont	or a kink. "Units produce communities or micror the requirements; generating process, varianties are says business receive are captured in requirements gaing forward. Collectionia in a requirement smangement and design artifact that provides full accountability of where every component of a requirement is activitied."		Facilitati, Estimizat and Implementations requirement changes from Caldation Optimization Proposal (COC). In addition, CIVI investigation (International Proposal (COC)). In addition, CIVI investigation (International Requirements shall have been used using the SEO Promoting to a developed and assistance versus COS) produced not installation. This activity was promoted bits employed and 22/2/2020 however, in the collectanting, and vivil not installation of the proposal collectanting and collect	S/S/2020 - Per Paul Oliver the Epic Level of the requirements were agreed upon in the BES Optimization Contract Amendment. "The ASS/ORS are existing to document and agree upon the detailed requirements which is a high priority item for the project but is a medium risk to the project into DRS and the ASI are actively excite this activity."
	From the Inchinging deep properties, self all sky to the service deep deep deep deep deep deep deep de		s 4 High Open	50/11/2000 - The AGI has provided a revised organization shart that updates the anomes of solf on the project, but does not address the charges in delating appearand or text horizing. The AGI filed the vascest halders for referring position, not move the manifer (writtend lead as IEEE). The project Manages and vascest halders for referring positions, not move the manifer (writtend lead as IEEE) and Project Manages. When the AGI is a second position of the second lead of the formation to date.	54,0000 - the Paid Claim , so sharpe is the 640 management team is glared as part of the 650 Opiniosistic colorest Amendment. The 641 completed installing their 640 door measures to 34,000,400 miles with sealing which of their completed precision for part of their completed precision for the week. The 641 is published precision of grid and adjust in send of seal for key framer releases most week. All is published precision of grid and adjust in send for adjust key framer releases most week. The form of the 641 is published to the color to the 641 is published controlled to the color to the 641 is published controlled to the form of the 641 is published controlled to the 641 is published to t
ery Poor quarry project deliverables may lead to reucot and negotively impact the system deligit, setting a Darrien Pictorig - Issue 4/16/2000 Project Management	If the CBC necess and nancionnects are not rabilished by CMS prior to the Statu's approprial of the	The State continue to followers with CMS for the status of the release of the DBC Occurs and	3 5.880 Own	SOLVEZORS - On \$1/4/2029, the AGN hard a resistent to revolve the planned AG and DOS connectations without the United States and Control Contr	\$4,0000 or had Other stated DSS performed that over KSA, littings complained MSA. The ADS convenience and one property convenience and the property varieties.
48 The CMS Outcomes-Based Certification Requirements have not been published by CMS, which may ling. Joinne Finding - Rosk 3/20/2020 Project Management	CMS has not published the Outcomer-Based Certification (DIKC) requiremently/process, which allows functional and technical requirements, the project's ability to receive enhanced Federal funding may states to receive 92% FFP for Medicals functionally of the BES solution. be at risk.	Requirements and discuss this risk with CAS to determine if there will be any options available to minimise this risk to the State. Prior to Functional and Technical Requirement Approval.	S 4 Med Open	Life Cycle. CMS informed Drifs that the IES project will require the adoption of the CMS OBC process, the MEST process will no longer apply.	
67 The COVEN branches and the stated "late above" order could blody science arbitraries and states in the state of the coverage of the coverag	Oil Conditional Production in the proof to could be applicable to be provided under the profit could be applicable to the proof to could be applicable to the proof to complete the proof to could be applicable to the proof to complete the proo	- Then you will not be seen to you. It was not seen to see the	3 5 Hith Coun	EU/27/2021: There are indicates that the fair fair, And time mandain will be eathered from the fair. 2000: The project teams is consolved grouped in the project, shoulding sold and stronger (five, and and 2000: The project teams is consolved grouped in the project, shoulding sold and stronger (five, and and active of the project teams is consolved grouped in the project projec	\$2,000 or Audition stated that Glid Regarded he Ald Simil \$200 of the Audition State
	IVI fully appears prohibiging as a heat greates within the Agin SSC. It issues, IVVI concerns were much the base of the prohibiging, which is desired by the very stems planned or orientested as a review of the base of the prohibiging, which is desired by the very stems, planned or orientested as a review of the prohibiging of the base of the prohibiging	:		OCX12/2000 - IVV energation that the AGI has determined the high hard impacts of the 200 approach clarges, havener the SE of determinable man any other supplies of adaptives 100 CBs or resea. In the Committee of the SE of the Committee of the	\$4,0000 - Paul Oliver, the project documents need to be published and reviewed to address this course. 332,000 - Paul Oliver - This approach is not add the orderary proteinging is offer used without all freederings. Localize desire given lasting with the representation part of the course of the
	dentative glassed on EX requirements and danges. Additionals, VVVs under or the regard of the EXT Optimization regarding this functionally. Software in the EXT Optimization regarding this functionally. Software in the Report of the EXT Optimization regarding optimization regarding r		3 3 Med Open	exception on the Nat SI (printed in Centre American). (SOUTH CONTROL OF AMERICAN AM	ethoris, etc. or Thursday to give a hatter understanding on the approach. 50,0555-7-aid Chiver does not see this as a concern as the ETM-will show fail to examility of the
	Accepted in winespripting modes, secondary 500 FMS, 82 and 60 projet have median any pickings, in the class of the projet with the secondary and projet with the secondary and	The date shall decomes a brooking data for the propert and PAC treasures as identified in the		Visition 19 was the first that the contract of	30,0000: The AR NN should the Propin Coordinate position in Refs and they set bugs work on 30,00000; make the total country of the properties of the AR NN should be the Coordinate position for the Coordinate State (for pre-country). State (for AR NN AR
	VOYThe desired that IV commendates to 100 against by project elements in a free commendate of the Commendate to 100 against by project elements in a free commendate of the Commendate to 100 against by project elements in a free commendate of the Commendate to 100 against by project elements of the Commendate to 100 against by project elements of the Commendate to 100 against by project elements of the Commendate to 100 against by project elements of the Commendate to 100 against by project elements of the Commendate to 100 against by project elements of the Commendate to 100 against by project elements of the Commendate to 100 against by the 100 against by the Commendate to 100 against by the 100 against b			Formation is the control of the cont	6/10020: The older was due to the adding the communication plan updates too the count INF 6/10020: The older was due to the adding the communication plan updates too the count INF 6/10020: The plan of the plan of the count INF 6/10020: The plan of the plan o

Final - BES Project IVV Finding Log May 2020

Finding Number Title Owner Finding Type Identified Oute Category	Observation Simificance	a de la companya de l	Recommendation Event Horizon	Impact Probability Analyst Priority Finding Status Date Ret	d Status Update Client Cos 05/31/2000 - The ASI and DISS continued the effort to break down the requirements into singular.	aments Vendor Comments
					traceable, and testable requirements by eliminating all partially met requirements, and to request and	
					obtain approval from DHS via Controlled Correspondence (CC). To date, five (5) CC documents have	
					been written and approved for this activity. DHS states they are awaiting additional CC's for Appeals,	
					SSP, and a few others. IVEV notes that these required tasks and activities are not included in the BI-5	
					Project schedule nowever, the Asi is working with Dirts to plan the activity details and add them to the	
					SECTIONS THE AREA AND SECTIONS AND ADMITS A TOWN SECTION AND ADMITS ADMITS AND ADMITS AND ADMITS AND ADMITS ADMITS AND ADMITS ADMITS AND ADMITS ADM	
					requirements, and to request and obtain approval from DHS via Controlled Correspondence process.	
					This activity is behind schedule, it was planned to be complete by the end of April, and the revised	
					completion date is currently unknown. The latest interim project schedule published by the ASI	
					incorrectly states this activity as deing completed, nowever per Lins, this activity is not completed. IVV will continue to monitor the status of this important requirements management articity during	
					May, 03/31/2020 - The ASI is continuine its efforts with DHS BESSD to break down the requirements	
					into singular, traceable, and testable requirements to eliminate all partially met requirements. Per the	
					into singular, traceuble, and testable requirements to eliminate all partially met requirements. Per the latest interim schedule, this activity was scheduled for completion by March 13, 2020, however it was not completed at the end of the meets. I/V will continue to nomition in Partia, 20/29/2020. If VIV is aware that the ASI has commenced efforts with DRS BISSO to break down requirements into singular,	
					not completed at the end of the month. IVV will continue to monitor in April. 02/29/2020 - IVV is	
					aware that the ASI has commenced efforts with DHS BESSD to break down requirements into singular, traceable, and testable requirements, in an effort to eliminate concerns about partially met	
					tracease, and testase requirements, in an emort to eliminate concerns about partially met requirements. InV recommended use of a uniform acceptance criteria be used to break down the	
					requirements, such as IEEE 29148. IVV confirms that this effort has been completed and there are no	
					longer any partially met requirements for the Iteration 1 MDM Release. However, it is unclear at this	
					point what the schedule is for the remaining balance of the partially met requirements, or if a uniform	11/18/19 SB: The ASI appreciates IV&V clarifying that I/M had noted this concern while onsite rather
	Requirements are listed in Design artifacts as "Partially Mer". With hundreds of planned design				acceptance criteria was utilized. IVV will continue to monitor in March to gain further details of the planned approach forward. 01/31/2020 - IVV does not have a material update for the January	than FNS. The ASI does not see any comments related to the FNS visit and their assessment of the project progress to date - much of which was positive.
	Requirements are listed in Design artifacts as 'Partially Met'. With hundreds of planned design				planned approach forward. 01/31/2020 - IVV does not have a material update for the January reporting period. The ASI has not yet met with DHS to discuss the tasks and activities needed to	project progress to date - much of which was positive.
	artifacts, it is unclear how complete traceability for each requirement will be accomplished within the design artifacts and ALM. Although the ASI has developed a method of splitting requirements in ALM,		Determine a requirements management and design artifact that provides full accountability of where		reporting period. The Asi has not yet met with DHS to discuss the tasks and activities needed to address partially met requirements, however, it remains IVV's understanding that they have arreed to	
	the process does not address the management and traceability of 'one-to-many' relationships (i.e., If requirement	ements are not completely traced throughout the SDLC, it is may result in missing functionality	each and every component of a requirement that is listed as 'Partially Met' is satisfied, ensuring that		work on this together 1974 will follow up on this risk with the ASI and DBS in Enhaustry 12/31/2019.	10/10/19 58: The ASI believes the current process tracks requirements appropriately and will work
41 Due to a lack of clarity regarding "Partially Met" requirements in design artifacts, full traceability of requi Darren Finding - Risk 9/23/2019 Requirements Analysis & Manag	ment when a requirement is satisfied by multiple features or functions). and reduced	ced scope.	each requirement is Fully Met and can be validated as such. Q4 2019	4 3 Med Open	IVV does not have a material update for the December reporting period. The ASI has not yet met with GS/31/2000 - No changes to this finding in May. While there is currently a KDLEAM Or release (RSD.2.A) glasmed for Jan, the first ESE SOIl release is scheduled for August 2000. IVI will continue to monitor. O4/30/2020 - IVV validates that no new MO or COI releases were performed during the	with DHS and the IV and V to address their remaining concerns.
					US/31/2UU - NO changes to this finding in May. While there is currently a KULLA MU release (920.2 Mi planned for June, the first BES DDI release is urbankied for Assest 2020, UV/will continue.	
					to monitor. 04/30/2020 - IVV validates that no new MO or DOI releases were performed during the	
					month. IVV will continue to monitor, as it is anticipated that some DOI release changes will be made as	
					month. IVV will continue to monitor, as it is anticipated that some DOI release changes will be made as the project pet cities to the next 82 release, planeed to occur in June 2020. 03/31/2020 - IVV validates that no new M and O or DOI releases were performed during Match. IVV will continue to	
					validates that no new M and O or DOI releases were performed during March. IVV will continue to	
					monitor, as it is anticipated that some DDI release changes will be made as the project gets closer to	S/S/2020- Paul Oliver suggested this finding is a risk, not an issue. The ASI is consolidating KOLEA and BCS release management beams and processes to be the same.
					the next act resease. CU/2N/2U20 - IVV validates that the ASI Ital has not yet performed a act resease,	such resiste management teams, and processes to be the same.
					monitor as it is anticipated that some DOI release changes will be made as the project sets down to the	
					validation that should be all of the control features were personnel counting studies. In vive was commiss to monitors, as it an articipate that cause collective features changes will be made as the propriet period closer to the name that Similation. 2017 to validation that the ASS still has not yet performed a SEC release, heavest that Similation. 2017 to validation that the ASS still has not yet performed a SEC release, heavest that Similation. 2017 to validation that the ASS still has not the CASS ASS still and contains to monitate as it is an articipated changes and the control of the ASS still release and the monitation still still still perform the control of the ASS still release and the monitation still perform the control of the ASS still release and the monitation of the ASS still release and the monitation of the monitation of the moni	03/03/2020 - The ASI PM stated some BES functionality was included in the KOLEA releases and the
					This also releases is not planned to occur until summer 2000. 0/13/2/020-1 in the January reporting period, the IVV Team neviewed the existing 8ES Optimization proposal documentation and met with the DUS 5MO to discuss. It is understood that work continues to drather refine the SES Optimization of the DUS 5MO to discuss. It is understood that work continues to drather refine the SES Optimization.	and KDLEA release was successful last week. ASI PM requested IVV to evaluate the priority (reduce from high) of this finding considering the plans and performance of the KDLEA releases.
					period, the TVV Team reviewed the existing BES Optimization proposal documentation and met with	from high) of this finding considering the plans and performance of the KOLEA releases.
					the Urs year to discuss. It is understood that work continues to further refine the SES Optimization details. IVV does not have the information needed recording to the property of the second	
					schedule, cost, and resourcing to fully determine the impact of the EES Continues to the professional or t	11/18/19: The ASI discusses the term rotated as it relates to the Release Manager for the October
					DHS. Therefore, updates and ratings are suspended for this finding until additional information is	11/11/10: The Act computes the term notated as it resums to the season sharinger for the Unicoder release. The ACI and puts to not have a notation of the term notated an additional resource to the lanuary release.
					provided to IVV. IVV will continue to monitor the progress of the BES Optimization, and will readdress	
					this finding in February. 12/31/2019 - In the December reporting period, the IVV Team reviewed the	
					existing BES Optimization proposal documentation and met with the DHS PMO to discuss. It is	10/10/19 52: The ASI had named a release manager for the October release, who is actively engaged.
					understood that work continues to further refine the BES Optimization details. IVV does not have the	The ASI also named a release manager for the January and future releases that would have worked
	Belance relaxation does not appear to be sufficient to meet the needs of the project. (157 above of the				intermation needed regarding scope, architecture, requirements, schedule, cost, and resourcing to fully determine the impact of the BES Detimination to the project and DBS. Therefore, and	remotes. DHS requested that the release manager be conits. The ASI has assigned a release manager who will be more results assistantly expert.
	there was not a SPOC Release Manager assigned to manage the first release for KOLFA 1VV observed. InvelVelant	et release management processes can lead to implementation schedule delease and now			ratings are suspended for this finding until additional information is provided to IVV VVV will continue	www.wii oe more reasing assistance contex, as were as assistant features to the KDLEA activities. These assistances to susk been shared with DML nearly features and DMS and now in
	that there was a lack of timely release planning for the KDLEA Release, and that communications release quar	uality if not managed properly. Insufficient release management processes can also lead to			to monitor the progress of the BES Optimization, and will readdress this finding in January.	place. A general team announcement of these assignments will be made when the ASI completes
	regarding the release were inconsistent, ineffective, and inaccurate. IVV is unaware if a 'Release Plan' configuration	tion challenges when contents of a release are not well documented. Low quality and/or	Assign a Release Manager to manage all details of planned releases. Develop a Release Plan document		11/30/2019 - No substantive changes to DDI release management were observed by IVV during	workshare arrangements with the ASI team. The October release being the first DDI related release
	has been fully documented to clearly outline details of the release, including timing of detailed tasks failed release	ases could negatively impact system user acceptance and project stakeholder confidence in	for each release, that provides details of the planned release and all associated configuration items,		November. IVV acknowledges that the ASI is making progress on its second KDLEA M&O release,	has experienced some start up issues in the content and review of project deliverables. Those start up
40. The placeting and approach of the ASI Release Management greating wars identified as an area to large. Dayley	Ballians planning dates and appear to the sufficient his meet for the purples. The sharement that there was not also Cold Reside Manager anging the mention of the Cold Reside Manager and the Cold Re	e. Additionally, poor release planning and communication may result in the disruption of	clear assignments for all staff involved in all tasks, a schedule for completion of all tasks and activities, planned release status communications, and back out procedures should they be necessary. OCT 2019	3 2 Low Open	for CHI William State and a selection of the an art a settine to find on the State State State State And State Sta	20(20) Sin The Abs Secretar Assert Secretary in the Collective state, which is study engaged. The Sid as secretar clinic researches for the Secretary of March Secretary in the Secretary of Secretary and the Secretary of Secretary Secret
40 The planning and approach of the ASI Release Management practices were identified as an area to impr Darren Finding - Risk 9/23/2019 Deployment	resources involved from the ASI and DHS. business ope	process.	partners remain summarications, and pack out procedures should they be necessary. OCT 2019	a 2 Low Open	US/27/2020 - The AST stated errorts are being made to identify delugh gaps due to worknow	appress an concents.
					functionality being tabled during some IAD sessions. The ASI has also stated their intention to address	
					these gaps in an Agile fashion as more implementation details become available. As details become available, TVV will update this finding. 04/29/2020 - As part of the BES Optimization re-planning	5/5/2020 - Paul Oliver did not realize there was a follow-up activity. Addressing workflow in the IAD
					effort, the ASI is adjusting the project schedule to ensure Workflow is designed across the BES solution	Sypuration - year tower does not reason enterest a notice-up accents. Addressing working in the law sensitive was increasing worker had not determined it which labb users already completed field or did not
					consistently. This risk will remain open until IVV receives/reviews the project artifacts. 03/29/20 -	sessions was inconsistent. Need to determine (1) which IAD sessions already completed did or did not include workflow (2) if workflow was covered in the IAD, will it change due to the Optimization
					The project continues to work with the ASI to negotiate the terms and scope of the BES Optimization.	Solution? (3) If workflow was not covered in the JAD session, how will these requirements be included
					At this time, the plan for how Workflow will be incorporated into IADs is unknown. IVV will review	in the solution? Further, per Paul the plan moving forward for CMM/FMM is to include workflow as it
					plans for the revised BES Optimization effort, specifically as they pertain to IADs, once they become available. 02/27/2020 - The project continues to work with the ASI to negotiate the terms and scope	is developed
					available. 02/27/2020 - The project continues to work with the ASI to negotiate the terms and scope of the BES Solution Optimization. At this time, the plan for how Worldlow will be incorporated into	
					JADs is unknown. I'W will review plans for the revised BES Solution Optimization effort, specifically as	3/11/2020 - Paul Oliver did not have a chance to talk to his team. he will do so and set back with IVV.
					they pertain to JADs, once they become available, 01/31/2020 -in the January reporting period, the	, , , , , , , , , , , , , , , , , , ,
					IVV Team reviewed the existing BES Optimization proposal documentation and met with the DNS PMO	
					to discuss. It is understood that work continues to further refine the BES Optimization details. IVV	03/03/2020 - The ASI PM stated workflow is being addressed in some of the IAD sessions. ASI and IVV
					does not have the information needed regarding scope, architecture, requirements, schedule, cost, and resourcing to fully determine the impact of the BES Optimization to the project and DNS.	will follow-up with the project team to gain a clear understanding of how workflow will be addressed.
					and resourcing to may determine the impact of the MLS Optimization to the project and LNS. Therefore, undetermine the impact of the MLS Optimization to the project and LNS.	
					to IVV. IVV will continue to monitor the progress of the BES Cotimization, and will readdress this	10/10/19 SS: The ASI meets with DHS multiple times a week and there has been no request to after
					finding in February. 12/31/2019 - In the December reporting period, the IVV Team reviewed the	the sequence of upcoming sessions.
					existing BES Optimization proposal documentation and met with the DHS PMO to discuss. It is	
					understood that work continues to further refine the BES Optimization details. IVV does not have the	09/12/19 59: The ASI will work with DHS in assessing whether to change the current schedule for
	ATI Ind IAT consists are consists divided on interferent const. (Books). Admin. Security. Cons				information needed regarding scope, architecture, requirements, schedule, cost, and resourcing to	DIVIDED SECTION AND WEST OFFICE AND ASSESSING WHETHER TO CHANGE THE CUTTERS SCHOOLS FOR
	Financial, etc.) and have been onepine since approximately March 2019. Workflow/task JAD's have Stoppine for	for putting on hold) design and process flow discussions during JAD's can result in an			ratings are suspended for this finding until additional information is provided to IVV. IVV will continue	WINDS THE FRANCIS ATTENDED.
	yet to begin. Currently, when functional area design discussions involve a workflow/task, the incompleter	se understanding of future processes. Uninformed design decisions could lead to significant			to monitor the progress of the BES Optimization, and will readdress this finding in January.	
	discussion is tabled because the ASI has yet to define how the workflow/task will be implemented. The nework, conf	anfusion among SME's and the ASI project team, unproductive analysis discussions, and a			11/30/2019 - At the end of the November 2019 reporting period, IVV received supporting	
	AS-led MO sessions are currently divided up into functional areas (Portal, Admin Appeals, Cons., Financial, etc.), and how been orgating eines approximately March 2018. Weelf being hash MC have for the property of the second of the property of the second of the property of the second of the se	ign. Further, If DHS is asked to sign off on designs that lack clear worldflow/task functionality, id be signing off on a poor or incomplete design.	ASI work quickly to define how the workflow/task functionality will work, train BA session leads - Introduce SME's to workflow/task functionality and integrate into system designs. ASAP	4 4 Med Com	and manuring is findy determined the symmetric off in the Conference in the symmetric off the Conference in the symmetric off the Conference in the Conferen	
38 Our to the sequencine of IADs addressine Workflow at the end instead of durine current IAD sessions. Infors Finding - Bisk 8/29/2019 System Design	exitoring designs to include this nunctionality. They could be	be signing off on a poor or incomplete design.	Introduce swit is to worknow/task functionality and integrate into system designs. ASAP	4 4 Med Open	this finding as active but suspend any updates or ratings until the team is able to thoroughly review the upy all zuzu - the set Architectural details are planned to de documented in the set-22 system.	
					Architecture Deliverable and published in phases. The first iteration of the deliverable is planned to be	
					complete on 08/27/2020. IVV will review the provided documentation as it becomes available.	
					04/29/2020 - The BES Optimization contract amendment was completed, and it provides high-level	
					An other contents of the conte	
					feedback. 03/29/2020 - DHS continued to work with the ASI to negotiate the terms and scope of the	
					BES contract amendment. Currently, the project is anticipating the possibility of delaying the BES	
					implementation timeframe and reducing the scope (requirements) in order to stay within the current	
					project outget, until the BES contract amendment is finalized, the full impact to scope, schedule, cost, and removere will not be known. 02/27/2020. The project posts are to seek with the AFF to	
					negotiate the terms and scope of the BES Solution Optimization. Currently, the project is anticipative	
					the possibility of having to push out the BES implementation time frame, along with a reduction in	
					scope (requirements) in order to stay within the current project budget. Until the BES Solution	the state of the s
					Upperson contract amendment is finalized, the full impact to scope, schedule, cost, and resources will not be known. IVV will review place for the DES Section Contraction of the body.	5/5/2020 - Paul Oliver stated the Architecture documents to include high-level and lower level detail are being incorporated into the 8i-12 Architecture Deliverable.
					amendment as they become available, 01/31/2020 - In the January reporting period the IVV Team	are using manufactured was one or - A A - Constitute to the WEEDE.
					reviewed the existing BES Optimization proposal documentation and met with the DHS PMO to	
						10/10/19 58: The ASI is working on the KDLEA specific content of 8I-12 and this has been relayed to
					not have the information needed regarding scope, architecture, requirements, schedule, cost, and resourcing to fully determine the impact of the BES Optimization to the project and DHS. Therefore, updates and relings are suspended for this finding until additional information is provided to IVV. IVV will continue to monitor the progress of the BES Optimization, and will readdness this finding in	DHS.
			The AT analysis decreased the analysis and declarate to the SI ST color declarate at 2 and		resourcing to runy determine the impact of the BES Optimization to the project and DHS. Therefore,	
	Some platform and BES system architecture decisions have yet to be made and socialized to the		 The ASI continue to document the architectural details in the BI-12 System Architecture Deliverable and if possible, review draft content with DHS and IVEV. DHS request ASI perform due diligence in any 		will continue to monitor the progress of the BES Optimization, and will resolve the finding in	06/11/19 5 Brown: The ASI requests clarity on what long term architectural decisions are being
	project. For example, the ASI and DHS have stated that they have reached agreement that the project		recommendation for foundational architecture change decisions The project should vet possible		February. 12/31/2019 - In the December reporting period, the IVV Team reviewed the existing BES	endersed to.
	project. For example, the ASI and DHS have stated that they have reached agreement that the project will move forward with implementing two Siebel instances (one for KOLEA, one for BES), but this is not. The current p	et project architecture and design should be as representative and inclusive of all known	recommendation for foundational architecture change decisions The project should vet possible architectural change impacts to platform, M and O, MQD, and BES systems before finalizing		Optimization proposal documentation and met with the DHS PMO to discuss. It is understood that work continues to further refine the BES Optimization details. IVV does not have the information	
	currently reflected in the project change log or the project decision log. It remains unclear if the details future soluti	ation plans as possible. As an example, if KOLEA and BES are to move to a single instance of	architectural decisions Efforts should be made to increase communication to create an awareness of		work continues to further refine the BES Optimization details. IVV does not have the information	
	currently reflected in the project change log or the project decision log, it remains unclear if the details of the reticnals for this decision or the plan for integrating the two instinces post go-live have been shaded in the throughly vetted and/or documented. Extribe, there may be some uncertainty evanued whether significant the significant throughly vetted and/or documented. Extribe, there may be some uncertainty around whether significant throughly vetted and/or documented. Extribe, there may be some uncertainty around whether significant throughly vetted and/or documented. Extribe, the may be some uncertainty around whether significant throughly vetted and/or documented. Extribe the project decision of the retained and the retaine	as future, planning for that integration should be incorporated into the project now. If such	possible architecture changes so that they can prepare for the possibility of a change. For example, if		needed regarding scope, architecture, requirements, schedule, cost, and resourcing to fully determine the impact of the BCS Optimization to the project and DHS. Therefore, updates and ratings are	
29 Uncertainty and/for a lack of communication around lone term architecture decisions could lead to unser mfors. Finding - I you 5/28/2019 Project Management	thoroughly vetted and/or documented. Further, there may be some uncertainty around whether significant fur when/if all environments (including KOLEA and BES production) will be moved to the cloud. rework, and	rusure changes are not planned for now, the project is likely to see increased complexity,	their is a possibility that the platform could change then analysis/design could focus on platform agnostic design and avoid extensive efforts in refining a platform specific design. ASAP	4 5 High Com	supported for this finding until additional information is provided to DAV additional continue to monitor	
AR ANAMARIAN ANNA ANNAMARIAN ANNAMARIA	TOWARD IN THE PROPERTY AND THE PERSON NAMED IN CONTROL OF THE PERSON AND THE PERS		ASSO	4 5 Harth Coan	suspended for this finding until additional information is provided to IVV. IVV will continue to monitor US/81/2020 - The IR-5 PTOJECT Schedule published by the ASI on Syloy/2020 is duration-based as	
					Use Journal of the Earth of E	
					contract requirements. Additionally, most 'assigned' resources are resource groups as opposed to	
					D4/20/2020 - The initial draft of the SLS Project Schedule was published on 4/17/2020 and providence.	
					to be constructed and iterated by the ASI. The ASI anticipates this to be finalized by May 15. 2020 and	
					will be fully resourced and include all planned tasks and activities through deployment and project	
					closure. 03/31/2020 - In the March reporting period, the ASI and DHS continued to work on the BES	
					Optimization contract amendment. Once agreed, the ASI is planning to publish an updated schedule.	
					ine Asi developed and is using an interim schedule to manage the work currently and planned to be	
					performed until the overall project schedule is published. 02/29/2020 - The State decided to move forward with the BES Solution Optimization and is currently working with the ASI to amend the	3/31/2020 - Paul Oliver - Jocelyn is actively working to develop the new schedule to rebaseline. ASI is
					contract. An ASI action item was opened to develop an interim schedule on 2/12/2020 detailing the	wing MS-Point allocate the finds allocate the finds resource. Consents in consider measurement with MS-
					work currently being performed, with expected completion by 2/25/2020. The ASI reported in the	using MS-Project to allocate the initial resources. Concern is ongoing resource menagement via MS- Project. Going forward the ACS plans to use ITS greates with all resources to safe too include some subcontractors, (e)direct/poperation with manage their own resources and not be included in ITSLP. Paul
					2/19/2020 status meeting they are preparing a project schedule that represents the work planned to	subcontractors, (eWorld/Speridian will manage their own resources and not be included in TTC). Paul
					be performed up to the time the revised ASI contract is executed. This action item was since pushed	will review with IVV once the baseline schedule is complete.
					out for completion (at a high level) on 3/4/2020. IVV will leave this finding open until such time that a	
					revised schedule is published by the ASI, 01/31/2020 - During the January reporting period, the State informed IVV they are researching alternative solutions for the BES application. As DNS and the ASI	3/3/2020 - The ASI PM indicated the schedule may not be fully resourced in MS-Project since it
					informed IVV they are researching alternative solutions for the BES application. As DIIS and the ASI agreed not to maintain the current schedule, the ASI published the last schedule update on December	3/3/2020 - The AQ PM indicated the schedule may not be fully resourced in M5-Project since it requires a significant amount of time to manage. They will review alternatives (ITC Forecasting tool)
					10, 2019. IVV will leave this finding open until such time that a revised schedule is published by the	and get back with us.
	The draft baseline schedule does not include all resource assignments, and most of the lead resources					
	that are added to the schedule are lanely overallocated. The RFP and the ASI proposal both require a				ASI. As reported last month, updates and ratines are suspended for this finding until additional	
	that are added to the schedule are largely overallocated. The RFP and the ASI proposal both require a fully resource-loaded project schedule ALL lead project staff are all overallocated through the next				ASI. As reported last month, updates and ratings are suspended for this finding until additional information is provided to IVV. IVV will continue to monitor the process, of the IES Optimization.	
	that are added to the schedule are largely overallocated. The RFP and the ASI proposal both require a fully resource-loaded project schedule ALI lead project staff are all overallocated through the next	I'v ability to understand 'which' staff are working on 'what' project tasks is obscured. Such	It is recommended that the ASI perform, at a minimum, the following: - Add all tasks to the interim		ASI. As reported last month, updates and ratings are suspended for this finding until additional information is provided to IVV. IVV will continue to monitor the progress of the IES Optimization options and will read-forms this finding in Pebruary. 17(1)(1)(20) = In the December reporting oneiod.	10/10/19 SE: The ACI did meet with IV and V after the Monthly review call for the September report
	that are added to the schedule are largely overallocated. The RFP and the ASI proposal both require a fully resource-loaded project schedule ALI lead project staff are all overallocated through the next	th ability to understand which staff are verifies on what project tasks is obscured. Such vesilication of resources can result is unplasmed schedule delays, and unebbandule task	It is recommended that the ASI perform, at a minimum, the following: -Add all tasks to the interim schedule. Closed 65/15/2000 - The ASI is no longer ministrating the interim scheduleAdd all project resources to the receipt scheduleAdd all project re		ASI. As reported last morth, updates and ratings are suspended for this finding until additional information is provided to IVIV, IVI will continue to monitor the progress of the IES Optimization options and will readdress this finding in February. 12/II/2019 - In the December reporting period, the IVIV trans reviewed the existin IESS Coldination proposal documentation and met with the IVIS of the IVIV trans reviewed the existin IESS Coldination proposal documentation and met with the IVIS.	and did walk through numerous updates. The ASI requests the IV and V to update this finding based
	that are added to the schedule are largely overallocated. The RFP and the ASI proposal both require a fully resource-loaded project schedule ALI lead project staff are all overallocated through the next	It's ability to understand 'which' staff are working on 'what' project tasks is obscured. Such versilocation of resources can result in unplanned schedule delay, and unobalanable task and milestense. This condition is he schedule is an idealized to that one or more of the regist be occurring. Him he give ob the english resources to accomplish the belanned tasks in	It is incommoded that the ASS perform, at a minimum, the followings. Add all lanks to the interess schedule. Charell CRISCADOD: The ASS is no larger maintaining the interim schedule. Add all project resources to the project schedule. Add all project resources to the schedule to the said current and planned tables and activities. I would not be the execution of the schedule to the said current and planned tables and activities. I would not be the execution of the schedule to the said current and planned tables and activities. I would not be the execution of the schedule to the schedul		ALI. A reported last morth, updates and ratings are suspended for this finding until additional information in provided on IVV. IVV will continue to mostor the regress or the IEES objecturation option and will readders this finding in February. 12/12/1989 - In the December reporting period, the IVV term reviewed the entiting EES objecturation proposed consumerations and men with the IVVE PAID to discuss. It is understood that work continues to further refine the IEES Optimization details. IVV does not show the information model dermands recover, and refine the IEES optimization details.	30/10/19 St. The AG def most with 7 and 4 other his Northly review of for the September regard and die with through numerous updates. The AG requests the 17 and 19 september 10 forling based on the least review.
	that are added to the Ancholds are largely oversitionate. The RFF and the AGP proposal both require a fully recovers conducting reject included. A full land opject included. A full land opjects that are all oversitionated from the project of the AGP includes th	overallocation of resources can result in unplanned schedule delays, and unobtainable task s and milestones. This condition in the schedule is an indication that one or more of the g may be occurring: there may not be enough resources to accomplish the planned tasks in soe with the schedule: tasks may not have been fully decomposed to the accomprish level:	schedule. Closed 95(15,000 - The ASI is no longer maintaining the interim schedule Add all project resources to the project schedule Asign all project resources to the schedule to as to all current and planned tasks and activities Level load for the next 90 days to ensure the accuracy and attainability of the schedule If you concenifies the above, resource price resident to reject may		ALI. As reposted list mosth, update and rating are suppended for this finding until additional information is provided for Vir. I Vivil. continued in notice the prepared of the MES Optimization option and sulf randoms this finding in February. 12(1):2015 - I not be December reporting period, that IVIV Team invested the entiting MES Optimization proposed documentation and met with the MOS PARIO to discuss. It is understood that work continues to facility and the MES Optimization details. PARIO to discuss. It is understood that work continues to facility or finish the MES Optimization details. See that the MES OPTIMIZED CONTINUES AND ADDITIONAL OPTIMIZED CONTINUES AND ADDI	and did walk through numerous updates. The ASI requests the IV and V to update this finding based on the latest review.
27 Scheider deleyn mey zour Fin kanden scheide die den set have proper mourou koding. Carnen Fredrig - Tide V20/2029 Project Management	that are added to the Ancholds are largely oversitionate. The RFF and the AGP proposal both require a fully recovers conducting reject included. A full land opject included. A full land opjects that are all oversitionated from the project of the AGP includes th	overallocation of resources can result in unplanned schedule delays, and unobtainable task s and milestones. This condition in the schedule is an indication that one or more of the g may be occurring: there may not be enough resources to accomplish the planned tasks in soe with the schedule: tasks may not have been fully decomposed to the accomprish level:	It is excommended that the ALS partons, at a minimum, the following—Aded shalls to the interior schools Conted (2010/2010—The Bit is no longer mentioning the steam contains). Aded of prignal resources in the purpose of the prignal principle resources in the schools are to tail an interior and primerate laws and extricts. — Level and for the resources are the schools are contained by the secondary for the schools. — If upon completing the above, resource page section for schools. — If upon completing the above, resource page section for schools. — If upon completing the above, resource page section for schools. — If upon completing the above, resource page section for schools. — If upon completing the above, resource page section for schools. — All public schools — If upon the above the	4 3 Med Open	ALI. A reported last morth, updates and ratings are suspended for this finding until additional information in provided on IVV. IVV will continue to mostor the regress or the IEES objecturation option and will readders this finding in February. 12/12/1989 - In the December reporting period, the IVV term reviewed the entiting EES objecturation proposed consumerations and men with the IVVE PAID to discuss. It is understood that work continues to further refine the IEES Optimization details. IVV does not show the information model dermands recover, and refine the IEES optimization details.	and did walk through numerous updates. The ASI requests the IV and V to update this finding based

Final - BES Project IVV Finding Log May 2

Finding Number Tide										
	Owner Finding Type Identified Date Category	Observation	Similicance	Recommendation Event Horiz	orison Impact Probabili	bility Analyst Priority Fina	ding Status Date Retired	Status Update Client Comments DSF9157000 - The ASFs 81-5 Project Schedule was re-published on SF157000. The current 81-5		Vendor Comments Risk Statement
								US/31/2020 - The Asi's at -5 Project schedule was re-published on 5/15/2020. The current at -5 Project Schedule provides little visibility to the BES functionality that is planned to be developed in each		
								release. Additionally, DNS and IVV provided feedback to the ASI that may result in further changes to		
								the schedule, prior to DHS approval of the schedule. These items are being addressed and discussed in		
								the weekly Bi-5 Project Schedule Review meeting. O4/20/2020 - The ASI published an initial draft of		
								the BI-5 Project Schedule on 4/17/20 and facilitated a client review on 4/24/2020, where DHS and IVV		
								provided suggestions for improvement. The ASI commenced weekly schedule update reviews starting		
								on 4/28. The ASI plans to have the Project Schedule, with the details of all planned tasks activities		
								complete on May 15, 2020. IVV will continue to monitor this activity in May. 3/31/2020 - The ASI and		
								DHS continued to work on the BES Optimization contract amendment. Once agreed, the ASI is		
								planning to publish an updated schedule. The ASI developed and is using an interim schedule to manage the work currently and planned to be performed until the overall project schedule is		
								published. 02/29/2020 - The State decided to move forward with the BES Solution Optimization and		
								is currently working with the ASI to amend the contract. An ASI action item was opened to develop an		3/31/2020 - Paul Oliver - The interim schedule was not intended to capture every task/activitiv. It was
								interim schedule on 2/12/2020 detailing the work currently being performed, with expected		meant to capture the major (higher level) tasks to manage the project short term. The ASI team is
								completion by 2/26/2020. The ASI reported in the 2/19/2020 status meeting they are preparing a		forward on the long term wheelule allened to the EES Continuation. The interim wheelule is being used
								project schedule that represents the work planned to be performed up to the time the revised ASI		focused on the long term schedule aligned to the BES Optimization. The interim schedule is being used and reviewed weekly in the Univys team meeting. The interim schedule will be used for approximately
								contract is executed. This action item was since pushed out for completion (at a high level) on		1 month, targeting the end of April for the BES Optimization Schedule.
								3/4/2020, TVV will leave this finding open until such time that a revised schedule is published by the		The state of the s
								ASI, 01/31/2020 - During the January reporting period, the State informed IVV they are researching		
								ASI. 03/31/2020 - During the January reporting period, the State informed IVV they are researching alternative solutions for the BES application. As DHS and the ASI agreed not to maintain the current		10/10/19 SB: The ASI did meet with IV and V after the Monthly review call for the September report
								schedule, the ASI published the last schedule update on December 10, 2019. IVV will leave this finding		and did walk through numerous updates. The AGI requests the IV and V to update this finding based
										on the latest review.
				5/31/2020 - DHS/ASI update the schedule to reflect the level of detail described in the contract and the				and ratings are suspended for this finding until additional information is provided to IVV. IVV will		
			If all tasks and activities are not thoroughly decomposed in a common manner using MS Project, it is	work that needs to be performed Add all tasks to the interim schedule Closed 5/15/2020, the ASI				continue to monitor the progress of the BES Optimization options and will readdress this finding in		
		The tasks and activities listed in the project schedule for the next 90 days have not been decomposed.	highly likely that sub-plans recorded elsewhere will at times not be in sync with and/or congruent wit	is no longer maintaining the interim schedule IVV continues to recommend that all tasks and				February. 12/31/2019 - In the December reporting period, the IVV Team reviewed the existing BES		09/12/19 SB: The ASI and DHS have a weekly meeting to review the schedule in great detail. The ASI
		to a level to where actual progress can accurately be measured. IVV has become aware that some	overall project plans. This type of approach often times results in unplanned activity and/or project	activities are thoroughly decomposed by the individual project leads, and that subsequent details are				Optimization proposal documentation and met with the DHS PMO to discuss. It is understood that		and DHS are evaluating options to simplify the schedule and work item tracking process.
		project leads are using Excel, Trello, or other tools to track task and activity details within their	delays, and hinders the project's ability to sufficiently plan for the appropriate resources to be involved	properly added to the schedule for all current tasks, as well as those commencing within the next 90				work continues to further refine the BES Optimization details. IVV does not have the information		06/11/19 5 Brown: The ASI agreed to add additional detail once the schedule is baselined, as discussed
26 Schedule delays may occur due to the lack of detail in the project schedule.	Darren Finding - Risk 5/28/2019 Project Management	respective areas of responsibility.	in each task.	days, weekly on a rolling wave basis. July 2019	9 1	3 Med Open	1	needed regarding scope, architecture, requirements, schedule, cost, and resourcing to fully determine 05/27/2020 - IW conducted Agile overview sessions for DHS, at their request, to gain a better		with the client.
								understanding of the Agile methodology and make informed project decisions. The ASI has not		
								the Agile methodology for the BES Project. The ASI agile approach is planned to be documented and		
								shared with DHS in early June 2020. 04/29/2020 - DHS signed the BES Optimization contract		
								amendment which changes the project DDI approach including moving from Waterfall to an Agile		
								approach. While details of these changes have yet to be made available, this shift could introduce		
								additional risks if DHS does not come to a good understanding of Agile principles and how the ASI will		10/10/19 SB: DHS has agreed to the updated BI 10 template which will be reviewed as part of iteration
								implement Agile. 03/29/2020 - The ASI conducted a walk-through of the LucidChart Process		3 artifacts. In addition, the ASI has produced a literal big picture and walked DHS and the PMO
								Diagrams for DHS, however, DHS has stated that this and other ASI efforts to explain the big picture		through it. The whiteboard big picture is being produced for team consumption.
								have not met their expectations or increased their understanding of the ASIs SDLC methods.		
								Additionally, the project continues to move forward with the BES Solution Optimization. It is currently		
								unknown if the Solution Optimization, or the inclusion of subcontractor development resources, will		09/12/19 SB: The BI 6 DDI Plan Deliverable has been accepted by DHS. The ASI is currently addressing
								change or impact the ASI's DDI approach. IVV will continue to evaluate this finding as additional details		comments on the interations of \$1 10 Functional Design deliverable provided for review to DHS to
								about the Solution Optimization are made available. 02/27/2020 - The ASI has recently provided DNS		more clearly align with sections of the approved DCD.
								with a series of LucidChart Process Diagrams as a means to provide them with a better understanding of the 'big picture' and how all the individual processes and analysis relate to each other and 'lit		
								of the 'big picture' and how all the individual processes and analysis relate to each other and 'it's together'. Review sessions of these disgrams are planned. Additionally, the project continues to move		05/11/19 5 Brown: The ASI disagrees with this finding and associated rating. The DDI plan has been
								together - keview sessions of these diagrams are planned. Additionally, the project continues to move forward with the BES Solution Optimization. It is currently unknown if the Solution Optimization, or		presented to the client in its entirety and the ASI is executing delivery as detailed in the plan. In
								torward with the acs solution upomization. It is currently unknown if the solution upomization, or the inclusion of subcontractor development resources, will change or impact the ASI's DDI approach.		presented to the client in its entirety and the Asi is executing delivery as detailed in the plan. In addition, there have been numerous presentations and discussions on the methodology to the client.
								IVV will continue to evaluate this finding as additional details about the Solution Optimization are made		The ASI is in the process of updating the deliverable based on the DCF comments, with many of them
								available, 01/31/2020 - In the January reporting period, the IVV Team reviewed the existing BES		from IV and that have been very high level and needed clarification on how the comments apply to the
		Several DNS stakeholders have commented that the SI Design, Development, and Implementation						Optimization proposal documentation and met with the DHS PMO to discuss. It is understood that		specifics of this project. There are two remaining sections along with general comments still due to the
		(DDI) approach is unclear. While stakeholders can observe SI activity and have participated in some SI						work continues to further refine the BES Optimization details. IVV does not have the information		client this week. Walkthroughs will be scheduled as needed.
		activities, they do not understand how it all fits together and some activity objectives seem unclear.		PCG recommends one or more of the following to mitigate this risk: • Si provide an additional DDI				needed regarding scope, architecture, requirements, schedule, cost, and resourcing to fully determine 1/7/19: Note. During the 01-02-18 [sic] status m	meeting, DNS did not decline the offer and made	
				amonach purpoles session for stakeholders and allow for OEA a SI provide DDI approach				the impact of the BIS Optimization to the project and DHS. Therefore, updates and ratings are suggestions. To my understanding, Unisys offers suspended for this finding until additional information is provided to IVV. IVV will continue to monitor. It was suggested by DHS that the pre-IAO packet	red to present the orientation during each IAD session	ion.
		stakeholders were present. IVV did not locate any DDI approach documentation or materials that	Lack of stakeholder understanding and buy-in to the SLDDI approach and project activity objectives	documentation/materials for stakeholders to review and/or refresh their knowledge on demand; the				suspended for this finding until additional information is provided to IVV. IVV will continue to monitor. It was suggested by DHS that the pre-IAD packet	et be placed in the SharePoint project site. For new	1/3/19 - Unisys (Bill Thornton) reports that they offered to provide the approach materials in the pre-
		could be referenced by stakeholders who may have missed to the overview session, by new members	may reduce the effectiveness of JAR and JAD sessions as well as other BES project activities and	materials could be made available via the project SharePoint • SI submit DDI Plan deliverable and make				the progress of the BES Optimization, and will readdress this finding in February. 12/31/2019 - In participants in the IADs, a separate orientation b	before the IAD should be held for those new	JAD package and conduct an overview prior to each JAD session, however, DHS has declined this offer.
16 Lack of clear understanding of the DDI approach may reduce effectiveness of JARs and JADs.	mfors Finding - Issue 12/17/2018 Configuration and Development	of the team, or by other interested parties.	decisions.	it easily available to all project stakeholders 1/31/19	4	3 Med Open		the December reporting period, the IVV Team reviewed the existing BES Optimization proposal participants. US/27/2020 - DHS has insted their intension to create a united jungley portainor both MCJU and McS.		
								DHS is still in discussions with the ASI on whether implementing the BES portal in a unified Adobe-		
								based platform is within their scope of work. Customer benefits (Ohana Nui) of a unified portal could		
								be compromised if the ASI implements a separate BES portal, 04/29/2020 - Proposals for the KOLEA		
								Portal Modernization RFP were due 4/13/20, DHS is currently evaluating the proposals. 03/29/20 -		
								DHS reported the KDLEA Portal RFP was released this month. IVV is not clear regarding the move		
								DHS reported the KDLEA Portal RFP was released this month. IVV is not clear regarding the move		
								DMS reported the KDLEA Postal RPD was released this month. INV is not clear regarding the move forward plan for the BES Postal requirements and will follow-up in April. 02/27/20 - The AGI has restarted AND sessions for the BES postal design as of 2/11/20. IVV is not aware if the KDLEA Postal		
								DNS reported the MCDLA Portal RP was released this morth. INV Is not clic. see regarding the move froward plan for the REP Portal regardermand and elf Solava-y April02/27/20. The Add Nax restarted AD sessions for the MES portal design as of 2/12/20. Will not seave if the MCDLA Portal RPF has been released. INV well constraines on member this has and will need to indicate the control in Merch.		
								Diff regarded the MCLIA Partial RPP was referred this most. NV is not clear regarding the move forward plan for the MCT Portial regularment and difficulties of the NCLIA Portial Regularment restarted AD resistant for the MCT point designers on at 2712/10. IVV is not a sweet of the MCLIA Portial restarted AD resistant for the MCT point design on at 2712/10. IVV is not a sweet of the MCLIA Portial 2012/10/2012 ADV INVESTMENT ADV INVEST		
								Old in protected the MCILA Price of 8P was refused this morth. Wit Nord clear regarding the news forward plan for the \$15 days registerate price of this could be support the \$15 days not clear regarding the new restarted \$45 mixtures for the MES post indicating as of \$21/12/20. With not seared the MCILA Portal \$29 has been released, 1994 on discretate to motion that was discretified as the price of a flant mort, \$10/12/2002. With statested the Old MCILA Price of 8P had not do been released as of the send of Lanuary, With also controved that MES To Price is \$15 flowed as the price of a component of the Ask to page of work. With		20/10/75 52: The ASF would like the IV and V to update their assessment to include the status that
								Olic reported the MCLIA Point IPP was re-indeed this more. If will not durine reporting the move forward plan for the SELT in requirement and sell designs on plants. ICELTIFO has for an entanties AEL assistants from this SELT indeed, part at 271,1720. While not ensure if the MCLIA Point The Albert Indeed, in a continue to inventible thin and all provides a regular for MCLIA Point SELT in the second sell of the SELT indeed, and all provides a regular to the AEL assistant IVE all as offered the AEL Transit in the SELT indeed in the SELT indeed in the AEL assistant IVE all as offered the AEL Transit in all plants are captured for the AEL assistant and the AEL assistant was recommended to the SELT indeed in the SELT indeed in the SELT indeed in the AEL assistant was recommended to the SELT indeed in the SELT indeed in the SELT indeed in the AEL assistant was recommended in the SELT indeed		
								Oils reported the DCLAS front EPP was referred the morth. Not have divergeding the more formed plan for the EPP compressionment and efficiency and participations, and efficiency and participations, and efficiency and participations, and efficiency and participations, and efficiency and participations are supplied to Morco. OIL/10/2000 - William END		there have been multiple iterations of this CR that have been provided to DHS to address their project needs and budget concerns. The ASI has provided the PMD with an updated approach and RDM for
								On the process of the		there have been multiple iterations of this CR that have been provided to DMS to address their project needs and budget concerns. The ASI has provided the PMD with an updated approach and RDM for the conversion of the KOCEA portal to Adobe that the ASI believe is in line with DMS expectations and
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