DAVID Y. IGE GOVERNOR



DOUGLAS MURDOCK CHIEF INFORMATION OFFICER

OFFICE OF ENTERPRISE TECHNOLOGY SERVICES

P.O. BOX 119, HONOLULU, HAWAI'I 96810-0119 Ph: (808) 586-6000 | Fax: (808) 586-1922 ETS.HAWAII.GOV

April 19, 2021

The Honorable Ronald D. Kouchi, President, and Members of The Senate Thirty-First State Legislature Hawaii State Capitol, Room 409 Honolulu, Hawaii 96813 The Honorable Scott K. Saiki, Speaker, and Members of The House of Representatives Thirty-First 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 <u>http://ets.hawaii.gov</u> (see "Reports").

Sincerely,

Der 19, 2021 14:0

Douglas Murdock Chief Information Officer State of Hawaiʻi

Attachment (2)



Hawaii Department of Human Services Systems Modernization Project

Final IV&V Status Report for Reporting Period: March 1 - 31, 2021

Submitted: April 14, 2021



Solutions that Matter

Overview

- Executive Summary
- IV&V Findings and Recommendations
- <u>IV&V Engagement Status</u>
- <u>Appendices</u>
 - <u>A IV&V Criticality Ratings</u>
 - <u>B Risk Identification Report</u>
 - <u>C Acronyms and Glossary</u>
 - <u>D Background Information</u>



Solutions that Matter

Executive Summary



Executive Summary



In this reporting period, the project team made good progress towards improving the quality of deliverables, which was positively impacted by using Confluence for draft walkthroughs and final product creation. Release 0.3 UAT started, resulting in a high number of defects being reported. IV&V has introduced a preliminary concern regarding the high defect rate as the project team works through revisions to the defect triage process. Although most of the defects were resolved, the ASI conducted a root cause analysis to improve quality for future releases. Communication across the project continues to improve, resulting in the retirement of a communication-related finding and the reduction of rating for another finding.

The project team continues to address challenges reported with the CMM Interview, Single Sign-on, and KOLEA integration activities. The project schedule has remained static throughout the month as the project team works through options to address these challenges and developing a revised schedule to support the go forward plan.

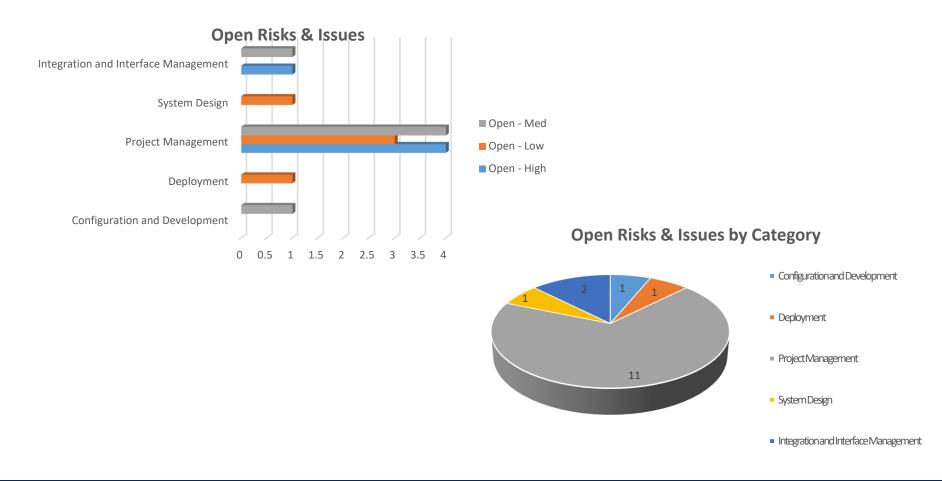
Jan	Feb	Mar	Category	IV&V Observations
Н	Н	E	Project Management	IV&V retains a high criticality rating for this category due to schedule concerns and inability to measure the velocity of the development effort.
M	L	L	System Design	There were no material changes to this category in this reporting period as no JAD sessions were held.
L	L	L	Deployment	There were no material changes to this category in this reporting period. Release management will continue to be critical as the project team works through the complexities of Release 0.4 and remaining releases.

Executive Summary

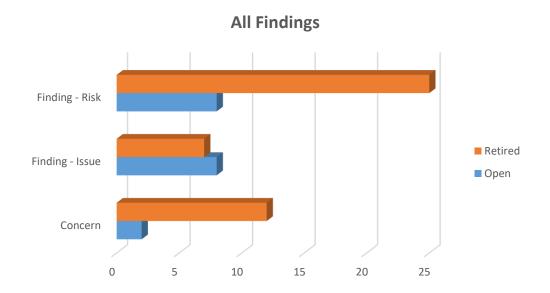


Jan	Feb	Mar	Category	IV&V Observations
M	М	М	Configuration and Development	There were no material changes to this category in the reporting period.
Н	Н	Н	Integration and Interface Management	Planning, coordination, and communication with interface partners showed improvement this reporting period. The biggest challenge remains to be the timing of actual integration between BES and interface partners.

As of the March 2021 reporting period, PCG is tracking 16 open findings (8 risks and 8 issues) and has retired a total of 44 findings. Of the 16 open findings, 11 are related to Project Management, 2 in Integration and Interface Management, and there is 1 finding each in Configuration and Development, System Design and Deployment.



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
	An excessive number of issues/defects in UAT may cause rework. The number of defects identified during R0.3 UAT was much larger than expected, considering that the	
66	functionality had previously passed Unit, System and Integration testing. This is a potential indication of SIT test coverage and depth concerns. Many of the unresolved R0.3 defects will roll into the backlog and the next release. IV&V notes that the disposition of defects remaining from R0.2 UAT is still unclear. If this trend continues, the volume of unresolved defects will grow by release, potentially creating an unmanageable backlog of defects.	Testing

Recommendations	
Perform a Root Cause Analysis (RCA) to identify and take corrective actions.	In process
Validate all UAT defects are re-tested in SIT to ensure they are included in Regression Testing.	In process



Findings Retired During the Reporting Period

#	Finding	Category
42	Project delays and disruption in DHS operations may occur if ASI communications with DHS regarding key (urgent/time sensitive) project information does not improve. The changes/improvements implemented by both ASI and DHS focused on communication are now having a positive and ongoing impact on the project.	System Design

Recommendations		
•	Request ASI enhance processes and planning for project communications and include key project communications to DHS in the project schedule. For example, notifications in preparation for release activities.	Complete
•	DHS work with the ASI to remove barriers of communication between the DHS stakeholders and the development team.	Complete
•	ASI increase dialog with the DHS project team individuals instead of relying on formal meetings to inform and discuss project topics. Update the project communications plan with enhanced communication processes.	Complete
•	DHS increase communication with the DHS project team members and ASI prior to key project meetings to ensure all participants are prepared.	Complete



Preliminary Concerns Investigated During the Reporting Period

#	Finding	Category
61	Poorly planned/executed JAD sessions may lead to rework and schedule delays . No JAD sessions were held during the reporting period. IV&V will continue to monitor, looking for any negative downstream impacts to the project resulting from poorly executed JADs.	System Design

#	#	Key Findings	Criticality Rating
2	2	Issue – Late Delivery of project deliverables may cause schedule delays . The schedule remained static through this reporting period as the project team continued to work through challenges regarding the Release 0.4 CMM Interview, KOLEA MDM and Single Sign-on development activities. During this reporting period, some deliverables were late. The project team is researching options and assessing the schedule impact. IV&V retains this as a high criticality issue.	Н

Recommendations		
 Prior to acceptance of the new baseline, finalize the needed updates to the project schedule to address the outstanding items/issues identified by DHS, the ASI, and IV&V. 	In process	
 IV&V recommends the project team evaluate the estimating process to determine if changes should be made to reduce the number of late tasks and/or conduct a root cause analysis to determine and address the root cause(s). 	Complete	



#	Key Findings	Criticality Rating
29	Issue - Uncertainty and/or a lack of communication around long term architecture decisions could impact the project budget, schedule, system design, and planning decisions. The project has made progress in clarifying their portal strategy. The BES portal will include a combined BESSD/MQD application for users from either division. The MQD KOLEA portal will include only the MQD application, and transfer users to the BES portal if they also need to apply for BESSD services.	L

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.	Complete
• DHS should finalize the Portal strategy and communicate the strategy with the stakeholders and project teams.	In process
 The project should vet possible architectural change impacts to the platform, M&O, MQD, and BES systems before finalizing architectural decisions. 	In process
 Communication should be improved to create an awareness of possible architecture changes so that they can prepare for the possibility of a change. For example, if there 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. 	Complete
 Establish processes to ensure regular communication between the architecture team and the rest of the project team to assess impacts of architecture decisions to the project. 	Complete

#	Key Findings	Criticality Rating
43	Issue - DHS PMO project team members have transitioned off the project, which may cause gaps in knowledge transfer and leadership on the project. No material update to this finding in this reporting period. IV&V will continue to monitor.	Н

Recommendations	
 The state should develop a transition plan for the project PMO resources as identified in the RFP, (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



		Criticality Rating
 As BESSD operational activities due to COVID subside, some involvement on project tasks (e.g., UAT testing, Product Own with the influx of Federal funds, furloughs will not be necessaregarding virtual/remote training and remote user support for the super for the support for the support for the super for the support for the sup	e BESSD SMEs are increasing their level of ers). Hawaii State leadership has announced that ry. The ASI is making plans for mitigating risks	M

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).	Complete
 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. 	Complete
 Send broad communications to stakeholders to assure clear understanding of changes to the project with this regard to impacts of COVID as well as clarifying communications as to what will remain the same. 	In process
Explore options for freeing up key BESSD SME's work on the project.	Complete



#	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 material update this month, IV&V will continue to monitor.	M

Recommendations	
 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 impact system design, testing artifacts and the project schedule. The quality of deliverables continues to show improvement, mainly due to the use of the Confluence tool and its collaborative capabilities. IV&V will continue to monitor the implementation and the effectiveness of quality improvements.	L

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
 IV&V recommends that the ASI review the Quality Management Plan to ensure that the project is working with the Quality guidelines. In particular, the ASI should evaluate and consider if it is in alignment with Section 3.1. Measure Project Quality, which states "ASI measures process and product quality by 1) selecting BES implementation process and product attributes to measure; 2) selecting component activities to measure; 3) defining value scales for each component activity; 4) recording observed activity values; and 5) combining the recorded attribute values into a single number called a process quality index." IV&V has not seen evidence indicating the ASI is utilizing metrics to measure its process and product quality. 	

#	Key Findings	Criticality Rating
	Risk – User Acceptance Testing (UAT) processes could lead to implementation delays and delivery of a solution that does not meet business needs or requirements.	
54	UAT for release 0.3 is now in progress and continues to be facilitated and executed well. New metrics have been introduced which help clarify progress and focus areas. IV&V will continue to monitor.	L

Recommendations	Progress
 Further develop the Lessons Learned action plan to include target complete dates. Report progre- weekly status meeting. 	complete
 All agreed upon actions to resolve issues called out in Lessons Learned should be added to project adequate timing is provided to support UAT preparation and execution. 	ct schedule so Complete
 The ASI could conduct a debrief meeting with DHS after SIT and UAT have completed, summarizing completed and follow-up actions required from ASI and DHS. 	ing work In process
 Develop a clear and collaborative approach and plan to review and categorize anomalies after tes current defined process is not being followed. This should include defining the severity for defects determining the next steps for anomalies not identified to be defects. 	

#	Key Findings	Criticality Rating
58	 Risk – The data conversion effort lacks leadership, consistency in data governance, and effective communications which may impact the schedule. OIT and IV&V have been invited to more of the ongoing meetings and have been included in communications between ASI and DHS on conversion tasks, greatly increasing visibility to progress in this workstream. Prior to these changes, high level status was shared every two weeks on the status call – making if very difficult to gauge progress. IV&V will continue to monitor. 	M

Recommendations	
Assign a dedicated project leader to actively manage all aspects of the Data Conversion effort. Consider a full- time position until the Data Conversion effort is completed.	Complete
Investigate and resolve communication issues that are suspected to be delaying the data conversion effort.	
 Prioritize the conversion activities to validate the key tasks are addressed early to avoid further delays considering the complexity of the later releases. 	In process
Update the timing of the project Data Conversion meeting from every-other-week to weekly.	In process
The ASI should develop reports with metrics that accurately measure the Data Conversion progress.	Not started

#	Key Findings	Criticality Rating
	Issue – The approach used to identify release and functional dependencies may limit the projects' ability to identify and mitigate schedule slippage early.	
59	The ASI has employed other methods (instead of fully utilizing MS Project critical path features) which could require manual tracking of critical path activities in order to avoid unplanned slippage. The ASI has agreed to meet with IV&V to collaboratively validate whether the critical path methods employed by the ASI are optimal. IV&V will continue to monitor.	Н

Recommendations	Progress
 The ASI, DHS PMO, and BESSD collaboratively review the next layer of detail showing the 'Big Picture', including key milestone dates for each release, the concurrent overlap of releases, and resource allocations across all releases to identify potential additional risks to the project. 	Complete
The functional dependencies are considered and visible in the critical path.	In process
 The ASI provides clarity as to how and why the critical path does not have tasks and activities on it until Release 0.6. 	Complete
 The Project Team consider establishing a critical path for each Release in addition to the critical path for the overall project schedule. 	Not started

#	Key Findings	Criticality Rating
	Issue – Inability to measure development team velocity.	
62	Velocity is an important metric in Agile development to provide project leadership the ability to forecast the number of iterations needed to complete any remaining work. During this reporting period, IV&V observed the shifting of use cases to future releases. This is a result of the inability to use the development team's velocity to plan and forecast work by Sprint and Release. The CMM/FMM team migrated to JIRA but it is too early to tell how effectively the tool is being used to track and utilize agile metrics for planning. IV&V will continue to monitor the team's progress towards using JIRA to track and utilize agile metrics to accurately plan future work.	Н

Recommendations	Progress
The ASI work with the subcontractor Scrum Masters to calculate the average velocity from past iterations to be used as a historical reference.	In process
 Moving forward, the development teams should provide the ASI with Sprint and Product Burndown charts at the end of every iteration. 	In process
 To calculate velocity, user stories need assigned values (IV&V recommends relative story points). If the developers are not currently assigning values to user stories, IV&V recommends this become common practice. 	In process

#	Key Findings	Criticality Rating
65	Issue - DHS BESSD knowledgeable staff are needed on the project to ensure the BES solution is designed to meet the business needs and requirements. The DHS Product Owners continue to adjust to their new/revised project role, which is having a positive impact to the BES design. DHS is taking the planned actions to replace the DHS PM.	M

Recommendations	Progress
DHS continue to identify BESSD SME's to support the project as the project progresses.	In process
 DHS develop a project team list that identifies the participants along with their roles and areas of expertise to be used as short-term needs are identified. 	Complete
• DHS utilize the BI-4 Project Schedule report developed by the ASI to identify those tasks owned by DHS in the short team in addition to the 4-month look-ahead to identify time frames and activities where there is a high-demand on DHS resources.	Complete
Identify and on-board a replacement BES Project Manager.	In process



Integration and Interface Management

#	Key Findings	Criticality Rating
60	Risk – System Integration of the BES Modules (CMM, FMM, SSP) will be developed in the later releases vs. a continuous integration model within each release which may cause schedule delays. MDM integrations are currently being worked and CIA integrations are planned to be complete by the end of the next reporting period. IV&V will continue to track the progress of the integration of modules and the prioritization of building integration points.	Н

Recommendations	Progress
Prioritize the build of integration points within each module and the creation of scripts (API calls) required for integration.	In process
 Each release demo should be a collaborative effort across all modules (end-to-end solution) and verified against system-level requirements. 	Not started
 If the ASI needs all the remaining releases to demonstrate an end-to-end solution of the identified business processes across all modules, IV&V recommends planning and communicating the mitigation strategy for handling risks associated with a 'big bang' release. 	Not started



Integration and Interface Management

#	Key Findings	Criticality Rating
	Risk – The Project's approach to planning, coordination and developing system interfaces may impact effective data sharing.	
63	The ASI has incorporated communication plans into the Interface Control Documents (ICD). In addition, the ASI has maintained the Interface MOA and Testing spreadsheet (updated 03/17/2021), which contains the status and dates for each interface. However, there are outstanding MOAs, which need to be established. Overall, the ASI has made improvements regarding the planning and managing of interface activity. IV&V lowered the rating from High to Medium. IV&V will continue to monitor.	м

Re	ecommendations	Progress
•	Establish a communication plan for each interface partner for the duration of the BES DDI activities.	Completed
•	Define a detailed schedule for each interface to include milestone dates, coordination, and execution and share with the interface partners.	In process
•	Determine which deliverable will include the details associated with the planned connectivity and detailed technical designs of all interfaces.	In process



Configuration and Development

#	Key Findings	Criticality Rating
16	Issue – Lack of clear understanding of the DDI approach may reduce effectiveness of all SDLC Processes. No material update for this reporting period.	M

Recommendations	Progress
 ASI provide an additional DDI approach overview session for new project team members and allow time for Q/A. 	In process
 ASI provide DDI approach documentation/materials for stakeholders to review and/or refresh their knowledge on demand; the materials could be made available via the project SharePoint. 	In process
Encourage ASI and DHS testers to consistently collaborate during SIT and UAT activities.	In process



System Design

#	Key Findings	Criticality Rating
38	Issue – 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.	L
	No JAD sessions were held in this reporting period. IV&V remains concerned that designs could still be less that optimal given that early JAD sessions had deferred workflow discussions until now.	

Recommendations	Progress
ASI to quickly define how the workflow/task functionality will flow and provide training to the facilitators.	In process
 Introduce Workflow SME's to review workflow/task functionality and integrate into systems designs with input from DHS. 	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 significant change in this reporting period. IV&V will continue to monitor the management of the first complex release (0.4 integration and conversion) and planning for release 0.5.	L

Recommendations	Progress
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 an associated configuration items, clear assignments for all staff involved in all tasks, a schedule for co all tasks and activities, planned release status communications, and back out procedures should th necessary. 	ompletion of Complete
Ensure that release planning includes all deliverables within a release, in addition to the software definition.	levelopment Complete
Update the Release 0.1 and 0.2 Lessons Learned action plans to include milestone and due dates.	. Complete

IV&V Status



IV&V Engagement Status



IV&V Engagement Area	Dec	Jan	Feb	Comments		
IV&V Budget						
IV&V Schedule						
IV&V Deliverables				February IV&V Monthly Status Report, CCWIS Staffing Assessment kick-off, CCWIS example resource plan, BES Release 0.2 Code Review Report 3/11/2021, Release 0.2 Code Review Report 3/23/2021		
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				Ryan Tan rejoined the IV&V team.		
IV&V Scope						
Engagement Rating Legend						
The engagement area is within acceptable parameters.		\circ		gagement area is hat outside acceptable sters.	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 March reporting period:
 - Completed February Monthly Status Report
 - Ongoing Review the BES Project Artifacts and Deliverables
 - Ongoing Attend BES project meetings, (see <u>Additional Inputs</u> pages for details)
 - Reviewed available ASI Original Contract and BES Optimization contract amendment documentation
- Planned IV&V activities for the April reporting period:
 - Ongoing Observe BES Development, JAD and Workgroup sessions as scheduled
 - Ongoing Observe Weekly Project Status meetings
 - Ongoing Observe Weekly Architecture meetings
 - Ongoing Observe Weekly/Monthly Security meetings
 - Ongoing Observe Agile Development meetings
 - Ongoing Monthly IV&V findings meetings with the ASI
 - Ongoing Monthly IV&V Draft Report Review with DHS, ETS and 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-22 Release 0.3 System Test Report	3/1/2021	Draft
R 0.3 BI-19 Complete and Final Test Plan Deliverable	3/3/2021	2.2
BI-10 Release 0.4 SSP - Case Management	3/4/2021	Draft
BI-14 Release 0.3 TDD - CF & BRM	3/5/2021	1.0
BI-15 Release 0.3 Fully Configured and Developed System	3/9/2021	1.0
R 0.4 BI-10 Client Management Module - Application Registration	3/9/2021	1.0
BI-22 Release 0.3 System Test Report	3/11/2021	1.0
BI-11 R0.4 BESSD Interfaces and BI-11 R0.4 Shared Interfaces	3/12/2021	1.0
R0.3 BI-21 Walk-Through - Updated and Completed Detailed Functional and Technical RTM Deliverable	3/19/2021	Draft
FTI Secure Enclave TDD	3/22/2021	1.0
BI-10 Release 0.4 CF – Schedule & Appointments, Case Notes, and Standardized Address	3/25/2021	Draft
BI-10 Release 0.4 SSP - Case Management	3/20/2021	1.0

Additional Inputs – Artifacts



Deliverable Name	Artifact Date	Version
Unisys Contract Amendment 3	4/17/2020	N/A
2019-11-22 HI Test Plan - FNS Comments.xlsx	11/22/2019	N/A
FNS Handbook 901	01/2020	V2.4
BES Risks and Issues Log	03/03/2021 03/10/2021 03/17/2021 03/24/2021 03/31/2021	BES Risks and Issues Log
BES Weekly Schedule (BI-5)	03/02/2021 03/09/2021 03/16/2021 03/23/2021 03/30/2021	N/A
BES Weekly Status Report	03/03/2021 03/10/2021 03/17/2021 03/24/2021 03/31/2021	N/A
BI-12 Architectural Overview	11/25/2020	1.6
FTI Secure Enclave TDD	02/22/2021	N/A

Additional Inputs – Artifacts



Deliverable Name	Artifact Date	Version
Java Coding Standards	12/30/2020	N/A
Release 0.1 BI-21 RTMs	10/20/2020	0.1
Release 0.1 FMM Test Cases	N/A	0.1
Release 0.1 Requirements, Epics, and Use Cases	02/09/2021	0.1
Release 0.1 SSP Test Cases	N/A	0.1
Release 0.2 BI-21 RTMs	01/13/2021	0.2
Release 0.2 CMM Test Cases	N/A	0.2
Release 0.2 Codebase	01/11/2021	0.2
Release 0.2 FMM Test Cases	N/A	0.2
Release 0.2 Requirements, Epics, and Use Cases	02/23/2021	0.2
Release 0.2 SSP Test Cases	N/A	0.2

Additional Inputs – Artifacts



Deliverable Name	Artifact Date	Version
Release 0.3 BI-10 SSP - Application Management	02/16/2021	0.3
Release 0.3 BI-14 CF Alerts and Notifications and OPA Food, Financial Rules Mgmt	02/05/2021	0.3
Release 0.3 BI-14 Technology Design Documents SSP	02/08/2021	0.3
Release 0.3 BI-15 Fully Configured and Developed System	01/28/2021	0.3
Release 0.4 BI-10 SSP - Case Management	02/18/2021	0.4
Release 0.4 BI-11 BESSD Interfaces	02/19/2021	0.4
SonarQube Screenshots	09/22/2020	0.2
October 2020 CCWIS Project Status Report	10/2020	N/A
November 2020 CCWIS Project Status Report	11/2020	N/A
December 2020 CCWIS Project Status Report	12/2020	N/A
January 2021 CCWIS Project Status Report	1/2021	N/A

Additional Inputs



Meetings and/or Sessions Attended/Observed:

- 1. PCG Internal BES Project Meetings x13 (03/01/2021, 03/03/2021, 03/04/2021, 03/08/2021, 03/08/2021, 03/15/2021, 03/15/2021, 03/15/2021, 03/18/2021, 03/22/2021, 03/25/2021, 03/29/2021, 03/30/2021)
- 2. PCG Team Knowledge Transfer Session BI-10 (03/15/2021)
- 3. PCG Team Knowledge Transfer Session BI-11 (03/25/2021)
- 4. BESSD PM Team IV&V Weekly Meeting x3 (03/17/2021, 03/24/2021)
- 5. BES Status Meetings x5 (03/03/2021, 03/10/2021, 03/17/2021, 03/24/2021, 03/31/2021)
- 6. BES Development Standup Meetings x5 (03/03/2021, 03/10/2021, 03/17/2021, 03/24/2021, 03/31/2021)
- 7. ASI/IV&V Touch Base x2 (03/01/2021, 03/16/2021)
- 8. Draft IV&V Report Review Meeting (03/08/2021)
- 9. BES Implementation Planning Meetings x5 (03/02/2021, 03/09/2021, 03/16/2021, 03/23/2021, 03/30/2021)
- 10. BES SSP Sprint Demos x4 (03/01/2021, 03/15/2021, 03/29/2021, 03/31/2021)
- 11. BES SSP Backlog Meetings x2 (03/03/2021, 03/10/2021)
- 12. ASI FMM/CF/CMM Backlog Meetings x2 (03/16/2021, 03/30/2021)
- 13. AHA Dependencies Walkthrough (03/02/2021)
- 14. BES CMM RACI Walkthrough (03)02/2021)
- 15. R0.4 Prototype Review CMM Interview (03/04/2021)
- 16. R0.4 SSP Walkthrough (03/04/2021)
- 17. Confluence Meeting with ASI (03/04/2021)
- 18. R0.4 UAT Go/No Go Meeting (03/04/2021)
- 19. UAT Huddle x8 (03/09/2021, 03/15/2021, 03/16/2021, 03/18/2021, 03/22/2021, 03/23/2021, 03/29/2021, 03/30/2021)
- 20. Weekly UAT Summary (03/11/2021, 03/25/2021,
- 21. R0.5 BI-11 ICD Walkthroughs (03/09/2021)
- 22. R0.4 BI-10 CMM Application Registration walkthrough (03/10/2021)
- 23. R0.5 CF/CMM Requirements Validation x2 (03/11/2021, 03/18/2021)
- 24. R0.5 Requirements/Wireframes FMM Benefits Issuance & Overpayments (03/12/2021)
- 25. BES Data Conversion Meetings (03/11/2021, 03/22/2021,

Additional Inputs - Continued



Meetings and/or Sessions Attended/Observed:

- 26. R0.5 Requirements/Wireframes CMM Case Management (03/19/2021)
- 27. R0.3 BI-21 RTM Walkthrough (03/19/2021)
- 28. R0.4 Release Checkpoint (03/25/2021)
- 29. R0.4 Prototype Review Client Search (03/30/2021)

Appendices





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.
м	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
СММІ	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
РМО	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

HI DHS Monthly IVV Status Report Final - March 2021

r Title	Reporter Finding Type Io	lentified Date Category	Observation Significance	Recommendation Event I	lorizon	Impact Probabili	Ity Analyst Priori	y Finding Status Date Retir	d Status Update	Client Comments	Vendor Comments
ecressive number of issue),defects in UAT may cause reverk.		/29/2021 Testing	Bong denomine (VEX programs of entropy the number of denomine the sector of the sector		ste	4 4	High	Open			
INE EXISO Inputedpaths stiff are needed on the project to ensure the solution is designed to meet the business needs and requirements.			werk an the project to ensure the MEI system match the bounces and and requirements.	expertise to be used as abort from mesh ar identified DFL using the AF hopes Schools majori developed by the AG to share the first sub-sourced by CHS how to sum as addite to the best sub-sources and the AG to share the sub-source sub-source sources and DFG resources. Identify and on-based a registerment EG3 hopes Manager.		3 3	Med	Open	SQL2(2022). The DIG Finduce Determ continue to adjust to their everytread project risk, which is holding a pointer particle and the DIG Finduce Determ continue to adjust to their everyteeness the project biol SQL2(2022). The theory, DIG Finduce Determ (DIG Finduce Determ)))) and the DIG Finduce Determines and the DIG Finduce Determines and and condered to provement of the DIG Finduce Determines and and condered Determines and		
The Project's approach to planning, constitution and developing updan	Al Pargelinan Profing - Biak 2	Disgusten und Interface &	supported Busicities 1: The Delivering private and end to be the period period busicities of the State and the State State and State St	Exable an exercutation plan for an interface partner for the Annual of the HELE OF ANNUAL ANNU		5 2	Med	Open	EXPLORE: The VM is many protein dimensionling plans in the further for certain Discusses (DR) is backlines in the Americanet dim Network DK and Falling many protein and plans in the Singer Americanet dim Network DK and Falling many plans the method background and the Singer Americanet dimension of the Singer Americanet method background and the Singer Americanet dimension of the Singer Americanet method background and the Singer Americanet dimension of the Singer Americanet method background and the Singer Americanet dimension of the Singer Americanet and the Singer Americanet dimension of the Singer Americanet dimension of the certain background and the Singer Americanet dimension of the Singer Americanet and Americanet dimension of the Singer Americanet dimension of the Mach. Work dimension to motion: 52(2)(2)(2)(2): Notion for lange the Americanet dimension the singer approach and the Singer Americanet dimension of the Singer Americanet and the Singer Americanet dimension of the Singer Americanet dimension of the americanet dimension of the Singer Americanet dimension of the Singer Americanet dimension and and the Americanet dimension of the Singer Americanet dimension of the americanet dimension of the Singer Americanet dimension of the Singer Americanet dimension and and americanet dimension of the Singer Americanet dimension of the americanet dimension of the Singer Americanet dimension of the Singer Americanet dimension and an antidement of well methodes.		S22/2211. An low and but the CCMs indexing a bind for binary 51 as on of fit interfaces of an af fit hange particle for parent indexity in the source CCM. The source of the source indexing the source of the source indexing the source particle for the source of the source of the source of the source indexing the source of the source of the source of the source indexing the source of the sour
taditity to masser development from velocity.	John Pinding-Issue 1	2/28/2020 Project Management	which be an only induced in the the project reads much more than the project reads much the project reads of the p	11. Varianteeside the ASI work with the subcarteduct Scium Matters to acculate the average of the ASI execution of the ASI and ASI ASI and ASI ASI and ASI		4 4	High	Open	SU202221: charact this reporting period. With shares of the shifting of use cances to failure the shifting of use of the second		202021 cg. The regards are available for the 20 hours. The CMR/IMM have here of MA and all contents to make proper hour dip provide (free a write). The trans the complete quarties and explores the make proper hours and the MA's definition of High, there is the having a direct impact on the variety of the mat. As the MA's definition of High, there is the having a direct impact on the proper term and many strengtheners and the matter of the ma
Pennyhysionnel and manadad Al2 assume, may lead to revert and source underdaled delays.			Abled Workley AD avails has been held to CBM, with the following according large according and the properties of the entropy of the control			2 2	Low	Open 11/30/202	We determine the many temperature of the set		3/2/21 rays. The AD was not able to archive the NBPA suscenteed of the zincare discussion with program tabletoilen. The AD of this part considers this foreign to the physical start (sectors with the tabletoilen abletoilen ableto
			Comparison Test Matching (EXER), MER (2014) or developed by sequencing water and datarable of sector and and the sequence of the sector and the sector an	UT/GRUE. IN 9 reservements priority rule to full of imageness priori within each match and 4 MB the transition of any rule of the regimest. Can chan see the value of the set of the transition of the rule of t		4 4	High	Cpan	20/20/21. Motion suppretions non-security longer and security lay for end is low strangering practice. We and eff. 10 suppretions are advected to integration of meaning and the protein-security of low strangering practice. 20/22/2021. To this suppreting practice. The practice of the protein-security of low strangering practice. 20/22/2021. To this suppreting practice. The practice of low strangering practice of low strangering practice. 20/22/2021. To this suppreting practice. The practice of low strangering practice of low strangering practice. 20/22/2021. The strangering practice. The practice of low strangering practice of low strangering practice. 20/22/2022. The integration practice. 20/22/2022. The other practice practice of low strangering practice with a suppreting practice. The strangering practice are understanding of low practice practice. The strangering practice. 20/22/2022. The strangering practice are understanding of low practice practice. 20/22/2022. The strangering practice. 20/22/2022. The strangering practice are understanding of low practice. 20/22/2022. The strangering practice. 20/22/2022. The strangering practice are understanding of low practice. 20/22/2022. The strangering practice. 20/22/2022. The strangering practice are understanding of low practice and understanding of strangering practice. 20/22/2022. The strangering practice are understanding of low practice and understanding of strangering practice. 20/22/2022. The strangering of low strangeri		2/20/21 ray - The AD and placead integration in REJ, REJ, and RE 4 with 3-th part AD and AD
The approximation and this interfere indexes and information interpretation of the providence many properties within the transmission of an approximation of the properties of the providence of			A strate days be determined by dark days and by dark dark days be determined by dark dark days be determined by dark dark dark dark dark dark dark dark			4 4		Open	A second		2/2021 to - The 4D has disagoned with this summarized situat is an original on a Company of the Source Ref Wey of a party subministry of the Source Ref Wey of a party subministry of the Source Ref Wey of a party of the Source Ref Wey of the S
The Box Conversion effect labs Ladership, consistency in Data General effective communications which may impact the schedule.	rea, and find Product-Rok 8	Priped Management	The data Conversion of the space to their backwhole for shaft bodt and dBC WVb be known and the shaft bodt of the data shaft bodt of the data and dBC WVb be known and the shaft bodt of the data shaft bodt of the data shaft bodt bodt and the shaft bodt of the data shaft bodt of the shaft bodt bodt bodt and data shaft bodt of the data shaft bodt of the data shaft bodt bodt while and the data shaft bodt of the data shaft bodt bodt of the data shaft bodt bodt and shaft bodt of the data shaft bodt of the data shaft bodt bodt bodt bodt a shaft bodt of the data shaft bodt of the data shaft bodt bodt bodt bodt bodt bodt bodt a shaft bodt of the data shaft bodt of the data shaft bodt bodt bodt bodt bodt bodt bodt bod	-Anega character prove taket to solve any english of the solution converse first. Solve Converse first is may an english of the solution converse first is a solution of the solution converse first is and market encounter solver the solution converse first is and market encounter of the solution of the solution converse first is and market encounter of the solution of the solut	,	3 2	Med	Opun	Decision of a value of photometry between synchronous products and photometry between photometry of the photometry of th		3/2/21 rsg- 105 is a disfer new staffing to the sciences is shown in big by command with new reflexivity. Command is a ways and the stage of a property of the stage of the science of the science of the science of the science of the science of the science of the science of the science of the the bar model of the science science of the

54	Insuminot that Anaplanan Tanting (MAI) provides and Markot an	Inding-Ruk (24/202 Project Management			All agree dates to transite used and the rest is based to the second should be added to agree should be added to transite specified and the second should be added to the second should be added to transite simple data. The second should be added to the second should be added to the second should be added to the second should be added to the second should be added to be added to		3 1	Lew	Que	MUNCES of the relates 2 has near regress and relations to be followed as each of the states of the states of the relation of the states of the states of the states of the the states of the the states of the states of the the states of the states of the states of the states of the states of the states of the states o		2 in the single is abapted advected in r can be barged. In (v), v) proves an identify the source of the single is a single of a single of the single of t
49	Non-guinty propose defounded on no support system design, testing wrifests and if the proper schedule.	Froling-Issue 474/2020 Project Management	In body, the 24 doing distances are not one budyers cleant of current desarrent desarr	The dust the support on memory deformation, as searched per lay due for all parger entitions of sound related address to the samatised networks offer remainstration. So mercurs with advanceding searchers are be performed and substrate for memory to a support entition of deformation, searchers are be performed and substrate for memory. So we construct to media performance and the performance of the support of the searchers and the searchers performance and the searchers and the searchers and the searchers and performance and the searchers and the searchers and performance and the searchers and the searchers and performance and performance and the searchers and performance and performance and the searchers and performance a	as VV conserved, but is challenging on a sequence study to preferred to 19 and 20 and 10 and 20 a	nedds	2 2	Low	Que	call and 2021. The study of deficiation strains the day representation study for the Single Constraints and the Single S		272/2011 rg - The XA Big data that the advanced to substrate of the instance years instantiate and instance of the instance
48	The CMS Outcome Based Certification Reguraments have not been published by Jalane CMB, which may respect the project schedule and funding.		allows states to reache XXX.179 for Madeual functionality of the RES solution.	functional and tachenial requirements, the project's ability to receive enhanced fielderal functing may be at mix.	In the Lode continue to follow-up with CMS for the status of the release of the CMC Process and Pro- Requirements and divises this rule with CMS to determine if here will be any options available to exeminance this rule to be Data.					Bio sure del entregistere large in largere 3, 12/2022. "Ho 4/36 calebrates multiple distribution de long lessence approximation in large sectore space provide antimication de long lessence approximation in large sectore space pro- ent line en el de la surgitaria press. 2012/2022. The 4/36 calebrates in adjust and line en el de la surgitaria press. 2012/2022. The 4/36 calebrate in adjust and line en el de la surgitaria press. 2012/2022. The 4/36 calebrate in adjust and space in adjust and line adjust and line adjust and line adjust and line adjust appress. 2012/2022. The 4/36 calebrate is adjusted and line adjust and line adjust and space in adjust and line adjust and line adjust adju		There have have an electronic of the electronic according to be a set of the
47	The CDPA DB partomic and the related "Say at home" under and dollated methods and budget.		related trade appendixed, altitry to be forly relatively and the top program (or the second s	remeted boards used as types aread for boards and decomparations. Its benefations Research by methods used as high an end of the shall and end of the shall be also be also be methods used as high an end of the shall be also be also be also be also be the shall be also be the shall be also be the shall be also be the shall be also be the shall be also be the shall be also be the shall be also be needed as the shall be also be also also be also be also also be als	¹ Amor go where the strain, then, and and tableholders are nervine with dense and table keel (2000) and table the strain of the strain of the strain of the strain of the strain of the strain strain. The strain of the strain of the strain of the strain of the strain of the strain strain of the strain of the strain of the strain of the strain of the strain strain of the strain of the strain of the strain of the strain of the strain strain of the strain of the strain of the strain train of the strain strain of the strain of the strain of the strain train of the strain strain of the strain of the strain of the strain of the strain of the strain strain of the strain of the strain of the strain of the strain as defrequences, strain as it shall all invest the same. Taylor aptions for heading usy at a defrequence with the strain. Taylor aptions for the strain of the strain as defrequences, the strain of the strain of the strain strain of the strain of the strain of the strain of the strain of the strain of the strain strain of the strain of the strain. Taylor aptions for heading usy at a defrequence action in the shall all invest the strain. Taylor aptions for heading usy strain of the strain strain of the strain of the strain of the strain strain of the strain of the strain of the strain strain of the strain of t		2 3		Срал	the local distribution of program table (a), but target, heads there is there tables interactively an encounsel with the invalid and fraction (b), holgest and the local sensitive the anticella sensitive tables and the invalid and fraction (b) and the sensitive tables and the local sensit		212(21) cs; 21 - 54 Jag parts with the morel via string beginning that summarises at the the OH string single that is summarized for the summarized transmitter string the string string that is summarized to the string string. If the summarized transmitter string that the summarized transmitter string string that the string string that the string string string string that the string stri
41	05 MD project taan nambero kare transformé di far project, akuka nay akare nadar gapa in lenakaligi tunake and leadership on tike project.		ang planneng pertoken ar lava ofta perjose takih ti ko nak ne kang para planneng perjose periode perio	solations, and abatents pinnesses, king and a fixed of an anticerpt and a solation by the BESA and BES	In that the Adult distantion 1 is browning plus for the project on HV Provinceme as identified in M and Provinceme Province ADV 1005 SUBME (2014) and Province Province ADV 1005 SUBME (2014) and Province ADV 1005 SUBME (2014		3 4	High	Que	parameters. The CH IDMS gene has a segment as a segment state, a Mining Serie varian and Series and Series and Series and Series Series Series (Series Series Seri	density of Gay and Second. We have no might into other Chill Golfing.	(b)(2015) A the CO M character (the improved Constructory execution is black and they and heap one for a (CAPCR2), baseline material for the improved B monoperative and the CAP and a start for an execution of the CAP and ACP programment damager. Name and is anomhold to the project to these reaches for the end of wants.
40	The planning and approximal of the AD Planne Monogeneers provides users and the observation of the AD Planne Monogeneers and the observation of the AD Planne Monogeneers and the AD Plann	Inding-Rub (22)203 Deployment	Noting processing tips on any paper tab to different to meet the second of the proget. We describe the form was not all system histogram appears to any paper tab for all section (SAGA) the therm second and system histogram appears the processing of the second section (SAGA) the second section of the second	handhood takaan managemeri provins sa vakat ta professatese handhood ketta parage handhood takaan parage para handhood takaan management parasan sa aka ke ketta paragement provins sa ketta paragement parasan sa aka ke nadar ketta paragement paragement paragement paragement parasan sa aka ke ketta paragement	 Aller p Aller and Allera to the angle of a details of planet of interes of the angle of the aller M angle and the aller Aller and the aller and the aller Aller and the aller aller and the aller aller all aller aller	7 200	2 2	Low	Qque	SULTOR: In seguine a maps in the folge through the proton and proton and an entropy of an entropy of a proton and an entropy of the proton and and an entropy of the proton and entropy. For entropy of the proton and entropy. For entropy of the proton and entropy o		2023/21 rag - The AG agrees that this his line. Regarding the momentations, (k) Complex, one production of the properties of the history to provide the history of production of the production of the history of the history of the history of production of the production of the history history of the history of the history of the history of the history of the history history of the history of the history of the history of the history of the history history of the history of the history of the history of the history of the history of the history of the history history of the history of the history of the history of the history of the history history of the histo

the appropriate (24 AD, addressing Worklow) and the end instead of Annue , meno, addressing and an addressing and a factor and inspirator and an addressing and may end to instead of delays, and report the garding of address deeps.	Pedrog-tasar 4/29/2003		All fold 200 million are according folding from the functional and point, defined Appear, (etc.) The second of the second point of the folding foldin	-AD to perform a first where the workflow plan factor tool that will be an of the plane of the plane of the plane of the plane will be plane with a spin factor and the plane of the plane will be plane with a spin factor be plane of the plane be plane be plane. The plane be	2	2 Low	Oppen	317.211 - The BC means were had in this registry gamped. NDV means moments denotes that designs cancel of the sector test strategies of the sector test s	2/25/27 rag - We behave that this of the assumed we provided in a behave all resting out the barry of the assumed and the assumed assumed as a sum of the assumed assumed assumed assumed as a sum of the assumed assumed as a sum of the assumed assumed as a sum of the assumed assumed assumed assumed as a sum of the assumed assumed assumed assumed assumed as a sum of the assumed a
andry gangly or high of manneoustation around long term an abilitation. Single of the second se	Feddrg-Insur \$(2)(2005	Project Miniagenesis	Sense after sea dES spates existenciars have pirt to le made and available (1 Ma part af interna dES spates existenciars) have pirt to le made and available (1 Ma part af interna de la des pirt to le mage and available (1 Ma part af interna de la des pirt to le mage and available (1 Ma to le mant a pipet a distance) and a for a part and avail to le mant a spate and available (1 Ma part af interna de la des pirt to le mage and available (1 Ma pipet af interna de la des pirt to le mage and available (1 Ma part af interna de la des pirt to le mage and available (1 Ma part af interna de la des pirt to le mage and available (1 Ma part af interna de la des pirt to le mage and available (1 Ma part af interna de la des pirt to le mage and available (1 Ma part af interna de la des pirt to le mage and available (1 Ma part af interna de la des pirt) and avail (1 Ma	Deliverable and if possible, review draft content with DHS and IVV. DHS request ASI perform due diligence in any recommendation for foundational architecture change decisions The project	2	2 Low	Open	 Wittens and the standard definition in standard definition in the standard definition in	integration of the portals is still to be determined, 2/25/21 rap - The ASI recommends that this risk be lowered to low. At this point, there is little
f daw orderstanding of the CO approach may reak as effectiveness of all solar viewers.	Federg-Inor 1////201	Configuration and Development	pear of the defaultion is a measurement of the last, "by defaultion of the origination of the last of	KCO concentrals and or more of the Balance of a margine from AL AD provide an authorized of the argumant answers for the stabilistication and they bay, show are even assess of the mathematic gauge sectority are produce some - ASP parallel GO approach and the stabilistication and the stabilistication and the stabilistication and the mathematic gauge sectority are produced and the stabilistication and the mathematic gauge stabilistication and the stabilistication and the stabilistication and the stabilistic and the produced and the the mathematic gauge shared and stabilistic and the produced and the stabilistication and the stabilistic and the produced and the stabilistication and the stabilistic and the produced and the stabilistication and the stabilistic and the produced and stabilistication and the stabilistic and the produced and stabilistic and the stabilistic and the stabilistic and the stabilistic and stabilistic and the stabilistic and the stabilistic and stabilistic and stabilis		3 Med	Open	caleform as the XX subcontenter (AdVec) is correctly developed and the action size that name 13/1/2021. The spatise for the insporting priori of X2/2022. The XA bits had the hir interfaction to 17/128 Nets: During the 01-02-18 [sc] status mere reasonable that difference is approach between their 2 software development teams (Dirings India and Subcottactor) and once states UNC states and the size of the XX and the XA bits of the XX and the XX and the and subcottactor) and once states UNC states and the XX and the AdVector XX and the XX and the AdVector XX and the XX and the AdVector XX and the XX and the AdVector XX and the XX and the AdVector XX and the XX and	 among a constraint on standard and a constraint of a standard and a standard and a constraint of a standard and a constraint of a standard and a standard an
ellerry of project deliverables may cover schedule delays. Johns	Pinding-Isaat 11/38/3018	Project Management	Statet oper la breget statuét des 12 (2020) size to subside le version da severi dan "White a PM Pist depise al Piste parties de la breget no des des trans est, des des piste al Piste depise al Piste parties." Note a parties induité de la riget dans de la breget no des des piste riside de la riget Molegement Piste (PM), which is he hand abcoment that used to energe the repartiel level of deal la marge the werk, de parties la ris to be accord." Extended Expendition Documents (2021) reparting agencel end anogénicas from the Coto.	UNXXXXX and the constraint of the project have needed to an intervent of heap constant of net intervent of heap constant intervent of latest has an or constant of the cons		S High	Open	A VL2022: The short shor	A DATACE - The Control of the Con

- next the range of the project. These are of queues the project sheaf-of are proved in terms the second second

3

We below contrasts to be an experimental and an effect to rand answer of the OSE and ASE placeed times, nor the experimental transmission of the second and the ose of the OSE and ASE placeed the ST-Specific blocked continues to the separater to include are new low and contraining a simu-ter and the second and these second and and the second and the second and the second and these theoremains. These second and the second and the second and the second and these theoremains. These second and the second and the second and the second and these these second and the second and the second and the second and these these second and these second and the second and the second and the second and these these second and these these these second and the second and second and t

38 Due to the sec current IAD se which may rea

Uncertainty an decisions coul decisions.

16 Lack of dear u SDLC Processe

Late delivery of project deliverables may cause schedule delays.

HI DHS Monthly IVV
Status Report
Final - March 2021

ions to the project schedule and content and would ask the IV and V to reflect DHS's current summent of this issue. assessment of this issue. QU12/12/3 St. The All meets weekly with DHS to review the schedule in detail and will continue to do so. An orated sample, the AS and DHS are assessing options to simplify the schedule and work ULL/D2 The AL and elforts are holding with sched up meetings to endow program such that dry, explosing and the schedule and the schedule and schedule and work explosing schedule and the schedule and schedule and schedule and schedule explosing schedule and the schedule and schedule and schedule and schedule explosing schedule and the split for the following gave. These meetings specifically review the schedule and schedule and the sign for the following gave. These meetings specifically review the schedule and schedule and the schedule gave. These meetings specifically review the schedule and schedule and the schedule gave.