

#### OFFICE OF ENTERPRISE TECHNOLOGY SERVICES

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May 18, 2022

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 http://ets.hawaii.gov (see "Reports").

Sincerely,

Douglas Murdock (May 16, 2022 10:04 HST)

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: April 1 – 30, 2022

Submitted: May 06, 2022



#### 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
  - D Background Information



# Executive Summary

## **Executive Summary**



The project team continues to refine the design sprint process addressing concerns that have been raised. One persistent concern that IV&V raised is the inexperience of the ASI business analysts and their lack of knowledge about integrated eligibility systems. This results in DHS staff becoming involved in design decisions beyond what would be considered typical. The ASI has made staffing changes in design team leadership with the intent of increasing business analyst effectiveness.

Another month has passed with no approved BES project schedule, extending this high criticality risk. The ASI delivered a proposed schedule on the last day of April, and the project team will review in May. It remains unclear if the open DHS concerns have been addressed.

IV&V opened a new high-criticality security risk this month regarding DHS resources. The DHS Security Analyst resigned this month and although DHS identified staff as an interim solution, most organizations struggle to fill security positions.

Feb	Mar	Apr	Category	IV&V Observations
Н	Н	Н	Project Management	IV&V maintains a high criticality rating for this category due to the: 1) absence of an approved and reasonable project schedule 2) late project deliverables causing schedule delays, and 3) vacant PMO positions. This category has been at a high criticality rating since July 2020 (22 months).
M	M	M	The ASI responded to DHS and IV&V concerns regarding the design sprint facilitation be business analysts (BAs). An experienced lead BA has been reassigned to train, mentor guide the staff in the design sprints, with the objective of improved design outcomes. Additional training material and design sprint process updates are also being used to prostaff.  While training is good, it can take years to establish a Senior BA with the facilitation and knowledge needed for a program of this complexity.	

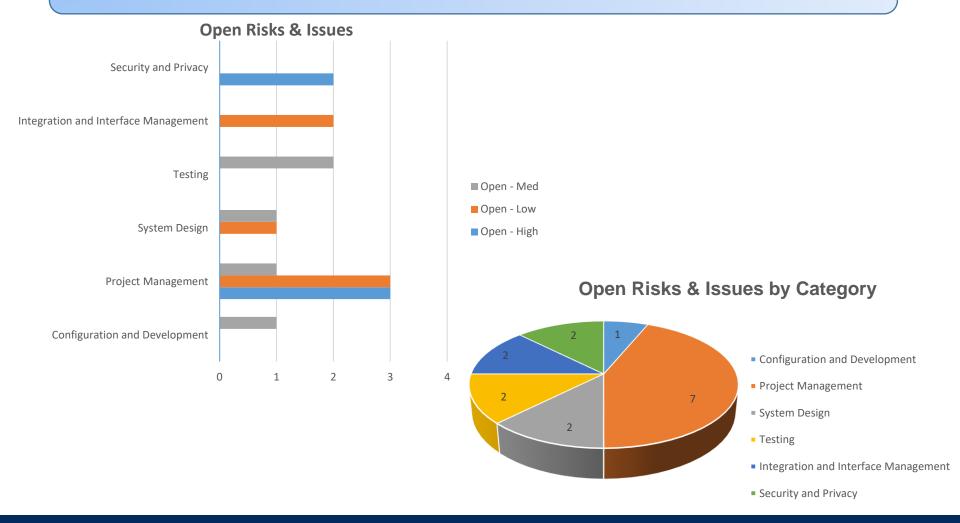
# **Executive Summary**



Feb	Mar	Apr	Category	IV&V Observations	
M	M	M	Configuration and Development	The ASI added a lead architect to the Project and reassigned a senior BA to CMM. Both actions are intended to improve design communications, solution development, gain project efficiencies and streamline the implementation approach.	
L		L	Integration and Interface Management	There has been minimal progress to report with interface planning. One area IV&V is monitoring is the DLIR interface, due to DHS needing additional data that the interface does not currently include.	
M	M	M	Testing	No material change in this category, the results of the design change process have not ye been tested. Additions to DHS and ASI testing resources are proactively preparing for workload increases.	
Н	Н	Н	Security and Privacy	IV&V's concern about the level of effort needed to complete the BES Security Plan has been exacerbated by the departure of the DHS Security Analyst. While the ASI has a significant amount of work that can be completed without DHS involvement, the lack of key security resources may delay progress.	

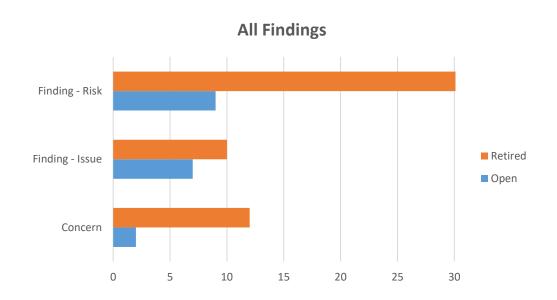


As of the April 2022 reporting period, PCG is tracking 16 open findings (9 risks and 7 issues) and has retired a total of 54 findings. Of the 16 open findings, 7 are related to Project Management, 2 in Integration and Interface Management, 2 in Testing, 2 in System Design, 1 in Configuration and Development, and 2 in Security and Privacy.





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





#### Findings Retired During the Reporting Period

#	Finding	Category
	None	



# Preliminary Concerns Investigated During the Reporting Period

#	Finding	Category
70	Insufficient configuration management could lead to development confusion and reduce the effectiveness of defect resolution.  IV&V expects this concern to be impactful as the Project approaches go-live. Implementation of all the components of configuration management later in the Project could leave the project team scrambling to implement during pre-go-live when resources are likely to be constrained. Delayed completion may lead to configuration management that does not fully meet the needs of the Project or DHS expectations.	Configuration and Development
76	Volunteer DHS resources leaving the Project can lead to schedule delays, lower morale, and burnout.  A new DHS tester has joined the testing team and is being trained. Two additional testers are needed on the ASI team, and it is understood that more ASI testers will be added to support final acceptance testing. These factors help mitigate this finding, but it is unclear if this will address all the testing resource needs or the potential impact of DHS testers returning to their operational roles. The resource loaded updates to the project plan may help forecast resource needs for FAT. DHS is taking steps to retain resources in these roles as they are 'volunteer' roles.	Project Management



#### Findings Opened During the Reporting Period

#	Finding	Category
	Risk – Insufficient DHS Security Resources on the BES Project may lead to delays in completing security tasks and the System Security Plan (SSP). Criticality Rating - High	
	<b>Observation</b> : IV&V has observed the DHS Security Analyst working alone on the BES SSP with the ASI. The amount of security work is more than one resource can effectively handle, including 1) the level of effort needed to effectively manage the ASI's security efforts, 2) DHS work needed to complete the SSP, and 3) daily security tasks supporting DHS. In addition, the DHS Security Analyst announced their resignation from DHS effective in May, leaving no BES security resources from DHS. Currently, all ASI and DHS security-related meetings for BES are canceled.	
77	<b>Significance</b> : DHS has a significant role in ensuring that the security controls established for the BES application are appropriate and adequately implemented. There are areas of the BES SSP that include control implementations that DHS is responsible for implementing that need DHS to provide content to the ASI. Without sufficient DHS security resources to complete this effort, the BES project may be delayed. DHS Security also has an oversight responsibility that requires subject matter expertise in federal regulatory governance, risk, and compliance (GRC). DHS also needs a qualified security resource that can work with the ASI to ensure that the security efforts taken are in the best interest of DHS and the State of Hawaii.	Security and Privacy
	Recommendations:	
	• DHS contract for a qualified Security resource(s) as soon as possible to support BES while the Department security positions are filled.	
	• DHS aggressively recruits and promotes the open DHS Security positions to obtain a pool of applicants.	
	• DHS and ASI agree in writing to clear expectations of what security efforts the ASI should complete while the DHS fills positions.	
	Fill all available DHS Security positions as soon as possible.	



#	Key Findings	Criticality Rating
2	Issue – Late Delivery of project deliverables has caused schedule delays.  The Project continues to conduct design sprints with varying degrees of success. Some sprints require additional time due to 1) not having the right resources involved early in the process, 2) business analyst lack of preparation and/or experience conducting the sprints, or 3) the ability of the DHS POs and SMEs to effectively execute their roles. However, the Project conducts retrospectives and is continuously taking steps to the improve the process. Additionally, the ASI monitors deliverables that may impact the critical path.	Н

Recommendations	Progress
<ul> <li>Despite not yet having a revised baseline schedule, continue monitoring and analyzing deliverables that may have impact to the critical path.</li> </ul>	In process



#	Key Findings	Criticality Rating
	Issue – Uncertainty and/or a lack of communication around long-term architecture decisions could impact the project budget, schedule, system design, and planning decisions.	
29	The ASI OCM team is developing a Communication Plan for communicating the 2-portal strategy, which may include a portal overview walkthrough with the project team and videos prepared for DHS stakeholders.	L

Recommendations	Progress
<ul> <li>The Project should continue to vet possible architectural change impacts to the platform (e.g., ADA, Configuration Management tools), M&amp;O, MQD, and BES systems before finalizing architectural decisions.</li> </ul>	In process
<ul> <li>DHS continue to request ASI perform due diligence in any recommendation for foundational architecture change decisions and continue to review with appropriate DHS stakeholders to assure a common understanding of the implications of these decisions.</li> </ul>	In process
<ul> <li>The Project should continue to ensure communication between development leads and architecture leads to assure optimal collaboration on possible architecture changes that could impact decisions in each area.</li> </ul>	In process
<ul> <li>Maintain current communication 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.</li> </ul>	In process



#	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 updates for this reporting period.		

Recommendations	
DHS continue to work with the appropriate organizations to identify the funds necessary to fill these positions.	In process
DHS consider other options (Contractors, State employees borrowed from other agencies) to fill these positions if there is ongoing difficulty in finding permanent hires.	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.		
	No material update for this reporting period.		

Recommendations	
<ul> <li>Suggest the Project and DHS create a detailed, documented risk mitigation strategy and plan that is revergularly and revised to address the current state of the COVID-19 threat and related impacts over the 12 months. The plan should include the possible economic impacts to the state budget directly related to project resources.</li> </ul>	next 6 to
<ul> <li>Send broad communications to stakeholders to assure clear understanding of changes to the Project w regard to impacts of COVID as well as clarifying communications as to what will remain the same.</li> </ul>	ith this In process
<ul> <li>Project leadership continue to encourage independent phone conversations to enhance and accelerate communications, and for team members not wait for meetings to converse.</li> </ul>	In process



#	Key Findings	Criticality Rating
4	Issue – Poor quality project deliverables may impact system design, testing artifacts and the proschedule.  No material update for this reporting period as IV&V awaits updates to the Quality Management Plan.	eject

Recommendations	Progress
<ul> <li>ASI review the Quality Management Plan to ensure that the Project is working within the Quality guidelines. In particular, the ASI should evaluate and consider if it is in alignment with Section 3.1.2 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&amp;V has not seen evidence indicating the ASI is utilizing metrics to measure its process and product quality.</li> </ul>	In Process
ASI verify that the information in design and testing artifacts is kept in sync and consistent.	In process



#	Key Findings	Criticality Rating
	Risk – The lack of the final agreement on the scope and costs of the GCP Change Request (CR) may lead to unanticipated DHS costs, schedule delays, and/or the need to reduce scope.	
71	The ASI developed a Rough Order of Magnitude (ROM) for the cost of the change request based on scope discussions with DHS. While progress is being made, the pace is slow. The ASI Security Lead reported the lack of an approved GCP decision is delaying security work.	M

Recommendations	
<ul> <li>The ASI should document the current environment M&amp;O activities to ensure all activities are known with a clear understanding of the "AS IS" and "TO BE" model for services beginning with the DDI, through Pilot/Implementation and M&amp;O.</li> </ul>	In process
<ul> <li>The ASI clearly document the scope of work and cost for the GCP CR during DDI and M&amp;O and provide to DHS for approval.</li> </ul>	In process



#	Key Findings	Criticality Rating
	Risk – The lack of a BES project schedule based on accurate estimations diminishes effective planning and resource management, which could result in late deliverables, cost increases, and a late go-live.	
74	A revised schedule that addresses the two main open issues (increased Final Acceptance Testing duration and updates to the Design Sprint timeline) was not finalized during this reporting period. Without a final revised schedule to manage the Project, planning of future activities and the ability to objectively measure project progress is hindered.	Н

Recommendations	Progress
<ul> <li>Using the available tools, review the current estimates to complete each activity compared to past actual hours.</li> </ul>	In process
<ul> <li>Update as necessary and provide the DHS/ASI project managers with reports and data that accurately reflect the DHS/ASI resource needs along with over/under allocations of staff for the duration of the Project.</li> </ul>	In process
<ul> <li>Develop mitigation and contingency plans that are tracked/managed by DHS/ASI for all tasks that are behind schedule or are at risk of being behind schedule which includes resource management.</li> </ul>	In process
<ul> <li>Discuss, validate and address additional concerns within the project processes that may cause the project delays other than inaccurate estimates such as over reliance on POs, slow design sprints, and cadence of development teams.</li> </ul>	In process
DHS and the ASI agree to a revised schedule against which project deliverables can be managed.	In process



#### Integration and Interface Management

#	Key Findings	Criticality Rating
	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.	
60	The ASI reported efforts to mitigate this risk, including, onboarding a new build manager to assure cross-team integration challenges are addressed and ensuring scrum masters are aware of these challenges. The ASI intends to establish regular 'Scrum of Scrums' meetings where these integration issues/challenges can be discussed and addressed. The move of the ASI SSP Lead BA to CMM should help to assure a better understanding of integrations between SSP and CMM.	L

Recommendations	Progress
<ul> <li>Prioritize the build and testing of integration points to assure integrations (through early end-to-en expectations throughout development instead of waiting to perform them for the first time as go-live</li> </ul>	in hracee
The ASI plan and communicate the mitigation strategy for handling risks associated with their integraph approach.	egration In process



#### Integration and Interface Management

#	Key Findings	Criticality Rating
	Risk – The lack of early planning and coordination with interface partners may result in schedule delays.	
63	There were no changes to the interface communication plans in this reporting period. The DAGS, DLIR, DOH, and HYCF agreements are still outstanding. In addition, there is a new element to this risk regarding DLIR because the interface will not be able to offer additional data elements which DHS needs.	L

Recommendations	Progress
Complete all MOAs and obtain approval.	In process
Confirm testing dates with interface partners in writing.	In process



#### Configuration and Development

#	Key Findings	Criticality Rating
	Issue – Lack of clear understanding of the DDI approach may reduce effectiveness of all SDLC Processes.	
16	The Project continues to attempt to mitigate the impact of relying on less experienced BAs to lead design sessions including moving one of their more experienced BAs from the SSP team to the CMM team. DHS product owners continue to express concerns that they don't fully understand the DDI process and question how effective they can be in making important design decisions if they do not fully understand what's being asked, the technology, and/or the DDI process. IV&V continues to receive feedback from DHS design session participants voicing their concerns that ASI BAs are not fully prepared for sessions and that Use Case designs and user interfaces produced may be less than optimal. More experienced DHS participants appear to be stepping up efforts to take control of some design sessions when they sense that ASI BAs are not meeting their expectations for productive analysis and optimal UI designs.	M

Recommendations			
<ul> <li>ASI make available their DDI approach documentation/materials for stakeholders to review and/or refresh their knowledge on demand.</li> </ul>	In process		
<ul> <li>The Project monitor DHS product owner productivity, ability/willingness to provide effective feedback to the ASI for design and other important decisions and provide coaching as needed to assure their effectiveness in their role.</li> </ul>	In process		



#### System Design

#	Key Findings			
61	Issue – Poorly executed JAD and "design sessions" could lead to inaccurate design and rework.  The ASI is working to mitigate issues raised regarding inconsistent BA performance, including the migration of Senior BA to CMM team and providing additional training/onboarding for new BAs. Additionally, a System Analyst will participate in the early days of design sprints to help with initial discussions of design. The IV&V team and DHS look to observe improved facilitation in design sprints as these changes take effect. An additional recommendation has also been added, focusing on BA preparation for Design Sprints.	M		

Recommendations				
<ul> <li>JAD and design sessions should be led by experienced senior BAs, with goals, objectives and results communicated to all participants.</li> </ul>	Complete			
<ul> <li>The facilitator should use their expertise to drive discussions through leading questions.</li> </ul>	In process			
<ul> <li>The DHS and ASI product owners should actively participate to ensure the system meets the requirements, designed taking advantage of new technology and aligns to the 'to be' business process.</li> </ul>	Complete			
<ul> <li>The ASI should back-track significant differences in design direction to determine the root cause to identify these items as early in the SDLC as possible.</li> </ul>	Complete			
<ul> <li>BAs should come to Day one of Design Sprint fully prepared to facilitate discussion on topic of sprint, with adequate knowledge about business process and approach for design based on JAD/JAR notes and other pertinent material.</li> </ul>	In process			



#### System Design

#	Key Findings	Criticality Rating
	Risk – The planned BES infrastructure is complex which could be difficult to implement and maintain and could lead to schedule/cost impacts  With the onboarding of the new Lead Architect, it remains unclear what efforts will be made to mitigate this	
73	risk. The ASI has stated, "The GCP scope definition will determine the nature and complexity of the environment to be implemented. The evaluation of tools and SaaS product solutions will include maintenance and support costs. Risk management methodologies will be included in the evaluation and selection process." Though the ASI has deemed this risk minimal given that they will be owning M&O for the foreseeable future, DHS has concerns about their ability to do so. IV&V has added a new recommendation regarding governance.	

Recommendations		
ASI clearly communicate the potential costs and schedule impacts to implementing the planned infrastructure.	In process	
<ul> <li>DHS work with the ASI to assess the potential challenges of maintaining a complex environment and consider scaled back options that could reduce this risk and reduce long-term support costs.</li> </ul>	In process	
<ul> <li>ASI develop a process to closely monitor cloud and other product changes (software updates/new releases), manage changes, and regression test once updates are applied.</li> </ul>	In process	
The project team work to establish strong governance over the utilization and maintenance of various components to simplify their use and monitoring.	Not Started	



#### **Testing**

#	Key Findings	Criticality Rating
	Issue – The number of issues/defects found during testing may cause planned work in the future sprints to be delayed due to the resolution and retesting of issues/defects.	
66	The number of defects found during SIT for Release 0.6 are reasonable compared to the number of defects reported during INT. This metric is being tracked by the ASI as the quality metric "Defect Leakage." This finding is mitigated by the continued tracking of defect leakage by the ASI. The ASI has indicated that they will be assigning Story Points for backlogged defects that will help measure the effort needed to fix defects that are in the defect backlog.	M

Recommendations				
<ul> <li>Adjust the project plan and provide reasonable scope for SIT in subsequent releases considering the nu of defects and testing time needed.</li> </ul>	umber In process			
• If defect leakage worsens in the future releases, the ASI should consider a Root Cause Analysis (RCA) DHS and IV&V to identify and take corrective actions.	with In process			



#### **Testing**

#	Key Findings	Criticality Rating
	Risk - The Americans With Disabilities Act (ADA) Section 508 compliance tool has not been installed for the Project, which may cause significant rework.	
67	The ASI is evaluating four ADA testing tools for consideration due to high pricing for the tool selected in March. This tool was demonstrated to the ASI and appeared to provide the required reporting features and the needed integration with the BES architecture.	M
	A second ADA tool under review has a proof of concept scheduled for the week of 5/1/2022. The ASI has stated that little impact is expected from the delay in performing ADA compliance testing and that a tool will be tested and selected shortly.	

Recommendations				
The ADA tool meets contractual and project requirements.	In process			
The ASI communicates a plan for ADA test execution.				
The ASI communicates how the tool will be used to report compliance and non-compliance and how non-compliance will be addressed/corrected	In process			
The ASI communicates how and when DHS/IV&V will be provided the reports from the ADA tool execution and how to interpret the results.	In process			



#### Security and Privacy

#	Key Findings					
	Risk - Insufficient planning/execution of the BES Security Plan activities may lead to delays in gaining Federal Partner approval for the BES to begin the Pilot Phase.					
68	As of April 22nd, IV&V has not observed any ASI Security SMEs attending security meetings. While Unisys states an open job requisition exists for a Security Architect, one has yet to be added to the DHS BES team. The BES Security Officer gave conditional approval of the system security boundary, based on the BES architecture not being finalized.	Н				
	All current security-related meetings have been canceled between the ASI and DHS as the DHS security officer has resigned. Between the guidance that DHS has been providing on federal regulatory compliance (Pub 1075, MARS-E, FNS, NIST 800-53r5) and the lack of an ASI security architect and security SMEs to collaborate with DHS, security components are likely to stall until DHS and the ASI have adequate security staffing to continue with BES security-related work. A separate finding has been developed by IV&V related to DHS security resources.					

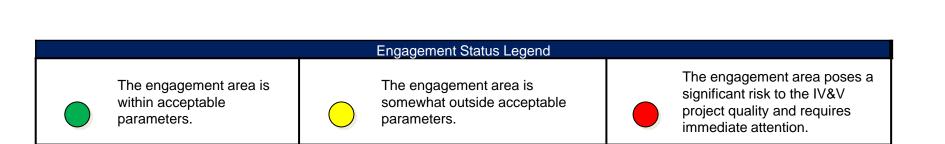
Recommendations				
The ASI continue to develop the BI-13 Security Plan in close collaboration with DHS.				
<ul> <li>DHS and the ASI agree upon the tools and process that will be used to document and track security control implementation, such as security governance, risk, and control (GRC software). The process should define the level of detail needed to track progress (estimates, target dates, risks, issues, evidence) along with the Requirement Traceability Matrix, and plans of actions and milestones (POAM).</li> </ul>	In process			
ASI add a Security Architect to the Project ASAP to assist with the Security Plan activities.	In process			
ASM have a security SME attend the weekly security planning meetings and workshops.	Not Started			



# IV&V Engagement Status



IV&V Engagement Area	Feb	Mar	Apr	Comments
IV&V Budget				
IV&V Schedule				
IV&V Deliverables				PCG submitted the final March IV&V Monthly Status Report.
IV&V Staffing				
IV&V Scope				PCG and DHS fully executed the Supplemental Agreement to exercise the contract's first two-year option period.



#### **IV&V** Activities



- IV&V activities in the April reporting period:
  - Completed March 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 May reporting period:
  - Ongoing Observe BES Design and Development sessions as scheduled
  - Ongoing Observe Bi-Weekly Project Status meetings
  - Ongoing Observe Weekly Architecture meetings
  - Ongoing Observe Weekly 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-14 Release 0.6 Technical Design Document - Shared Interfaces deliverable (Iteration 1)	4/21/2022	V1.0
BI-20 Release 0.7 Test Scenarios, Cases, and Scripts deliverable (Iteration 2)	4/20/2022	v1.0
BI-14 Release 0.6 Technical Design Document - BESSD Interfaces deliverable (Iteration 1)	4/20/2022	V1.0
BI-21 Release 0.5 Updated and Completed Detailed Functional and Technical RTM – DRAFT	4/20/2022	V1.0
The BI-14 Release 0.6b Technical Design Document – SSP deliverable (Iteration 1)	4/15/2022	V1.0
BI-14 R0.6d Technical Design Document CF – DRAFT	4/14/2022	v0.3
BI-10 R0.6d CMM Interview (Iteration 1)	4/14/2022	v1.0
BI-20 Release 0.7 Test Scenarios, Cases, and Scripts deliverable (Iteration 1)	4/12/2022	v1.0
BI-14 SSP Application Management (No Account) & Pre-populate Online Application (Iteration 2)	4/11/2022	V1.3
BI-10 R0.7 CMM Verifications – DRAFT	4/5/2022	v1.0
BI-14 Release 0.6d Technical Design Document - CMM	4/4/2022	v0.2

# Additional Inputs – Artifacts



Deliverable Name	Artifact Date	Version
Unisys Contract Amendment 3	4/17/2020	N/A
FNS Handbook 901	01/2020	V2.4
BES Project Schedule (BI-5)	4/04/2022	V0.22
BES Weekly Status Report	4/27/2022 4/20/2022 4/13/2022 4/6/2022	N/A
BES Risks and Issues Log	4/27/2022	N/A
BES Interface Communication Plans and Interface Control Documents	N/A	N/A
NIST Special Publication 800-53 Security and Privacy Controls for Information Systems and Organizations	12/20/2020	Rev.5
2021-002a Two-Portals Change Request	07/12/2021	V1.2
Controlled Correspondence 2020-5016 SOAP Updates – Payment Schedule	06/19/2020	V 2.0

# **Additional Inputs**



#### Meetings and/or Sessions Attended/Observed:

- 1. Weekly Platform Status Meeting 4/5/2022, 4/12/2022, 4/19/2022, 4/26/2022
- 2. Bi-Weekly Project Status Meeting 4/13/2022, 4/27/2022
- 3. Bi-Weekly BES PMO and IV&V Touch Base 4/14/2022, 4/28/2022
- 4. Weekly BES Dev Stand-up 4/6/2022, 4/13/2022, 4/20/2022, 4/27/2022
- 5. Weekly SSP Backlog Grooming Session 4/6/2022, 4/19/2022
- 6. Weekly CMM Backlog Grooming Session 4/6/2022, 4/19/2022
- 7. IV&V Team Meeting 4/4/2022, 4/7/2022, 4/11/2022, 4/14/2022, 4/18/2022, 4/21/2022, 4/25/2022, 4/28/2022
- 8. Weekly DHS-Unisys Security Touchpoint 4/5/2022, 4/12/2022, 4/19/2022, 4/26/2022
- 9. BES Security Control Workbook 4/7/2022
- 10. BES Testing Touch base 4/8/2022, 4/22/2022
- 11. HI DHS BES March Draft IV&V Report Review 4/11/2022
- 12. Bi-Weekly DHS and IV&V Touch Base 4/5/2022, 4/19/2022
- 13. ASI/IV&V Mid-month Check-in 4/19/2022
- 14. ASI and IV&V Pre-Draft Report Review 4/1/2022
- 15. Executive Steering Committee Meeting 4/21/2022
- 16. HI BES ASI and IV&V Touch Base Functional Team 4/26/2022
- 17. HI BES ASI and IV&V Touch Base Technical Team 4/28/2022
- 18. Monthly Project Risk and Issue Review Meeting 4/27/2022
- 19. Implementation Planning 4/6/2022, 4/20/2022
- 20. R0.11 Correspondence Specs Mtg 4/1/2022, 4/5/2022, 4/7/2022, 4/11/2022, 4/13/2022, 4/18/2022, 4/20/2022, 4/22/2022, 4/26/2022
- 21. Manage Client Address Information Mtg 4/1/2022
- 22. CF20a Manage Generated Correspondence 4/1/2022, 4/6/2022, 4/7/2022, 4/8/2022, 4/12/2022, 4/13/2022, 4/18/2022, 4/19/2022

## Additional Inputs – Continued



#### **Meetings and/or Sessions Attended/Observed:**

- 23. CO01e Identify Possible Client Duplicates for Merge 4/1/2022, 4/5/2022
- 24. FM01a Send FIS Data / FM01d Receive FIS Data 4/4/202, 4/6/2022, 4/8/2022, 4/10/2022, 4/12/2022, 4/14/2022, 4/19/2022, 4/20/2022
- 25. R0.10 Report Specs Mtg 4/4/2022, 4/6/2022, 4/8/2022, 4/10/2022, 4/12/2022, 4/14/2022, 4/19/2022, 4/21/2022, 4/25/2022
- 26. FM15 Manage Repayment Plans 4/4/2022, 4/6/2022, 4/8/2022, 4/12/2022, 4/14/2022, 4/19/2022, 4/21/2022, 4/25/2022, 4/27/2022, 4/29/2022
- 27. CO01d Manage Client Contact Information 4/5/2022, 4/7/2022, 4/11/2022, 4/13/2022, 4/18/2022, 4/21/2022, 4/25/2022, 4/27/2022, 4/29/2022
- 28. FM08 Manage Benefits Issuance History 4/5/2022
- 29. PE01a View Eligibility History 4/7/2022, 4/11/2022, 4/13/2022, 4/18/2022, 4/20/2022, 4/26/2022, 4/28/2022
- 30. CF09a Generate Case Notes 4/22/2022, 4/26/2022
- 31. CO51a Manage IRS Data 4/25/2022, 4/26/2022, 4/27/2022, 4/29/2022
- 32. FM01c Send FIS Data Issue Disaster Benefit 4/25/2022, 4/27/2022, 4/29/2022
- 33. R0.11 Report Specs Mtg 4/27/2022, 4/29/2022
- 34. Weekly Functional PMO Meeting 4/6/2022, 4/11/2022, 4/18/2022, 4/25/2022
- 35. Data Conversion PMO meeting 4/4/2022, 4/11/2022, 4/18/2022, 4/25/2022
- 36. Weekly Interfaces PMO Meeting 4/11/2022, 4/18/2022, 4/25/2022
- 37. PMO Meeting Structure Testing 4/7/2022, 4/14/2022, 4/21/2022, 4/28/2022
- 38. PMO Meeting Structure BES Development 4/7/2022, 4/14/2022, 4/21/2022, 4/28/2022
- 39. PMO Meeting Structure AH/MDM/SSP Development 4/14/2022, 4/21/2022, 4/28/2022
- 40. BES Application Architecture discussion 4/8/2022
- 41. Data Conversion Working Session 4/1/2022, 4/7/2022, 4/11/2022, 4/28/2022
- 42. [BES] Screen Prototype Review FMM FM08 Manage Benefits Issuance History 4/11/2022

## Additional Inputs – Continued



#### **Meetings and/or Sessions Attended/Observed:**

- 43. [BES] R0.6d BI-14 Walk-Through Technical Design Document CMM 4/12/2022, 4/26/2022
- 44. Controlled Correspondence Documentation Mtg 4/13/2022
- 45. R0.6d SIT Over-the-Shoulder Testing 4/5/2022, 4/13/2022
- 46. R0.6d Sit Go/ No Go Exit 4/13/2022
- 47. Sprint Demo-4/11/2022, 4/18/2022, 4/25/2022, 4/26/2022
- 48. [BES] BI-10 R0.6d CMM Interview Walk-Through 4/19/2022, 4/20/2022, 4/21/2022, 4/25/2022
- 49. [BES] R0.6d BI-14 Walk-Through Technical Design Document CF 4/19/2022
- 50. [BES] Screen Prototype Review CF CF20a Manage Generated Correspondence 4/20/2022
- 51. [BES] BI-21 RO.5 Updated and Completed Detailed Functional and Technical RTM 4/21/2022
- 52. [BES] Screen Prototype Review FMM FM01a Send FIS Data / FM01d Receive FIS Data 4/21/2022
- 53. Lessons Learned Proposal Review 4/19/2022
- 54. BES Design Sprint Retrospective & Planning 4/22/2022
- 55. Design Sprint 1 Check In Follow Up Meeting 4/22/2022, 4/26/2022
- 56. Junit test case Demo 4/13/2022, 4/27/2022





### 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

### Ending Slide



**Solutions that Matter** 

Fin	nding Identified						Analyst	Finding			
10 Talls Reporter 17 77 Insolfficient Dats Security Resources on the Dutatin Health Field Health	ype Date Categor Ing 4/29/2022 Security Privacy	Observation  In Na has observed the DHS Security Analyst working alone on the BES.SDP  with the ANI. The amount of absurity work is more than one resource re- effectively having, mulding; I level of first readed to effectively manage  delivers of the control of the control of the control of the control  delivers of the control of the control of the control of the control  delivers of the control  amounced their registation from DHS of the Control of the Control  amounced their registation from DHS of the Control of the Control  delivers of the Control of the Control of the Control of the Control  meetings for BES are canceled.	Assentance of the Standard Indiana and Standard Indiana Indiana Standard Indiana	support BES while the Department security positions are filled • DHS aggressively recruits and promotes the open DHS Security positions to obtain a pool of applicants • DHS and ASI agree in writing to clear expectations of what security efforts the ASI should complete while the DHS fills positions. • FIII all available DHS Security positions as soon as possible.	Event Horizon Immediate	impact Probabil	ity Priority 5 High	Status Open	Status Update	Clast Connects	Vendor Comments
76 Volunteer DHS resources leaving the Project. Earl Burba. Concerning the Concerning of the Concer	3/3/2022 Project Manage	ent volunteers except one. Resources are not in dedicated roles within the tea	The replacement of DHS resource is project roles (e.g., lesters and product or owners) in on grammed and DHS resource stated that no additional resources will be assigned to the lest team. It is a risk to the Project that the control of the Project that the pro	DHS team members to dedicate time to the project. • Carefully plan for all project activities with reasonable hour allocations for the DHS resources an adjust dates in the integrated project plan accordingly. • Add cushion time to the schedule for unexpected project delays. • Provide incentives for the	d	4	5 High	Open	4/82/2022 - A new Crist State In he spinned the lesting beam and is being trained. Two additional telesters are needed on the ASI team, and it is understood that more ASI telester will be added to support final acceptance address all the telester of the ASI telester of the ASI telester of the ASI telester address all the telester growture neede or the operation lamps of Crist States returning to their operational roles. The resource loaded updates to the project plan may help offereast resource needs for FAT. DHS is taking steps retain resources in these roles as they are "Valinteer" roles. 3/7/2/2022 - retain resources are volunteers and care return to the operations at any time or may be called back to address BESSD operations reeds. Currently; a new resource is being evaluated for the CRISt Stering tours. As additional DHS testing experies becomes apparent in the revised SUC.		
accurate estimations deminishes effective planning and record management, which cooler count in the deliverations, cool record in the deliveration, cool increases, and a late go-live.	ng - 11/79/2021 Project Manage	ent results that have not yielded improvement. Concerns with the structure, estimating particle, and delity to manage to the schedule pressit. The unif of multiple tools to track resources offuncate resource management. Privation for Mindings Boundon on specific builded components such as the property of the structure of the	If estimates for project schedule activities are not expert, this can lead to conclust schedule change, resources not being available when needed, nuclear schedule changes are some some some some some some some som	activity compared to past xicual hours "I Update as necessary and provide the Delik (A) Project federages with reports and data that accurately reflect the Delik (A) resource needs along with one or/ index allocations of shall feel the dealard of the Project "Decase, widetee and delices additional control of the dealard of the Project "Decase, widetee and delices additional other than inaccurate estimates such as over relative con Project (so de design positions) and the project deliverables can be managed.			4 High		A/39/2022 - A revised schedule that addresses the two main open issues; increased first lace/captions Festing dution and updates to the Design (increased first lace/captions Festing dutions) and updates to the Design first revised schedule to manage the Project, planning of future activities final revised schedule to manage the Project, planning of future activities and the ability to depictively measure project progress is hindred. J/31/2022 - A revised schedule was not submitted in this reporting period. All the project does not have an approach tendule. Updates to increase duration to reflect current DSF source levels are still pending. New with surpaidate Design prior schedule to accommodate existing DSF securior levels, it remains unclear if the Project will be able to meet the revised date that it. 1) the complexity of the design synthety process. 7) the availability of the updated Dates for DSF to Spore beet projects chedule is call splaning the project of the project will be able to meet the revised date to the project of the Spore of the Spore of the Spore of the Spore of the Project schedule is set in alphaning the schedule to increase DSF to BSF to Spore the Projects chedule is set in alphaning the projects. See with a less aggressive Disign Sprint schedule, I remains unclear if the Project will be able to meet for evidend date due to 1) the complexity of the design spint grocess. 7) the availability of dISS SMLs and provided several draft schedules and is responding to comments from provided several draft schedules and is responding to comments from provided several draft schedules and is responding to comments from provided several draft schedules and is responding to comments from provided several draft schedules and is responding to comments from provided several draft schedules and is responding to comments from the complexity. The schedule has not been appropriated being design for the current level of the sandor schedule. However, it means to access the force the cu		
To Papined BS infrastructure is complex miles which could be fideling to implement and lead to acheolog/cost impacts.     Bisk.	10/28/2021 System E	sophisticated components that make up a complex cloud infrastructure. Further, the Project Team has yet to finalize components that will make up	finalizing the components being implemented could exacerbate this risks and lead to further delays. Complex platforms often present system	implementing the planned infrastructure. • DHS work with the ASI to asset the potential challenges of maintaining a complex environment and conside scaled back options that could reduce this risk and reduce long-term infrastructure costs. • ASI develop a process to closely monitor cloud and other product changes (software updates/new releases), manage changes.	er s	2	2 Low	Open	OA/29/22 - With the onbearding of the new Load Architect, it remains unclear shake efforts with be made to mitigate the risk. We recommend the project work to establish string governance over how the various unclear shake efforts of the control o		
73. The List of the final agreement on the cope Joe Frazza Foddi and costs of the Google Good Platform Rick (GOT) Change Risquest (CI) may lead to ununscippant of Cost, actendate delays, and/or the need to recore scope.	ng - 8/23/2021 Project Manage	2020 timeframe, DHS and the ASI agreed to have all BES environments migrated to the cloud. Since then, the scope has been adjusted and the CR being drafted by the ASI. It has been over 12 months since the project	maintenance of cloud environments from the ESI to the ASI was included in st the ASI/OHS SOAP Contract, Amendment finalized in aging 1200. The decision to migrate all BES environments to the cloud was made in the is July/August 2020 timetimen. CHSI intent is for this CR to be cost-neutral. While the BES application is being developed in the cloud, details regarding the specific services to be provided and by which vendor during the BES DOI and Maintenance and finerations Phases them on them foliation!	Pilot/Implementation and M and O. The ASI clearly document the scope of work and cost for the GCP CR during DDI and M and O and provide to DHS for approval. COMPLETE - DHS and the ASI agree to a firm delivery date for	ASAP	3	3 Med	Open	Land 2022 - The ASI developed in Shough Cate of Mappinus British for the Control of the Change reports based on scope discussions with DR-IN. While progress is being made, the parts is low. The ASI Security laud reported the land of an approach of discussions with DR-IN Security and a Security and Land 2017 - The ASI Security and Land 2017 - The ASI Security and Land 2017 - The ASI Security and Land 2017 - The Control of the ASI and SECURITY and Land 2017 - The Control of the ASI		9/9/2021 - RAP: Point of Carifration. The Carifration of Carifrati

Insufficient configuration management mfors	er Tune	Date Category	Observation	Simificance	Person mandation Sugar	et Marinan Impact Brobabil	lity Priority	Status	Status Hadata	Tient Comments	Vander Comments
could lead to developmentf	Concern	8/23/2021 Configuration and	The BI-6 DDI Plan Deliverable, Section 5.2 establishes the framework for the	Configuration Management is a set of processes and procedures that	ASI adhere to plans for configuration management as documented in BI-6 ASAP	2 2	2 Low	Open	4/29/22 - IVV expects this concern to be impactful as the Project	ment Comments	vendor comments
cours read to development confusion and		Development	Configuration Management Plan however it remains unclear if sufficient	ensures the RES is understood and works correctly. The RES solution	DDI Plan, Section 5.2 and clarify details and/or any changes with DHS. • ASI				approaches go-live. Implementation of all the components of configuration		9/9/2021 - RAP: We
reduce the effectiveness of defect resolution			progress has been toward establishing CM processes, selecting CM tools	includes tools that may provide a level of automation for Configuration	validate plans for configuration management with DHS and agree on a				management later in the Project could leave the project team scrambling to		look forward to
			(e.g., CMDB), and building out the CM infrastructure. The projects Google	Management that may reduce errors and should provide the project team	meaningful set of configuration items or settings they will track. • Identify				implement during pre-go-live when resources are likely to be constrained.		receiving specific
			Cloud Platform (GCP) Change Request and Security Plan have yet to be	with accurate, dynamic and timely information on some of the configuration	the DHS POC for the Configuration Management Activities that would				Delayed completion may lead to configuration management that does not		inquiries from the
			finalized which may include additional requirements or decisions that could impact CM. The project currently relies on Github for tracking of some	items. However, it is critical that DHS/ASI agree to the full list of items that are included in the configuration plan along with the details regarding the	provide oversight of configuration management activities and assure				fully meet the needs of the Project or DHS expectations. 03/31/22 - No		IV&V team on
			impact CM. The project currently relies on Github for tracking of some configurations	are included in the configuration plan along with the details regarding the	defined CM steps and plans are being followed, are effective, and are				material update for this reporting period. 2/28/22 - No material update for		configuration
			configurations	management of the configuration items, reporting and audit features.	achieving DHS objectives for CM.				this reporting period. 1/31/22 - No material update for this reporting period. 12/31/21 - No material update for this reporting period. 11/29/21		management and having conversation
									period. 12/31/21 - No material update for this reporting period. 11/29/21 - The ASI stated their plans to utilize Service Now as their Configuration		having conversation We do acknowledge
									Ine Asi stated their plans to utilize Service Now as their Configuration     Management Database (CMDB). If utilized to its fullest extent. Service Now		that the plan likely
									can effectively track system configurations and provide system support		needs to be updated
									nersonnel with an effective means to resolve system burs. TVV will continue		to reflect the
									to monitor for the effective build out of the CMDB and further elaboration		processes in place o
									by the ASI of their configuration management plans. 10/29/21 -The ASI has		the project for
									made progress in their configuration management (CM) planning, such as		configuration
									identifying who will fill the Configuration Manager position but have noted		management.
									that full implementation of configuration tracking may be delayed as they		
									prioritize build out of more critical components of the BES infrastructure.		
									The ASI will work with DHS to solidify CM tool decisions. The project is		
									currently considering replicating and improving on KOLEA's CM approach		
									which only tracks the most critical configuration items (e.g., firewall and		
									other security configurations) and creating a CM database (CMDB). It		
									remains unclear if the ASI will utilize ServiceNow (currently in use at DHS)		
									for their CMDB. The ASI is currently using bitbucket for configuration		
									tracking purposes. 9/29/21 - The ASI has stated their intention to make		
									undates to the Configuration Management Plan. It is anticipated that the		
									GCP will shift some configuration management responsibilities from the ESI 04/27/2022 – As of April 22nd, IV&V has not observed any ASI Security SMEs		
Insufficient planning/execution of the BES		7/28/2021 Security and	Over the last several months, the BES project team has been working	The BES project must have a clear plan to define, implement, test, and	OPEN - The ASI continue to develop the BI13 Security Plan in close ASAP	4	5 High	Open	04/27/2022 – As of April 22nd, IV&V has not observed any ASI Security SMEs		
Security Plan activities may lead to delays in	Risk	Privacy	through the planning efforts to develop the BI-13 Security Plan while also	validate all Security and Privacy Requirements/Controls prior to entering the	collaboration with DHS DHS and the ASI agree upon the tools and process				attending security meetings. While Unisys states an open job requisition		9/9/2021 - RAP: The
gaining Federal Partner approval for the BES			managing through ASI Security Lead staffing changes. DHS and the ASI agreed to modify the BI-13 Security Plan Deliverable Expectation Document	Pilot phase. There are many standards that must be met, and the project	that will be used to document and track security control implementation,				exists for a Security Architect, one has yet to be added to the DHS BES team.		decision to move to
to begin the Pilot Phase.			agreed to modify the Bi-13 Security Plan Deliverable Expectation Document	team plans to utilize the BES Security Control Implementation Workbook to	sucn as security governance, risk, and control (GRC software). The process				The BES Security Officer gave conditional approval of the system security boundary, based on the BES architecture not being finalized. All current		GCP for deployment has driven the need
				document the status of each control. The Security Control Implementation	snoura derine the level of detail needed to track progress (estimates, target						
			and changes to the project since inception.	Workbook must be detailed and allow for ease of referencing to the Security	uates, risks, issues, evidence) along with the Requirement Traceability				security-related meetings have been canceled between the ASI and DHS as		for a complete rewri
				Policies, Standards, Controls, and implementation plan along with evidence for each control.	waster, and plans or actions and milestones (POAM) ASI add a Security				the DHS security officer has resigned. Between the guidance that DHS has been providing on federal regulatory compliance (Pub 1075, MARS-E, FNS,		of the security plan per DHS. The ASI is i
				TOT EACH CONDIOL.	Architect to the Project ASAP to assist with the Security Plan activities ASM				been providing on federal regulatory compliance (Pub 1075, MARS-E, FNS, NIST 800-53rS) and the lack of an ASI security architect and security SMEs to		per DHS. The ASI is i
					have a security SME attend the weekly security planning meetings and workshops. COMPLETE - DHS and the ASI agree and finalize the BI-13 DED.				NIST 800-53r5) and the lack of an ASI security architect and security SMEs to collaborate with DHS, security components are likely to stall until DHS and		the process of planning the effort t
					WORKShops: COMPLETE - DHS and the ASI agree and finalize the BI-13 DED.  1/4/22 Complete - ASI, per DHS guidance, should begin to pivot toward the				the ASI have adequate security staffing to continue with BES security-related		make these updates.
					1/4/22 Complete - ASI, per DHS guidance, should begin to pivot toward the adoption of 800-53 Rev 5 since Rev 4 will be obsolete when the system goes				work. A separate finding has been developed by IVV related to DHS security		The effort required t
					adoption of 800-53 KeV 5 since KeV 4 will be obsolete when the system goes live. COMPLETE 3/31/2022 -DHS should determine the FNS requirements for				resources. 03/31/2022 – DHS has decided to use NIST 800-53 revision 5		complete this work
					on live based on their meeting and provide ASI with proper guidance EMS				moderate controls, and the ASI has been working on changing the control		will be included in
					go live based on their meeting and provide ASI with proper guidance. FNS requirements should be documented as part of BI-13 Security Plan				moderate controls, and the ASI has been working on changing the control mappings in Confluence to the revision 5 standard. This significant effort is		either the GCP chang
					COMPLETE 3/31/2022				mitigated in part by the efforts the ASI already completed on the Rey S		request or a new
					COMPLETE SYSTEMATE				controls. The effort to define the security boundary of BES and the		change request We
									components that make up the system has taken a considerable amount of		look forward to
									time and is incomplete. A security architect is essential to defining the		additional discussion
									security boundary of BES; however, the security architect position remains		with IV&V and DHS.
									unfilled. Over the past month, no security SMEs from the ASI have attended		
									the weekly meetings with DHS. The result is questions raised within the		
									meeting not getting answered, and the response being deferred to the		
									following week. 2/28/2022 - DHS and the ASI continue to populate the in-		
									scope controls. There is renewed discussion regarding the use of Rev 5		
									controls as required by the IRS, while Rev 4 controls are required by FNS.		
									DHS continues to determine the FNS requirements for go live and FNS'		
									timelines for security approval. 2/2/22 - The format of the security and		
The Americans With Disabilities Act (ADA) Earl Burb	rba Finding -	7/12/2021 Testing	While R0.3 and R0.4 reported that Section 508 compliance had been	There is a contractual obligation and requirement for BES to be ADA		oon as possible 3	3 Med	Open	4/26/2022 - The ASI is evaluating four ADA testing tools for consideration due to high pricing for the tool selected in March. This tool was		
Section 508 compliance tool has not been	Risk		successfully completed the ASI confirmed that there is currently no working	compliant to obtain State and Federal funds for the development of the BES.	finding The ADA tool meets contractual and project requirements				due to high pricing for the tool selected in March. This tool was		9/9/21 - RAP: The A
installed for the Project, which may cause			tool installed and that Section 508 compliance testing has not been	The ADA Section 508 intent is to make electronic and information	The ASI communicates a plan for ADA test execution The ASI				demonstrated to the ASI and appeared to provide the required reporting		has invited the IV&V
significant rework.			nerformed. This risk has been discussed with the ASI over the past several	technology accessible to people with disabilities ( e.g. color blindness	communicates how the tool will be used to report compliance and non-				features and the needed integration with the BES architecture. A second		make contact with ti
			months, but there have been evidence of results to-date. The ASI did state	vision and hearing disabilities), in a way that is comparable to the access	compliance and how non-compliance will be addressed/corrected The				ADA tool under review has a proof of concept scheduled for the week of		development team t
			that they are coding to some of the ADA requirements and are using a desk-	available to others. Part of the system acceptance criteria for BES is to meet	ASI communicates how and when DHS/IVV will be provided the reports from				5/1/2022. The ASI has stated that little impact is expected from the delay in		review the results of
			top tool for ADA compliance as an interim solution. IVV has not received	"all applicable State and federal policies, laws, regulations, and Standards,	the ADA tool execution and how to interpret the results. Superseded				performing ADA compliance testing and that a tool will be tested and		the desk-top tool to
			any data to demonstrate the desk-top tool results nor if it provides coverage	including without limitation the Electronic and Information Technology	8/30/2021 - The ASI should gain DHS' approval on the tool selected after the				selected shortly. 3/28/2022 - The ASI testing lead confirmed that an ADA		gain insight. To date
			for all ADA compliance items.	Accessibility Standards associated with Section 508 of the Rehabilitation	ASI validates it will perform as expected within the BES architecture,				tool has been selected for consideration and a demonstration held. Next		the IV&V has not
				Act., which was verified in the ASI proposed Technical Requirements	meeting all contractual and project requirements. The ASI create and				step is to execute a proof of concept within the BES application. To mitigate		contacted the
				Approach that states "The system complies with DHS branding standards as	communicate the plan for when the ADA compliance tool will be put into				this risk, the ASI stated that problems identified by a tool or through manual		development lead to
				defined by DHS and adheres to W3C level 2 accessibility guidelines, sub-	action, how the tool will report compliance or non-compliance, how non-				evaluation to Section 508 criteria for web applications can be easily rectified		have further
				parts of Section 508 of the Americans with Disabilities Act (ADA).	compliance will be corrected, and how and when DHS/IVV will be provided				with little impact to development and schedule. 2/25/2022 - The ASI team		discussions on this
				nondiscrimination safeguards in 45 CFR 85.". If the Hawaii guidelines	the reports from the ADA compliance tool and how to interpret those				identified a new ADA tool to conduct 508 compliance testing. While a		
				(https://www.hawaii.edu/access/uh-guidelines-for-accessibility/). FNS							topic.
				(https://www.nawan.edu/access/un-guidelines-101-accessionity/), PNS	reports for the code from previous, current and future releases.				demonstration is planned to confirm the tool can work with the BES		topic.
				Guidelines from the 901 Handbook, and contractual obligations to adhere to	reports for the code from previous, current and future releases.				architecture, the ASI has stated that if an appropriate ADA tool is not found,		topic.
				Guidelines from the 901 Handbook, and contractual obligations to adhere to the Section 508 compliance guidelines (https://section508.gov/) there may	reports for the code from previous, current and future releases.				architecture, the ASI has stated that if an appropriate ADA tool is not found, a manual ADA testing effort will be conducted along with the ASI's use of an		topic.
				Guidelines from the 901 Handbook, and contractual obligations to adhere to	reports for the code from previous, current and future releases.				architecture, the ASI has stated that if an appropriate ADA tool is not found, a manual ADA testing effort will be conducted along with the ASI's use of an accessibility validation tool used during development. 1/31/2022 - No		topic.
				Guidelines from the 901 Handbook, and contractual obligations to adhere to the Section 508 compliance guidelines (https://section508.gov/) there may	reports for the code from previous, current and future releases.				architecture, the ASI has stated that if an appropriate ADA tool is not found, a manual ADA testing effort will be conducted along with the ASI's use of an accessibility validation tool used during development. 1/31/2022 - No further demonstrations or communication regarding the use of an ADA		topic.
				Guidelines from the 901 Handbook, and contractual obligations to adhere to the Section 508 compliance guidelines (https://section508.gov/) there may	reports for the code from previous, current and future releases.				architecture, the ASI has stated that if an appropriate ADA tool is not found, a manual ADA testing effort will be conducted along with the ASI's use of an accessibility validation tool used during development. 1/31/2022 - No further demonstrations or communication regarding the use of an ADA compliance tool occurred during the reporting period. Note that this finding		topic.
				Guidelines from the 901 Handbook, and contractual obligations to adhere to the Section 508 compliance guidelines (https://section508.gov/) there may	reports for the code from previous, current and future releases.				architecture, the ASI has stated that if an appropriate ADA tool is not found, a manual ADA testing effort will be conducted along with the ASI's use of an accessibility walldation tool used during development. 1/31/2022 - No further demonstrations or communication regarding the use of an ADA compliance tool occurred during the reporting period. Note that this finding is mitigated by the ASI using a deskop ADA compliance neckeding tool during the results of the ASI using a deskep ADA compliance neckeding tool during the ASI using as deskep ADA compliance neckeding tool during the ASI using as deskep ADA compliance neckeding tool during the ASI using as deskep ADA compliance neckeding tool during the ASI using as deskep ADA compliance neckeding tool during the ASI using as deskep ADA compliance neckeding tool during the ASI using as deskep ADA compliance neckeding tool during the ASI using as deskep ADA compliance neckeding tool during the ASI using as deskep ADA compliance necked tool tool the ASI using as deskep ADA compliance necked tool the ASI using as deskep ASI using as deskep ADA compliance necked tool the ASI using as deskep ASI using as deskep ASI using as deskep as des		topic.
				Guidelines from the 901 Handbook, and contractual obligations to adhere to the Section 508 compliance guidelines (https://section508.gov/) there may	reports for the code from previous, current and future releases.				architecture, the ASI has stated that if an appropriate ADA tool is not found, a manual ADA testing effort will be conducted along with the ASI's use of an accessibility validation tool used during development. 1331/2022 - No further demonstrations or communication regarding the use of an ADA compliance tool occurred during the reporting period. Note that this finding is militagated by the ASI using a desktop ADA compliance checking tool during development. 12(4)20221 - No further demonstrations or communication		topic.
				Guidelines from the 901 Handbook, and contractual obligations to adhere to the Section 508 compliance guidelines (https://section508.gov/) there may	reports for the code from previous, current and future releases.				architecture, the ASI has stated that if an appropriate ADA tool is not found, a manual ADA testing effort will be conducted along with the ASI's use of an accessibility validation tool used during development. 17/17/202 - No further demonstrations or communication regarding the use of an ADA compliance tool occurred during the reporting period. Note that this finding is mitigated by the ASI using a destup ADA compliance checking tool during development. 12/30/2021 - No further demonstrations or communication regarding the use of the Accessible tool courred during the reporting		topic.
				Guidelines from the 901 Handbook, and contractual obligations to adhere to the Section 508 compliance guidelines (https://section508.gov/) there may	reports for the code from previous, current and future releases.				architecture, the ASI has stated that if an appropriate ANA tool is not found, a manual ADA testing first will be conducted along with the ASY size of an accessibility validation tool used during development. 13/13/2022. Ho further demonstrations or communication regarding the use of an ADA compliance tool occurred during the reporting period. Note that this finding is emigrated by the XI susing a desting ADA compliance refacility tool during development. 13/13/1022. Ho further demonstrations or communication compliance refacility and configuration of the ADA and ADA compliance refacility and configuration of the ADA and ADA ADA AND ADA ADA		topic.
				Guidelines from the 901 Handbook, and contractual obligations to adhere to the Section 508 compliance guidelines (https://section508.gov/) there may	reports for the code from previous, current and future releases.				architecture, the AGI has stated that if an appropriate AGI has for found in a manual AGI heating first will be conducted upon the AGI has accessiblely writted in the conducted programmer. J J J J 2022 - 160 accessiblely writted in the conducted programmer. J J J J 2022 - 160 accessiblely writted in the conducted programmer. J J J J 2022 - 160 accessible by the AGI suring a destable AGI compliance to facility the finding in instigrated by the AGI suring a destable AGI compliance to facility the finding in instigrated by the AGI suring a destable AGI compliance to-facing tool during in instigrated by the AGI suring a destable AGI compliance to-facing tool during in instigrated by the AGI suring a destable AGI compliance to-facing the original formation and the AGI accessible that AGI accessible t		topic.
				Guidelines from the 901 Handbook, and contractual obligations to adhere to the Section 508 compliance guidelines (https://section508.gov/) there may	reports for the code from previous, current and future releases.				architecture, the ASI has stated that if an appropriate ANA tool is not found, a manual ADA testified rivial bit conducted along with the ASY size of an accessibility validation tool used during development. 13/1/2022. Ho further demonstrations or communication regarding the use of an ADA compliance tool occurred during the reporting period. Note that this finding is emigrated by the ASI used a selden pADA compliance relacing tool during development. 12/36/2023. Ho further demonstrations or communication or communication production of the compliance development. 12/36/2023. However, the ASI reported that the tomburs of the tool to be executed. However, the ASI reported that the revenue as all configuration issues with the tool, which they are discussing with the vendor.		topic.
				Guidelines from the 901 Handbook, and contractual obligations to adhere to the Section 508 compliance guidelines (https://section508.gov/) there may	reports for the code from previous, current and future releases.				architecture, the ASI has stated that if an appropriate ASI host is not found, a manual ASI heating first will be conducted along with the ASI's used an accessibility validation tool used during development. 1/11/2022. his further demonstrations or communication regarding the use of an Asia for the Asia of the Asia o		topic.
	the Fields	NO CONTRACTOR		Guidelines from the 90 Individuals, and construction groups are grown to adher to the Section 505 control published published published. Philips://sectionfolds.gov/) there may be a significant amount of rework to the solution.			1.11-2	2	architecture, the ASI has stated that if an appropriate ASI host is not found, a manual ASI heating first will be conducted along with the ASI's used an accessibility validation tool used during development. 1/11/2022. his further demonstrations or communication regarding the use of an Asia for the Asia of the Asia o		topic.
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testing may cause planned work in the future sprints to be delayed due to the	rba Finding - Issue	3/29/2021 Testing	found during this phase of testing appears greater than what would be expected during UAT. On 3/29/2021 at the conclusion of R0.3 Sprint 3 there	Guideline. From the 901 Handbook, and contractual cellipations to adhere to the section 506 conflavar guideline. (highly-incontrolling gov)! there may be a significant amount of rework to the solution.  Since LIAT is the webcle for users to assure that the functionality developed and delivered meets their needs it is important that UTA the successfully completed. The high number of effects reported along with or meeting completed. The high number of effects reported along with or meeting	Adjust the project plan and provide reasonable scope for ST is Immemed the scope for ST is Immemed of effects and state time reseded The All Proposition Parties presed - The All Provided immediate Parties and Provided - The All Proposition Parties Parties and Provided - The All Proposition Parties Parties and Provided - The All Provided - The	edate 3	3 Med	Open	architecture, the ASI has stated that if an appropriate ADA tool is not found, a manual ADA testing first will be conducted only with the ASY visus of an accessibility validation tool used during development. 1/11/2022. No first their demonstration or communication regarding the use of an ADA compliance tool occurred during the reporting period. Note that this finding regarding the state of an ADA compliance tool occurred during the reporting period. The size of the ACCESSIBLE OF ACCESSIBL		response to the
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63 The lack of early planning and coordination										ng	
the lack of early planning and coordination	n Al Pangelinan Findi	type ding - 1	Date Category /21/2021 Integration and	Observation  The following planning and execution items have not yet been addressed	Significance Interfaces is one of the areas where DDI projects often underestimate the	Recommendation  OPEN 5. Complete all MOAs and obtain approval. 6. Confirm testing dates	Event Horizon Imp Q4 2021	4 1 Lo	lority Stat w Ope	s Status Update Client Comments 04/28/2022 - There were no changes to the interface communication plans	Vendor Comments
with interface partners may result in	Risk		Interface	and documented by the ASI Connectivity is planned to utilize a presently undefined ETS API Gateway; however, there is no evidence that details have	time needed to effectively manage all the tasks and activities to successfully	with interface partners in writing. COMPLETE 1. Establish a communication				in this reporting period. The DAGS, DUR, DOH, and HYCF agreements are still outstanding. In addition, there is a new element to this risk regarding DUR	
schedule delays.			Management	undefined ETS API Gateway; however, there is no evidence that details have	implement data sharing. A clearly defined communication plan and	plan for each interface partner for the duration of the BES DDI activities.				outstanding. In addition, there is a new element to this risk regarding DLIR	7/20/21 RAP - The A
				been determined or documented in this regard There is little evidence of	schedule that includes the coordination, planning, and execution activities along with milestone dates may minimize the risk of possible delays. In	10/29 COMPLETE 2. Identify and document all interface partners' contacts.  COMPLETE 3/31/2022 3. Define a release schedule for each interface to				because the interface will not be able to offer additional data elements which DHS needs. 03/29/2022 - There were no changes to the interface	team requests that ti
				active and sufficient communication with interface partners for coordination, design, and testing activities (Unit Test, SIT, UAT) Interface	addition, after planning has been completed interface partners will have to	include milestone dates, coordination, and execution and share with the				which DHS needs. 03/29/2022 - There were no changes to the interface communication plans in this reporting period. 02/25/2022 - There were no	IV&V reassess the severity of this risk in
				planning and execution tasks and activities, including those for interface	addition, after planning has been completed, interface partners will have to be available during interface implementation to ensure that the interfaces	interface partners. 01/04 COMPLETE 4. Determine which deliverable will				changes to the interface communication plans in this reporting period.	light of the following
				partners, are neither resident nor managed within the Project Schedule	are properly tested before deploying the system to production.	include the details associated with the planned connectivity and detailed				01/28/2022 - There were no changes to the interface communication plans	reasons: a) the ATC
				A mitigation plan has not been developed to address the unavailability of interface partners during interface implementation after MOAs have been		technical designs of all interfaces. 01/04 COMPLETE				in this reporting period. Based on discussions with the ASI, two recommendations are complete. 01/05/2022 - No changes to the interface	schedule extension has made the urgeno
				approved, testing dates have been confirmed, and communications have						recommendations are complete. U1/U5/2U22 - No changes to the interface communication plans in this reporting period. The ASI and DHS have been	for tackling there tag
				been frequent.						progressing although there are 3 MOAs awaiting approval and 3 unit-test	for tackling these tas less than it was befo
										dates awaiting confirmation. Due to the recent project schedule change and	that started lessening
										the 19-month addition to the Go-Live date, IVV has changed the priority to	the schedule risk, b)
										Low. 11/29/2021 - No changes to the interface communication plans in this reporting period. IVV has concerns regarding the 120-day certification	the increase from Medium to High in
										process for the IRS interface, the DLIR modernization phase, and the	May was based on a
										modernization of the tax interface from a flat file to a direct web service	misunderstanding of
										with DOTAX. These new items may impact the project schedule, the existing	the current state of
										process for the DHS Financial Management Office, and the functional designs for the FMM module. 10/28/2021 - The project team continues to	the MOA's and conta
										designs for the FMM module. 10/28/2021 - The project team continues to update the communication plans. One interface contact (CYRCA) is still	metrics, c) substanti: progress has made
										outstanding. There are 3 MOAs (DAGS, HYCF, NCDA) still outstanding. IVV	against each of the I
										has recently been invited to interface meetings, which have been very	Progress
										productive. The ASI and DHS have made major progress in identifying	recommendations,
										interface partner contacts and planning for testing with them. Note - Since	and it continues to
										this risk only pertains to interface planning, IVV is evaluating the need for a separate finding regarding the implementation of interfaces. 09/30/2021 =	trend in the right direction. In regards
61 Poorly executed JAD and design sessions	Brad Findin	ding - 11,	/30/2020 System Design	ASI-led Workflow JAD sessions have been held for CMM, with the following			ASAP	2 5 Mc	ed Ope	4/30/2022 - The ASI is working to mitigate the issues raised regarding	
could lead to inaccurate design and rework	x. Issue	e			some concern regarding the CMM Workflow JAD sessions, specifically; (1)	goals, objectives and results communicated to all participants. (additional				inconsistent BA performance, including the migration of Senior BA to CMM	
				goal of the JAD, overview on the process and the importance of their	Do the IAD participants understand how the Case will be managed through	Senior BA being added, rest of recommendation being met - Closed				team and providing additional training/onboarding for new BAs.	9/9/21 RAP - The IV8
				participation On many occasions the conversation needed to be driven by leading questions, as expected, but was instead lead by business users -	workflow? (2) What improvements will be made in the new BES to support the users and clients? Incomplete or unclear JAD sessions with insufficient					Additionally, a System Analyst will participate in early days of design sprints to help with initial discussions of design. The IVV team and DHS look to	does participate in many facets of the
				Too much pause time when participants did not know the answer to a	documentation could lead to a poor design, lacking the details needed to	actively participate to ensure the system meets the requirements, designed	d			to nerp with initial discussions or design. The IVV team and DHS look to observe improved facilitation in design sprints as these changes take effect.	many facets of the deisgn process
				question; several occasions where complete silence on the call for 30	support business requirements; as well as missing opportunities to improve	taking advantage of new technology and aligns to the 'to be' business				An additional recommendation has also been added, focusing on BA	including screen mor
				seconds or more - Lack of thought leadership from the ASI on how	workflow and related system design.	process. (Closed 4/30/2022) - The ASI should back-track significant				preparation for Design Sprints. 3/30/2022 - DHS and ASI continue to ramp	up reviews, backlog
				workflow could be designed to ease/improve process for client		differences in design direction to determine the root cause to identify these items as early in the SDLC as possible. COMPLETE - The Product Owners	e			up design sprints, with positive movement in addressing this finding's open	grooming sessions, and Sprint demo's.
						items as early in the SDLC as possible. COMPLETE - The Product Owners should have more direct interaction with the development team, proactively	lv			recommendations. IVV has observed some challenges, including Business Analyst confusion around Use Cases and needing to backtrack as new	and Sprint demo's. Product owner
						seeking collaboration. 10/5/21 Complete - The Functional Design				participants join design sprints mid-flight. Additionally, the ASI facilitators	discussions are mean
						Document process, to include the Design Sprint concept, should be clearly				have stated the JAR/JAD notes from those sessions are not useful, which	to have limited
						defined and shared with all project team members. (Closed, 1/31/2022)				results in the project team revisiting requirements definition efforts already	participation. The team is concerned
						Invite IVV to all future design sessions and design sprints to allow IVV to observe and assess the effectiveness of the revised design processes.				completed. Prototypes of more complex Use Cases in coming weeks should provide a clear picture if designs are meeting DHS business needs.	about the participati
						(Closed, 1/31/2022) - ASI and DHS should work together to yet the in-				2/28/2022 - The Project adopted the recommendation to include DHS SMEs	of the IV&V for two
						progress design with all SMEs for the area of focus. (being met by new				in the design process. DHS and IWV have observed improved DHS/ASI team	main reasons: 1) IV&
						design sprint process, closed 2/28/2022) - BAs should come to Day one of				collaboration and design session results. IVV notes that DHS may be taking	does not always stay
						Design Sprint fully prepared to facilitate discussion on topic of sprint, with				on more responsibility than expected by leading some of the design	silent in discussions
						adequate knowledge about business process and approach for design based on IAD/IAR notes and other pertinent material.	d			sessions. The next step is to observe/review the results of the sprint prototypes to determine if the number of key issues raised by the	design despite assurances from the
						on substances and other perunent material.				stakeholders are reduced. 1/31/2022 - Based on progress by ASI two of the	IV&V PM that it is no
										recommendations are complete. The revised Design Sprint process will kick- off on 1/31/2022, which both ASI and DHS hope will address many of the	their role, and 2) IV8
										off on 1/31/2022, which both ASI and DHS hope will address many of the	participtation typical
										concerns called out in this finding. 12/31/2021 - IVV continues to observe misalienment between DHS and the ASI on design decisions made later in	drives what are mea to be informal
										design sprint process - causing frustration on both sides of the conversation.	processes to more
60 System Integration of the BES Modules	mfors Findin	ding - 9,	/30/2020 Integration and	The BES Modules (CMM, FMM, SSP) are developed by separate teams and	Failure to perform integration testing and/or proof of concept integrations	- Prioritize the build and testing of integration points to assure integrations	N/A	2 2 Lo	w Ope	4/29/22 - The ASI reported efforts to mitigate this risk, including,	DIOLESSES SO HIGHE
(CMM, FMM, SSP) will be developed in the	e Risk		Interface	demo's are conducted separately with each release. Integration points	early in the development effort could lead to unexpected design and	(through early end-to-end testing) meet expectations throughout				onboarding a new build manager to assure cross-team integration	
later releases vs. a continuous integration			Management	between the modules are currently stubbed and the ASI has yet to	technical complications as well as bugs as go-live approaches and lead to	development instead of waiting to perform them for the first time as go-live	e			challenges are addressed and ensuring scrum masters are aware of these	7/30/21 RAP -
model within each release which may cause schedule delays.	æ			demonstrate integration of the modules and end-to-end functionality.	unexpected delays. A 'big bang' integration strategy towards the end of development could result schedule slippage if components do not integrate	approaches The ASI plan and communicate the mitigation strategy for				challenges. The ASI intends to establish regular Scrum of Scrums meeting where these integration issues/challenges could be discussed and	Integration of the co modules (SSP & CMN
scriedule delays.					as expected and additional testing time is required once repairs are	nanding risks associated with their integration approach.				addressed. The move of the ASI SSP Lead BA to CMM should help to assure	and CMM & FMM) w
					completed.					a better understanding of integrations between SSP and CMM. 03/31/22	continue to evolve in
											future releases. RO.6
										modules have been redistributed in a continuous integration modal as part	will demonstrate the
										of the new schedule. The integrations start in Release 9 and complete in Release 15. However, the ASI had previously stated that integrations would	first integration poin between CMM & SSF
										Neesse 15. However, in the Ast had previously stated that makes your about beein as early as Release 5 and is using stubbed interfaces to mitigate this	This is now four
										risk: 2/28/22 - The ASI plans to schedule integration tasks earlier in the	
										project schedule and to 'stub' out integration interfaces that return relevant	releases before the
										project schedule and to stub out integration interfaces that return relevant	final planned
										data that could mitigate this risk to some extent, therefore, IVV is reducing	final planned development release
										data that could mitigate this risk to some extent, therefore, IVV is reducing the criticality rating of this finding to 'Low'. Note - 'Stubbing' out interfaces	final planned development release Similar interfaces
										data that could mitigate this risk to some extent, therefore, IVV is reducing the critical tyriang of this finding of zow. Note: "Submission of the risk of the r	final planned development release Similar interfaces between CMM & Current will begin in
										data that could mitigate this risk to some extent, therefore, IVV is reducing the criticality rating of this finding to 'Low'. Note - 'Stubbing' out interfaces	final planned development release Similar interfaces between CMM &
										data that could misgate this rick to some extent, therefore, NVI is reducing the critically range of this finding to Use New Stubbling on unterfaces can be an effective mitigation strategy when the implemented interfaces return snaping data that can be consumed by culting moduled setting dating studies, global production strategy and progress in integrating 135/122. The ASI has stated they continue to make progress in integrating their team to source integrating only their team to source integration gives an efficiency and efficiently of their team to source integration gives are efficiency and efficiently	final planned development release Similar interfaces between CMM & Current will begin in R0.7, 3 releases befo the final developmen
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49 Poor quality project deliverables may impay system design, tening artifacts and the project schedule.			/15/2020 Project Management	deliverable were submitted for client review. There was an average of \$5 comments submitted for each of the deliverables. If the documents exhibited erroneous information, a lack of a logical organizational flow, an insufficient level of detail, and a lack of understanding of the subject matter from both a functional and technical perspective. DRI Slogged this issue in the Project issue log for corrective action by the ASI. The ASI acted by conducting an internal roct cause analysis and provided RHS and IVV the	project entities and has caused schedule delays due to the associated rework needed for remediation. If poor quality deliverables continue to be produced and submitted for review, this can continue to result in unproductive use of time, unanticipated rework, misguided development and testing activities, potentially unfulfilled functionality, and additional	AS with Drift and IVV in attendance. Quality issues are revity generated by a single entity in a project, to here could operating by emulging causes or root cause of this current control, to the root causely are identified on in process deliverables prior to submission of subsequent deliverables] Closed 73/2023 - AS reviews its Quality which stagement Plat to ensure that her ropics to work given the project beautified of the Flat document. In Section 1.1.2 Measure Project Quality, which states, AS measures process and product quality by a lacking 815 miles intermediation process and product attributes to measure. 2) safeting component anxieties to measure. 2) activity values, and by combining the recreated destribute values into a single number called a process quality finder. Whis not seen enderive middle makes and called a process quality finder. Whis not seen enderive indication AS is stilling retries to measure as product and the control of the control of the control of the control of the section of the control of the control of the control of the section of the control of the control of the section of the control of the control of the section of the section of the section of the section of the section of section of se	ua Uussat et	2 2 to	w Ope	data that could mitigate this in its some extent, therefore, IVV's reducing the Oritical Private of this inding to the No. New "National or contractions that the New York of New	final planned development release Similar interface. Similar interface and a similar interface in the plant of the plant of the plant of the final development release. The AD teah release is the plant of the plant
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49 Poor quality project deliverables may impay system delays, learning surfacts and the project schedule.			/16/2020 Project Management	deliverable were submitted for client review. There was an average of \$5 comments submitted for each of the deliverables. If the documents exhibited erroneous information, a lack of a logical organizational flow, an insufficient level of detail, and a lack of understanding of the subject matter from both a functional and technical perspective. DRI Slogged this issue in the Project issue log for corrective action by the ASI. The ASI acted by conducting an internal roct cause analysis and provided RHS and Wt the	project entities and has caused schedule delays due to the associated rework needed for remediation. If poor quality deliverables continue to be produced and submitted for review, this can continue to result in unproductive use of time, unanticipated rework, misguided development and testing activities, potentially unfulfilled functionality, and additional	AS with Drift and FVV in attendance. Quality issues are raring generated by a single entity in a project, to here could pointfully be multiple causes or not cause of this current context, to here could pointfully be multiple causes or not cause of this current context. The project is welling the profession of the current context of the process devided part before the profession of the pr	ua Uussat et	2 2 to	w Оре	data that could mitigate this in its oome extent, therefore, IVV's reducing the colitation (registery of this flowing to Vis. New "Subdicing of conference of the colitation of the colitation (reducing the colitation of the colit	final planned development release Smilar interface. Smilar interface Current will begin in 80.7,3 releases bein 180.7,3 releases bein 180.7,3 releases bein is mitigating the risk is mitigating the risk is mitigating the risk is mitigating the risk is mitigating the risk stated by the risk is mitigating the risk stated by the risk ways: 1) gaining ways: 1) gaining ways: 1) gaining on methods, and service the integration methods, and service the risk that is asset again when a risk and respond to this issue again when a risk reacommend the recommendation was seasoment from the recommendation was seasoment from the recommendation was seasoment from the recommendation was seasoment from the recommendation of step with a risk for a number of ways of \$12,000 for the seasoment from the seasoment f
49 Poor quality project deliverables may impossible so a system design, testing artifacts and the project schedule.			/16/2020 Project Management	deliverable were submitted for client review. There was an average of \$5 comments submitted for each of the deliverables. If the documents exhibited erroneous information, a lack of a logical organizational flow, an insufficient level of detail, and a lack of understanding of the subject matter from both a functional and technical perspective. DRI Slogged this issue in the Project issue log for corrective action by the ASI. The ASI acted by conducting an internal roct cause analysis and provided RHS and Wt the	project entities and has caused schedule delays due to the associated rework needed for remediation. If poor quality deliverables continue to be produced and submitted for review, this can continue to result in unproductive use of time, unanticipated rework, misguided development and testing activities, potentially unfulfilled functionality, and additional	AS with Drift and FVV in attendance. Quality issues are raring generated by a single entity in a project, to here could pointfully be multiple causes or not cause of this current context, to here could pointfully be multiple causes or not cause of this current context. The project is welling the profession of the current context of the process devided part before the profession of the pr	ua Uussat et	2 2 to	w Ope	data that could misgae this in it is owne extent, therefore, IVV is reducing the critically resident of the Indings to Vis. No. 3-Sabbings on interferent contributions of the Indings to Vis. No. 3-Sabbings on interferent contributions of the Indings of the Indings of Vision (IVV) and IVV is the I	final planned development release Similar interface. Similar interface and a similar interface in the plant of the plant of the plant of the final development release. The AD teah six and the plant of

ID Title Reporter 47 The COVID-19 pandemic and the related mfors									Finding		
	Type Finding -	Date Category 3/29/2020 Project	Observation On 3/23/2020, the Governor of Hawaii issued a "stay at home, work from	Significance DHS stakeholder participation in key activities could be significantly	Recommendation - Continue to make efforts to setup, train, and assist new stakeholders on	Event Horizon ASAP	Impact Prob	ability Priority 2 Low	Status	Status Update Client Comments  04/29/22 - No material update for this reporting period. 03/31/22 - State 06/30/2020 - Office opening may be delayed until September/October	Vendor Commo
"stay at home" order could hinder project	Risk	Management	home" order that has reduced state departments' ability to be fully	hindered not only by working remotely but also by the need to focus on	remote work devices and tools and continue to assist stakeholders with	707	-	2 100	Open	leadership has rolled back most COVID mandates this month, however, most TBD.	7/30/21 RAP - 1
activities and negatively impact the project			functional as the large majority of state workers will be required to work	delivering services to beneficiaries. Planned key activities such as design	becoming highly functional with remote access technology (e.g. MS					individual State departments have been given the option of not requiring	agrees that CO
schedule and budget.			from home/remotely at least until the end of May and some offices may be	sessions may be facilitated remotely which may impact the quality of the	Teams/Skype) Complete - Suggest the project and DHS create a detailed,					their staff to work in-person. DHS will likely maintain remote work policies	this time is likel
			completely shut down until that time as well. Unclear if the order will extend beyond that date.	sessions. Going forward, most if not all project activities will more than	documented risk mitigation strategy and plan that is reviewed regularly an	a				for the foreseeable future. IVV recommends DHS consider strategically	risk to both sch
			execus organic that date.	likely be conducted remotely until this crisis passes. The DHS project team will soon lose some key members of the PMO, the PMO lead will retire on	revised to address the current state of the COVID-19 threat and related impacts. The plan should include the possible economic impacts to the state.	te				requesting in-person meetings for discussions that can be significantly more productive in-person. 2/28/22 - The State of Hawaii is planning on	and budget for project despite
				4/30/20 and another key member in June 2020. DHS has concerns that the	budget directly related to project resources Update the OCM Plan to					eliminating most COVID mandates as of 3/5/22. In-person meetings could	increases relate
				state could experience a significant loss of revenue due to COVID, which	include any new activities or updates to planned activities to aid the					improve collaboration for design and other sessions if the Project elects to	the delta varian
				could lead to DHS budget challenges. If the state/DHS institutes a hiring	organization through this COVID-19 pandemic in the short and long term.					increase in-person meetings. 1/31/22 - The ASI has reaffirmed that remote	ASI team contin
				freeze, DHS PMO may not be able to replace these key resources. Additionally, if the state institutes furloughs, DHS project team resources	Complete - Send broad communications to stakeholders to assure clear understanding of changes to the Project with this regard to impacts of					meetings are a less effective form of communication than in-person meetings and therefore, COVID continues to have a negative impact on the	maintain social distancing in th
				could be further constrained. Unclear if the state budget challenges will	COVID as well as clarifying communications as to what will remain the					quality of some project activities, albeit difficult to quantify. 12/31/21 -	in line with Stat
				impact overall project funding.	COVID as well as clarifying communications as to what will remain the same Explore options for freeing up key BESSD SME's work on the projec	t				Though Omicron COVID cases are surging, the project has indicated they do	mandates. How
					Complete - Project leadership continue to encourage independent phone conversations to enhance and accelerate communications, and for team					not plan to make changes to current protocols and do not expect this surge will materially impact the project. 11/29/21 - The ASI has transitioned	the team has
					conversations to enhance and accelerate communications, and for team members not wait for meetings to converse.					will materially impact the project. 11/29/21 - The ASI has transitioned their team from working remotely to primarily working in their Honolulu	essentially reac new normal in
					members not want for meetings to converse.					office as of October 2021. It remains unclear whether the new COVID	Honolulu, This
										variant (Omicron) will disrupt project activities. 10/28/21 - No material	includes fewer
										update in reporting period. 9/29/21 - No material update in reporting	resources trave
										period. 8/30/21 - The ASI has recently reported they will be closing their offices for at least 2 weeks given the escalation number of COVID cases. As	and more confe
										work will be ongoing, they do not expect significant impacts to productivity.	project has adju
										7/27/21 The ASI has reported that their off-shore (India) team is back to full	the lack of in pe
										strength again after having some challenges with COVID. IVV remains	meetings. In ou
										concerned that some communications between the project team could be hindered due to not being able to work in closer proximity. IVV	shore office, we have staff work
										recommends project leadership continue to encourage independent phone	from home. We
43 DHS PMO project team members have Ryan	Finding -	1/10/2020 Project	As reported in various project meetings, several key DHS PMO, BES and ASI	The key resources leaving the BES Project provide knowledge and history of	2/28/2022 - DHS consider other options (Contractors, State employees	ASAP	3	5 High	Open	4/28/2022 - No material updates for this reporting period. 3/31/2022 - 02/08/2021 - Brian Donohoe does not agree with IVV's high-criticality:	ting 4/23/21 RAP - I
transitioned off the Project, which may	Issue	Management	project team members are planning to retire or leave the project within the	DHS and its software, solutions, and business processes, along with a level	borrowed from other agencies) to fill these positions if there is ongoing					DHS continues to recruit for these positions but received minimal interest to- on this Finding (#43) and DHS rolled out the DHS Product Owner Roles	nd the ASI perspec
cause gaps in knowledge transfer and leadership on the Project.			next few months or have already transitioned off the project. While there are plans and actions being taken, a formal transition/succession plan has	of consistency and continuity to the extended project team. This experience	difficulty in finding permanent hires. 5/31/2021 - DHS continue to work					date. 2/28/2022 - DHS posted the PMO positions but are having difficulty Responsibilities to the DHS team on January 29, 2021. (Gary provided tidentifying candidates. While online metrics show there is interest and the Final DHS Product Owner Roles and Responsibilities document to IVV	e the changes to
resuership on the Project.			are plans and actions being taken, a formal transition/succession plan has not been documented. In January, the ASI did announce and introduce an	niu knowledge is critical for the BES DUI and KULEA Modifications, and planning efforts for RES Maintenance and Operations activities	with the appropriate organizations to identify the funds necessary to fill these positions In progress. The state should document a transition plan					positions are being viewed as of this date there has only been one 02/9/2021 06/20/2020 - Mark Chol is becoming more involved in the	of the RFS proje
			interim Project Manager, but a plan for a permanent replacement is not	, o and a second second second	for the project and PMO resources as identified in the RFP (reference RFP					application. 1/28/2022 - No material updates in this reporting period. project. Involved in Arch decisions and PM decisions around tool sets.	have provided I
			currently known.		section 3.4.3 'DHS Staffing'). The plan should include the possible COVID-19	9				12/30/2021 - No material updates in this reporting period. 11/26/2021 - future vision, etc. Day to day PM working closely w/ Gary and Emerald	We impact on the o
					economic impact to the state budget, directly in relation to the project resources Closed The ASI should document a transition plan for each key					No material updates in this reporting period. 10/31/2021 - No material have no insight into other DHS staffing.  updates in this reporting period. 9/30/2021 - The BESSD Administrator,	project. At this
					resources Closed The ASI should document a transition plan for each key resource as required by the RFP (reference RFP section 3.5.1.2 'Benefits	'				updates in this reporting period. 9/30/2021 - The BESSD Administrator, serving as the interim DHS BES Project Manager resigned from DHS. To	the knowledge transfer gaps hi
					Eligibility Solution Project Staffing'.) - Closed					mitigate the knowledge and leadership risk, DHS backfilled the DHS BES	been closed an
										Project Manager with a contractor possessing extensive BES project experience. The Assistant BESSD Administrator will provide an active	leadership of th
										experience. The Assistant BESSD Administrator will provide an active decision-making role in the project. IVV will monitor the impact of these	project remains hands from DH:
										decision-making role in the project. IVV will monitor the impact of these project management changes. The remaining DHS PMO positions continue	hands from DH: recommend tha
										to be unfilled. 8/30/2021 - No material update in this reporting period.	IV&V reassess t
										7/28/2021 - No material update in this reporting period. 6/30/2021 - No	probability of in
										material update in this reporting period. 5/31/2021 - No material update in	and severity of
										this reporting period. 4/30/2021 DHS reported the 'hiring freeze' has been lifted and are working to secure the budget for these positions. IVV will	and lower the o
										continue to monitor. 3/31/2021 - No material update to this finding in this	risk.3/3/2020 -
										reporting period. 2/28/2021 -No material update to this finding in this	PM stated the F
										reporting period. Note - Previously this finding was addressing DHS PMO	Coordinator po-
										and DHS BESSD staff, they were split during this reporting period to accommodate different status updates and criticality ratings. The BESSD	filled and they o begin work on
										Staff are now in finding #65. 01/31/2021 - DHS assigned several BESSD staff	3/9/2020, trans
										to the project team this month and they are in the onboarding process. The	activities from I
29 Uncertainty and/or a lack of communication imfors						Δ5ΔΡ				DHS PMO positions remain in an open status. Although many new staff  4/29/22 - The ASI OCM team is developing a communication plan for 06/30/2020 - Combined application is still planned. App still not finalis	will begin next
29 Uncertainty and/or a lack of communication infors around long term architecture decisions	Finding -	5/28/2019 Project Management	Some platform and BES system architecture decisions have yet to be made and socialized to the project. For example, the ASI and DHS have stated that	The current project architecture and design should be as representative and t inclusive of all known future solution plans as possible. As an example, if	The ASI continue to make updates to the BI-12 System Architecture  Deliverable with additional details as they become available and with any	ASAP	2	2 Low	Open	4/29/22 - The ASI OCM team is developing a communication plan for Communicating the 2-portal strategy, which may include a portal overview DHS. From Arch perspective, we are building in Liferay. Future Integra	d by nn 4/23/21 ran - T
could impact the project budget, schedule,			they have reached agreement that the project will move forward with	KOLEA and BES are to move to a single instance of Siebel in the future,	architectural changes are finalized Complete - DHS should finalize the					walkthrough with the project team and videos prepared for DHS of the portals is still to be determined, but is not more complex than	and DHS contin
system design, and planning decisions.			implementing two Siebel instances (one for KOLFA one for RES), but this is	planning for that integration should be incornorated into the project now if	Portal strategy and implementation details and communicate clearly					stakeholders 03/31/22 - The ASI has onhounded a new Lead Architect who originally planned for data sharing. If change is made to adobe this wi	
			not currently reflected in the project change log or the project decision log.	such significant future changes are not planned for now, the project is likely	communicate out to stakeholders and project teams. Complete 3/31 - The					will be responsible for managing the system infrastructure which should require a CR.	for the two por
			It remains unclear if the details of the rationale for this decision or the plan for integrating the two instances post go-live have been thoroughly vetted	to see increased complexity, rework, and costs when integrating the two	Project should continue to vet possible architectural change impacts to the platform (e.g., ADA, Configuration Management tools), MandO, MQD, and					improve clarity around governance, capabilities of the different infrastructure components and how they will be utilized. The strategy for 2	vision. We expe
			and/or documented. Further, there may be some uncertainty around							nortal integration has been agreed to by DHS OIT MOD. ASI and ESI and	final decisions a
					BES systems before finalizing architectural decisions DHS continue to						final decisions of likely be made
			whether when/If all environments (including KOLEA and BES production)		BES systems before finalizing architectural decisions DHS continue to request ASI perform due diligence in any recommendation for foundationa	4				communicated to the architects and project leadership. The Change Request	likely be made of this reporting p
			whether when/if all environments (including KOLEA and BES production) will be moved to the cloud.		BES systems before finalizing architectural decisions DHS continue to request ASI perform due diligence in any recommendation for foundationa architecture change decisions and continue to review with appropriate DH					portal integration has been agreed to by DHS DIT, MQD, ASI, and ESI, and communicated to the architects and project indeadriship. The Change Request has been distributed to DHS leadership for review and approval, the related	likely be made of this reporting p and communication
			whether when/If all environments (including KOLEA and BES production)		BES systems before finalizing architectural decisions DHS continue to request ASI perform due diligence in any recommendation for foundationa architecture change decisions and continue to review with appropriate DH stakeholders to assure a common understanding of the implications of the	se				has been distributed to DHS leadership for review and approval, the related project decisions have been logged, and the high-level architecture is	likely be made of this reporting p and communication the project. The
			whether when/If all environments (including KOLEA and BES production)		BES systems before finalizing architectural decisions DHS continue to request ASI perform due diligence in any recommendation for foundationa architecture change decisions and continue to review with appropriate DH stakeholders to assure a common understanding of the implications of the decisions The Project should continue to ensure communication between	se				has been distributed to DIFS leadership for review and approval, the related project decisions have been logged, and the high-level architecture is available to the project team. 2/28/22 - I/W remains concerned that details	likely be made of this reporting p and communica- the project. The refers the IV&V
			whether when/If all environments (including KOLEA and BES production)		BES systems before finalizing architectural decisions DNS continue to request ASI perform due diligence in any recommendation for foundationa architecture change decisions and continue to review with appropriate DH stakeholders to assure a common understanding of the implications of the decisions The Project should continue to ensure communication between development leads and architecture leads to assure outmail collaboration.	se				has been distributed to DHS leadership for review and approval, the related project decisions have been logged, and the high-level architecture is available to the project team. 27,87/2 - NV remains concerned that details of the prospect change requests them one been fully communicated to all	likely be made of this reporting p and communics the project. The refers the IV&V February updat regarding
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#### HI DHS Monthly IVV Status Report Draft - April 2022

		Finding	Identified						Analys	t Finding		
ID Title	Reporter	Туре	Date Category	Observation	Significance	Recommendation	Event Horizon	Impact	Probability Priority	Status	Status Update Client Comments	Vendor Comments
2 Late delivery of project deliverables has	Ryan	Finding -	11/28/2018 Project	Based upon the project schedule dated 11/26/18 (refer to schedule for	Late deliverables can lead to schedule impacts and too many late	IN PROGRESS Despite not yet having a revised baseline schedule, continue	TBD	4	4 5 High	Open	4/28/2022 - The Project continues to conduct design sprints with varying	7/20/21 RAP - The ASI
caused schedule delays.		Issue	Management	specifics), several due dates for project deliverables have been missed. As	of deliverables may cause significant disruption to schedules or delays.	monitoring and analyzing deliverables that may have impact to the critical					degrees of success. Some sprints require additional time due to 1) not	will continue to refine
· ·				the date of this report, these deliverables include the Project Management	***OLD***Without a PMP that depicts all Project Management processes,	path COMPLETE 5/31/2021 - When the revised schedule is published the					having the right resources involved early in the process, 2) business analyst	the published schedule
				Plan (PMP), which is the formal document that is used to manage the	the Project can suffer unplanned consequences in scope, schedule, cost, an	d project team should restart the weekly practice of reporting actions being					lack of preparation and/or experience conducting the sprints, or 3) the	based on feedback
				execution of the project. In some instances, this risk may be compounded	by quality parameters. Without a schedule that provides the required level of	taken for late tasks and develop mitigation plans for those tasks that may b	e				ability of the DHS POs and SMEs to effectively execute their roles. However,	from DHS and the
				a backlog of Deliverable Expectation Documents (DED) requiring approval	detail to manage the work, the project is at risk to be successful.	late Complete 4/30/2021, 7/29/2021, 12/30/2021 - DHS and the ASI					the Project conducts retrospectives and is continuously taking steps to the	IV&V while we work
				and acceptance from the State.		agree to a revised schedule against which project deliverables can be					improve the process. Additionally, the ASI monitors deliverables that may	through the final
						managed. 9/30/2020 Recommendation - IVV recommends the project tear	n				impact the critical path. 3/31/2022 - The ASI reported most design sprints	change request for the
						evaluate the estimating process to determine if changes should be made to					were completing 4 days earlier than planned. IVV observed instances where	ATC which is nearing
						reduce the number of late tasks and-or conduct a root cause analysis to					design sprints were not completed as planned, functionality shifting to	completion. Regarding
						determine and address the root cause(s) Closed 8/31/2020					future releases or paused due to resource challenges. While a certain	the recommendations:
						Recommendations; - Prior to acceptance of the new baseline, finalize the					amount of delay would be expected for some sprints due to the new	Recommendation #1:
						needed updates to the project schedule to address the outstanding					process, it remains unclear if/where delays will occur in future sprints and	Based on progress
						items/issues identified by DHS, the ASI, and IVV to include the Release 0.1					what the effect those will have on the critical path. The project team	made to date, the ASI
						lessons learned Closed - Establish the process for DHS and the ASI to					reported Release 7 Development was underestimated and is anticipated to	is hopeful, that we can
						mutually agree to the revised project schedule baseline Complete -					delay Release 7 System Integration Testing. It is not yet known how this	agree in principle on
						Establish the process for on-going schedule management and weekly					delay may impact the current proposed go-live dates. The Project continues	the ATC change
						updates, utilizing the Schedule Management sub-plan of the Project					to meet regularly to discuss work in progress to anticipate and mitigate	request in July and
						Management Plan (BI-04) Complete 5/31/2020 - Finalize the updates to					further project delays. 2/28/2022 - The updated target for DHS to approve	have a final schedule
						the project schedule to address the outstanding items/issues identified by					the project schedule is early March 2022. To minimize further schedule and	published by the end
						DHS and IVV Closed. 5/31/2020 - Establish the process for DHS and the A	SI				deliverable delays, the project team implemented update meetings for each	of the month.
						to mutually agree to the revised project schedule baseline Closed 3/31/2020 - Add all tasks that have been performed or planned to be					of the major BES modules where detailed tasks and deliverable due dates are reviewed and mitigation actions identified. If necessary, 1/28/2022 -	Recommendation #2: The team has
						performed in the interim schedule. Closed 5/30/2020 - effective 5/15/2020					The Project continues to develop a new baseline schedule for DHS approval	reinstituted every
						the ASI is no longer maintaining the interim schedule. IVV recommends that					that addresses existing delaws and changes to SDLC processes. The project	other week schedule
						the ASI is no longer maintaining the interim schedule. IVV recommends that the ASI complete the Project Management Plan deliverable, work with DHS					that addresses existing delays and changes to SULL processes. The project team continues to use an unapproved version of the schedule to track tasks.	meetings and is
						and IVV for review and edit as needed, and attain approval of the PMP. This					Until a baseline is developed and agreed upon, there is no reference to	tracking actions be
						will help ensure that all processes within the project management entity an					One a basenine's developed and agreed upon, one es in or receive to determine if project deliverables are late for any release part Release 0.6	taken on late work on