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November 17, 2022

The Honorable Ronald D. Kouchi President of the Senate and Members of the Senate Thirty-First State Legislature State Capitol, Room 409 Honolulu, Hawai'i 96813 The Honorable Scott K. Saiki Speaker and Members of the House of Representatives Thirty-First State Legislature State Capitol, Room 431 Honolulu, Hawai'i 96813

Aloha Senate 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 (IV&V) 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 Hawai'i, Department of Human Services, Systems Modernization Project.

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

Sincerely,

Douglas Murdock Chief Information Officer State of Hawai'i

Attachments (2)



Hawaii Department of Human Services Systems Modernization Project

Final IV&V Status Report for Reporting Period: October 1 – 31, 2022

Submitted: November 15, 2022



Solutions that Matter

Overview

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- IV&V Findings and Recommendations
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Solutions that Matter

Executive Summary



Executive Summary



The transition of the BES Project to the new ASI was the focus of the DHS and BES Project team in this reporting period. While completion of the transition by the November 10, 2022 target date is on-track, IV&V anticipates that the new ASI will gain a better understanding over time of the BES capabilities/functionality built by the previous ASI.

Since the BES project was officially placed 'on hold' to allow for the transition to occur, most of the IV&V findings do not have material updates this month. As the project re-starts, the IV&V findings will be updated. DHS and IV&V were pleased to hear the new ASI plans to conduct an assessment of the BES tools and architecture. IV&V would further suggest that this is a good time to step back and identify other actions that may benefit the BES project as it restarts, including:

- Proactive and comprehensive project management The BES project has several open IV&V critical findings about the management of the BES Project and the lack of a realistic project schedule. The new ASI has the opportunity to apply lessons from the past four years and provide strong project management resources and tools that lead to a successful project.
- Project staffing The lack of adequate ASI staffing levels and the level of experience of ASI staff has been a significant contributor to BES Project delays as reflected in several open IV&V findings. DHS and the new ASI should conduct a staffing assessment to ensure that the proper staff with the required skill sets for the BES architecture and solution are assigned to the BES project.
- BES solution usability –Ensuing that the BES solution is easy to use for clients and DHS users will allow services to be delivered effectively. DHS BES project team members have expressed, and IV&V has documented in our findings the concerns that the BES solution lacks an overall cohesive design to include ease of usability. To address this, the new ASI has begun work to develop a BES process model to identify areas that may be adjusted to align with the original BES vision.

Executive Summary



Aug	Sep	Oct	Category	IV&V Observations
н	Н	Н	Project Management	DHS has replaced their contract Project Manager, and the former PM remains available to the BES Project as needed. The new ASI has added a new Project Manager with significant DHS experience. The new ASI and DHS are planning a new approach and methodology to complete the BES project, and IV&V waits to review the details.
М	М	М	System Design	DHS management has communicated a high-level vision for completing the BES project that will deliver functionality to BESSD sooner. The new ASI is reassessing the BES design and architecture to best align with this vision. Additionally, DHS project team members have identified and documented design concerns they want addressed as the project resumes.
М	м	M	Configuration and Development	The Project restart under the new ASI's leadership presents an opportunity to adjust/improve the development approach. IV&V concerns with the accuracy of development estimates and the resultant schedule delays that previously occurred will inform our review of the new ASI's planning.
М	м	М	Integration and Interface Management	The timeline for integrating the BES project components and the various interfaces is included in the Project restart planning that the new ASI started.
М	M	M	Testing	The approach, staffing, and tools used for testing the BES application are all under review by the new ASI and may change.
н	н	н	Security and Privacy	The new ASI has not yet named a new Security Lead. IV&V remains concerned about the amount of security and privacy work outstanding.

As of the October 2022 reporting period, PCG is tracking 16 open findings (8 risks, 8 issues) and has retired a total of 59 findings. Of the 16 open findings, 9 are related to Project Management, 2 in Integration and Interface Management, 1 in Testing, 2 in System Design, 2 in Configuration and Development, and 1 in Security and Privacy.



The following figure provides a breakdown of <u>all</u> IV&V findings (positive, 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
81	Lack of the skilled ASI resources may reduce project productivity and quality of the BES design and lead to schedule delays.	
	Observation: DHS stakeholders and IV&V have observed that working session productivity has been hindered by the lack of sufficient knowledge, capabilities, and expertise of some ASI team members. IV&V acknowledges that some ASI staff are skilled and knowledgeable. However, lack of skilled and experienced staff in all design sessions will likely have negative downstream impacts. Additionally, the ASI recently announced the departure of some of their most capable and experienced resources.	Project Management
	This finding was raised in relation to the prime contractor and subcontractor staff. No work has been performed regarding this preliminary concern due to the work stoppage and ongoing transition to the new ASI. IV&V will reassess this finding once the BES project restarts.	

Findings Opened During the Reporting Period

#	Finding	Category
	None	

#	Key Findings	Criticality Rating
2	Issue – Late Delivery of project deliverables has caused schedule delays. The BES Project is being assigned to the new ASI and transition activities are underway therefore no work was performed on the BES deliverables in this reporting period. The ASI transition is planned to complete in November, IV&V will provide an update on this finding when the new ASI begins work on the project deliverables.	м

Recommendations	Progress
 Despite not yet having a revised baseline schedule, continue monitoring and analyzing deliverables that may impact the critical path. 	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	Given that the project is transitioning to the new ASI, it remains unclear what changes the new ASI will make to the planned infrastructure and other technologies being utilized. IV&V will update the recommendations to include any infrastructure changes the new ASI may adopt, if any.	L	

Recommendations	Progress
 The Project should continue to vet possible architectural change impacts to the platform (e.g., ADA, Configuration Management tools), M&O, MQD, and BES systems before finalizing architectural decisions. 	In process
• 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.	In process
The Project should continue to ensure communication between development leads and architecture leads assure optimal collaboration on possible architecture changes that could impact decisions in each area.	to In process
 Maintain current communication processes to ensure regular communication between the architecture tea and the rest of the project team to assess impacts of architecture decisions to the Project. 	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 work has been performed regarding this finding due to the work stoppage and ongoing transition to the new ASI. IV&V will reassess our recommendations for this finding once more is known.	Н

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 work has been performed regarding this finding due to the work stoppage and ongoing transition to the new ASI. IV&V will reassess our recommendations for this finding once more is known.	L

Recommendations		Progress
•	Suggest the Project and DHS create a detailed, documented risk mitigation strategy and plan that is reviewed regularly and revised to address the current state of the COVID-19 threat and related impacts over the next 6 to 12 months. The plan should include the possible economic impacts to the state budget directly related to project resources.	In process
•	Send broad communications to stakeholders to assure clear understanding of changes to the Project with this regard to impacts of COVID as well as clarifying communications as to what will remain the same.	In process
•	Project leadership continue to encourage independent phone conversations to enhance and accelerate communications, and for team members not wait for meetings to converse.	In process
•	Consider in-person meetings for critical design sessions if DHS and ASI COVID protocols allow.	Not Started

#	Key Findings	Criticality Rating
49	Issue – Poor quality project deliverables may impact system design, testing artifacts and the project schedule.	
	No work has been performed regarding this finding due to the work stoppage and ongoing transition to the new ASI. IV&V will reassess our recommendations for this finding once more is known.	L

R	ecommendations	Progress
•	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&V has not seen evidence indicating the ASI is utilizing metrics to measure its process and product quality.	In Process
•	When the project restarts, resources be allocated to create a Quality Management Plan to help address this finding.	Not Started





#	Key Findings	Criticality Rating
71	Issue – 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. DHS will now work with the new ASI to complete the GCP change request. IV&V waits to see the details included in the change request, and whether our recommendations are addressed.	Н

R	Recommendations The ASI should document the current environment M&O activities to ensure all activities are known with a clear	
•	The ASI should document the current environment M&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&O.	In process
•	The ASI clearly document the scope of work and cost for the GCP CR during DDI and M&O and provide to DHS for approval.	In process

 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. A project schedule documenting post-transition activities and project execution activities of the new ASI has not been developed. IV&V will provide an update on this finding when the new ASI begins work on the BES project schedule. 	#	Key Findings	Criticality Rating
A project schedule documenting post-transition activities and project execution activities of the new ASI has not been developed. IV&V will provide an update on this finding when the new ASI begins work on the BES	74	planning and resource management, which could result in late deliverables, cost increases, and a	
	74	not been developed. IV&V will provide an update on this finding when the new ASI begins work on the BES	

Recommendations	Progress
 Using the available tools, review the current estimates to complete each activity compared to past actual hours. 	In process
 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. 	In process
 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. 	In process
 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. 	In process
• DHS and the ASI agree to a revised schedule against which project deliverables can be managed.	In process

#	Key Findings	Criticality Rating
	Risk – Volunteer DHS resources leaving the Project may lead to schedule delays, lower morale, and burnout.	
76	DHS BES project team members are actively participating in the transition to the new ASI. They identify and communication possible gaps and are highly motivated to ensure the start-up with the new ASI is successful. DHS BES project team members have expressed a need to fully understand the future direction of the BES project and how known issues will be corrected. IV&V will monitor the project restart planning and the DHS BES project team members participation.	M

Recommendations	Progress
Allocate more time for the DHS team members to dedicate time to the Project.	In process
 Carefully plan for all project activities with reasonable hour allocations for the DHS resources and adjust dates in the BES Project schedule accordingly. 	In process
Add cushion time to the schedule for unexpected project delays.	In process
 Provide incentives for the DHS resources to help maintain the project team and possibly alleviate attrition or increase the number of volunteers to the team. 	In process
• DHS keep all assigned Project resources informed of the transition progress and the timeline for when they will be asked to participate again, so resources can maintain their engagement with the Project.	Not Started



Integration and Interface Management

#	Key Findings	Criticality Rating
63	Risk – The lack of early planning and coordination with interface partners may result in schedule delays.	
	No work has been performed regarding this finding due to the work stoppage and ongoing transition to the new ASI. IV&V will reassess our recommendations for this finding once more is known.	

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



Integration and Interface Management

#	Key Findings	Criticality Rating
79	Issue – External vendor delays in the development of the BES task management system (Current) interface have impacted the project schedule.	M
79	No work has been performed regarding this finding due to the work stoppage and ongoing transition to the new ASI. IV&V will reassess our recommendations for this finding once more is known.	

Recommendations	
• Ensure that there is an agreement between DHS and C!A to address roles/responsibilities and outcomes.	In process
The ASI provide test results from the task management integration to ensure that the interface works.	Not Started



Configuration and Development

#	Key Findings	Criticality Rating
70	Risk – Insufficient configuration management could lead to development confusion and reduce the effectiveness of defect resolution. No work has been performed regarding this finding due to the work stoppage and ongoing transition to the new ASI. IV&V will reassess our recommendations for this finding once more is known.	L

Recommendations	
 ASI adhere to plans for configuration management as documented in BI-6 DDI Plan, Section 5.2 and c details and/or any changes with DHS. 	clarify In process
 ASI validate plans for configuration management with DHS and agree on a meaningful set of configuration items or settings they will track. 	ation In process
 Project work to clarify/solidify plans for the potential use of configuration management tools and DHS w fund and procure a CM tool, as required, to avoid any negative impacts to the project. 	work to Not Started



Configuration and Development

#	Key Findings	Criticality Rating
80	Risk – Development delays could negatively impact the project schedule and delay go-live. No work has been performed regarding this finding due to the work stoppage and ongoing transition to the new ASI. IV&V will reassess our recommendations for this finding once more is known.	M

Recommendations	Progress
Complete and execute remediation plan based on the result of a Root Cause Analysis (RCA).	In process
ASI consider moving/adding/replacing project team resources strategically to effectively increase velocity.	In process
 ASI track and regularly provide DHS with an accurate velocity (e.g., story points per day/week/month) and assure that the current velocity is accurately and consistently reflected in the project schedule. 	In process



System Design

3	#	Key Findings	Criticality Rating
6	51	Issue – Poorly executed JAD and "design sessions" could lead to inaccurate design and rework. No work has been performed regarding this finding due to the work stoppage and ongoing transition to the new ASI. IV&V will reassess our recommendations for this finding once more is known.	M

Recommendations	Progress
The facilitator should use their expertise to drive discussions through leading questions.	In process
 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. 	In process
 The ASI to bring User Experience (UE) designers to engage with DHS and review the currently built BES solution. 	Not Started



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.	
73	The previous ASI was largely responsible for the infrastructure design and build out, these responsibilities are now transitioned to the new ASI. The previous ASI is performing knowledge transfer (KT) to the new ASI; however, IV&V is concerned that KT will suffer given the complexity of the infrastructure and that some of the new ASI resources appear to lack significant experience with some of the tools and techniques used. IV&V will reassess our recommendations for this finding once more is known.	M

Recommendations	Progress
ASI clearly communicate the potential costs and schedule impacts to implementing the planned infrastructure.	In process
 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. 	In process
 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. 	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
 ASI development team identify infrastructure components and techniques that are new to them and take action to assure potential integration problems do not lead to unexpected delays. 	Not Started



Testing

#	Key Findings	Criticality Rating
67	Risk - The Americans With Disabilities Act (ADA) Section 508 compliance tool has not been installed for the Project, which may cause significant rework. No work has been performed regarding this finding due to the work stoppage and ongoing transition to the new ASI. IV&V will reassess our recommendations for this finding once more is known.	M

Recommendations	Progress
The ADA tool meets contractual and project requirements.	In process
The ASI communicates a plan for ADA test execution.	In process
 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	Criticality Rating
	Risk - Insufficient planning/execution of the BES Security Plan activities may lead to delays in gaining Federal Partner approval for the BES Project to begin the Pilot Phase.	
68	With the transition to the new ASI, the key position of Security Lead will be filled by a new resource. As of the reporting period end, this position remains unfilled. As the new ASI assumes the responsibility for the Project security and privacy tasks it is appropriate to revisit the IV&V recommendations and the tools used to document and track security controls.	Н

Recommendations	
The ASI continue to develop the BI-13 Security Plan in close collaboration with DHS.	In process
 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). 	In process
ASI add a Security Architect to the Project ASAP to assist with the Security Plan activities.	In process
 ASI ensure that the ASI Security Lead has a depth of experience in NIST 800-53 and experience authoring implementation statements of System Security Plans (SSP). 	Not Started

IV&V Status



IV&V Engagement Status



IV&V Engagement Area	Aug	Sep	Oct	Comments
IV&V Budget				
IV&V Schedule				
IV&V Deliverables				PCG submitted the final September IV&V Monthly Status Report.
IV&V Staffing				
IV&V Scope				



IV&V Activities



- IV&V activities in the October reporting period:
 - Completed September Monthly Status Report
 - Ongoing Review the BES Project Artifacts
 - Ongoing Attend BES Project meetings, (see <u>Additional Inputs</u> pages for details)
 - Reviewed available ASI Original Contract and BES Optimization contract amendment documentation
 - Ongoing Participate is DHS and IV&V Transition Planning meetings
- Planned IV&V activities for the November reporting period:
 - Ongoing Participate is DHS and IV&V Transition Planning meetings
 - Starting Attend BES Project Restart Planning meetings
 - 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
No deliverables submitted in reporting period due to work stoppage		

Additional Inputs – Artifacts



Artifact Name	Artifact Date	Version
Unisys Contract Amendment 3	4/17/2020	N/A
Unisys Contract Amendment 4	5/1/2021	N/A
FNS Handbook 901	01/2020	V2.4
NIST Special Publication 800-53 Security and Privacy Controls for Information Systems and Organizations	12/20/2020	Rev.5
One RTM (Aha)	N/A	V1
Conditionally Approved Deliverable Status (Confluence)	N/A	N/A
BES Transition Aha Board	N/A	N/A
MES Transition Plan v1.0.mpp	10/18/2022	Version 1

Additional Inputs



Meetings and/or Sessions Attended/Observed:

- 1. Weekly Platform Status Meeting 10/4/2022, 10/18/2022, 10/25/2022
- 2. IV&V Team Meeting 10/3/2022, 10/6/2022, 10/11/2022, 10/17/2022, 10/20/2022, 10/24/2022, 10/27/2022, 10/31/2022
- 3. HI DHS BES September Draft IV&V Report Review 10/13/2022
- 4. Bi-Weekly DHS and IV&V Touch Base Meeting 10/4/2022, 10/18/2022
- 5. DHS/IV&V Check-in 10/4/2022, 10/6/2022, 10/11/2022, 10/13/2022, 10/20/2022, 10/24/2022, 10/28/2022, 10/31/2022
- Daily Transition Status 10/3/2022, 10/4/2022, 10/5/2022, 10/6/2022, 10/10/2022, 10/11/2022, 10/12/2022, 10/13/2022, 10/17/2022, 10/18/2022, 10/19/2022, 10/20/2022, 10/24/2022, 10/25/2022, 10/26/2022, 10/27/2022, 10/31/2022
- 7. Transition: Knowledge Transfer Functional Demo of AH (Administrative Hearing) 10/10/2022
- 8. Transition: Knowledge Transfer Functional Demo of SSP (Self Service Portal) 10/10/2022
- 9. BES Process Model Review 10/11/2022
- 10. Transition: Knowledge Transfer FMM (Session 1) 10/12/2022, 10/13/2022, 10/14/2022, 10/17/2022, 10/18/2022, 10/19/2022, 10/20/2022
- 11. Transition: Knowledge Transfer FMM (Session 2) 10/12/2022
- 12. PCG/HI Review Mtg 10/13/2022
- 13. FW: Transition: Knowledge Transfer OCM 10/13/2022, 10/22/2022, 10/31/2022
- 14. Transition: Figma (Web App for UI design in SSP) 10/13/2022
- 15. Transition: RTM Report Part 2 10/13/2022
- 16. Transition: Knowledge Transfer SSP Architecture/Technical Discussion 10/13/2022
- 17. Transition: FMM Data Model Review 10/14/2022
- 18. Transition: BES Software (Touch base) 10/14/2022
- 19. Transition: Knowledge Transfer Eligibility Discussion 4 10/14/2022
- 20. Transition: Oracle OPA/OIA 10/18/2022
- 21. Transition: Knowledge Transfer Technical Demo of AH (Administrative Hearing) 10/18/2022
- 22. Transition: Knowledge Transfer Walkthrough Completing BI-21 R0.7 Updated and Completed Detailed Functional and Technical RTM (final deliverable) 10/18/2022
- 23. Transition: Knowledge Transfer Technical Demo of AH (Administrative Hearing) Data Model Review 10/19/2022

Additional Inputs – Continued



Meetings and/or Sessions Attended/Observed:

24. Transition: Landing zone - General Automation 10/19/2022

25.Transition: Boomi connectivity 10/20/2022

26.Transition: RTM Report (Technical Discussion) 10/20/2022

27.Transition: Knowledge Transfer - Technical Demo of AH (Administrative Hearing) - Camunda/Integration/UI Code/Backend Code 10/20/2022

28.Transition: Knowledge Transfer - Figma web app tool 10/20/2022

29. Transition: Knowledge Transfer - Eligibility Discussion 5 10/20/2022

30. Transition: Knowledge Transfer - Requirements Management (Part I) Mtg Coverage 10/20/2022, 10/24/2022

31.Transition: Knowledge Transfer - Software Test Management (Part 1 of 10) – 10/21/2022, 10/24/2022,10/25/2022, 10/26/2022, 10/27/2022, 10/28/2022

32. Transition: Knowledge Transfer - SSP Architecture/Technical Discussion (Backend Code Walkthrough) – 10/24/2022

33. Transition: Knowledge Transfer - Configuration Management (Session 1) – 10/24/2022

34. Transition: Requirements Management - UI Requirements - 10/25/2022

35. Transition: Knowledge Transfer – Training 10/25/2022

36. Transition: Knowledge Transfer - Pilot Management - 10/25/2022

37.Transition: Knowledge Transfer - Release Management (Part II) – 10/25/2022, 10/27/2022

38.Knowledge Transfer on Configuration Management - Non-Tech Session – 10/26/2022

39. Transition: Security Management - Walkthrough of Security Plan - 10/26/2022

40. Transition: Knowledge Transfer - (usable.net) – 10/26/2022

41. Transition: Knowledge Transfer - SSP Architecture/Technical Discussion (How To Set up SSP and AH Dev Environment) – 10/26/2022

42. Transition: Knowledge Transfer - Walkthrough Project Management (Part I) 10/28/2022

43.Lucidchart migration – 10/28/2022

44. Transition: Lucidchart Migration - Your Help is Required – 10/31/2022

45. Transition: Knowledge Transfer - Deliverables Management (Part I) – 10/31/2022

46. Transition: Knowledge Transfer - SSP Functional Discussion (1 of 3) – 10/31/2022

Appendices





Appendix A – IV&V Criticality Ratings

Criticality Rating	Definition
Н	A high rating is assigned if there is a possibility of substantial impact to product quality, scope, cost, or schedule. A major disruption is likely, and the consequences would be unacceptable. A different approach is required. Mitigation strategies should be evaluated and acted upon immediately.
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
СММІ	Capability Maturity Model Integration
CMS	Center for Medicare and Medicaid Services
CR	Change Request
DDI	Design, Development and Implementation
DED	Deliverable Expectation Document
DHS	Hawaii Department of Human Services
DLV	Deliverable
E&E	Eligibility and Enrollment
EA	Enterprise Architecture
ECM	Enterprise Content Management (FileNet and DataCap)
ESI	Enterprise System Integrator (Platform Vendor)
ETS	State of Hawaii Office of Enterprise Technology Services
FIPS	Federal Information Processing Standard
HIPAA	Health Information Portability and Accountability Act of 1996
IDM	Identity and Access Management (from KOLEA to State Hub)
IEEE	Institute of Electrical and Electronics Engineers
IES	Integrated Eligibility Solution
ITIL	Information Technology Infrastructure Library

Appendix C – Acronyms and Glossary

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

Appendix C – Acronyms and Glossary

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

Appendix D – Background Information



Systems Modernization Project

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

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

Systems Modernization IV&V Project

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

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

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

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

Appendix D – Background Information



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

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

PCG's Eclipse IV&V® Technical Assessment Methodology

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

IV&V Assessment Categories for the BES Project

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

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

Ending Slide



Solutions that Matter

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rp Finding	Identified						Analyst Fin	ling	
Table Reporter Type 13. Lost of the latel ACS mesources may relevant Methana Fors Concern project productively and quality of the BIS dougen and lead to schedule delays.	Date Catagory 9/R/2022 Project Management	has been kindered by some ASI team members who may lack sufficient software development and analysis expertise, knowledge, experience, skill levels, and/or capabilities to assure software quality and overall productivity to meet project milestones. ASI team members who may have sufficient capabilities appear to be working at capacity and ordern appear overwhelment with maintaining quality and compensating for less experienced or less stilled team members. Further: the ASI recently anounced the destance or to the software of the software of the recently anounced the destance or to the software of the software of the recent anounced the destance or to the software of the software of the software of the destance of the software of the software of the destance of the software of the	Septimizes Aprimary factor of project success is establishing a skilled, experienced, productive, and high-functioning team. If the AGI is not able to maintain Bive (A) and a start of the start of the start of the start of the start of the date, Bive would need to add approximately 40 additional resources to their date, Bive would need to add approximately 40 additional resources to their experiment of assocrate, project date, could a continue, production y could experiment of the start of the start of the start of the start of the experiment of the Start Start of the start of the start of the start of the constrained bets SMEs as they attempt to compensate and experi- milications are met. If the SGI is unable to guidally and ensure that project militations are met. If the SGI is unable to guidally reading start of the slight constrained bets SMEs as they attempt to compensate and experi- militations are met. If the SGI is unable to guidally reading start the slight constrained bets SMEs as they attempt to compensate and using prede- militations are met. If the SGI is unable to guidally reading start for thes light encount the could lead to reduced user buy in and unseprede- tioned the outed leads to baget.	resources that can provide expert level software development leadership that could potentially accelerate the project and reduce the burden on DHS SMEs - DHS work closely with the ASI in their staffing efforts and quickly, but throughly, we additions to the ASI project tama. Request the ASI make efforts to ensure solutions they have provided, and key design decisions: are moreover with the involution emotion to ensure the best ontions.	Event Horizon Imp ASAP	act Probability 3 3	Priority Sta Med Opr	to the state by the set of the state of	Vendor Comments
0 Development delays could negatively impact mfors Finding - the project schedule and delay go live. Biok	6/32/222 Configuration and Development	All regord development activities have been slowed at the howe been unable to achieve and/or maintain their equited development velocity. The All is very higt to produce a root cause analysis and remediation plate to evolve and the strength of the strength of the strength of the strength overhopment that we call velocity of the strength of the strength of evolve strength of effort (i.e., stroy point) in the past and the Alf has been velocity of the strength of the strength of the strength of the strength realistic timelines (see Finding 274). The ASI continues to be challenged with finding qualified resources in a timely manner.	that developers could consume without having to get extensive clarification	team resources strategically to effectively increase velocity. Note that adding additional junior resources may not be as effective as staffing additional expert-level development, analysis, and other resources. • Request the AS effectively track and regularly provide DHS (potentially via the weekly DDI status meeting) with an accurate velocity (e.g., story points on relaviewel homeful and accurate that the numerous velocity is carbon priority	Immediate	3 3	Med Op	10/17/12 - To work to be seen performed regarding the finding due to the work stoppage and denging tractition then terms & Jr. VMI interses our recommendations for this finding once more is locate. (DV2/12): The ASI based on the other denging tractition then the Priotics, affihi-finding due to the location of the this finding once more is locate. (DV2/12): The ASI based on the other denging tractition to the Priotics, affihi-finding due to the location of the this finding once more is locate. (DV2/12): The ASI based on the other density of the Priotics, affihi-finding due to the more affinished on the priotics affihi-finding due to the complete the track. (DV2/22): The ASI continues to another affinished density of the tracket development of the priotics affihi-finding due to the complete the the ASI, they estimate they will need appointing to the complete the the ASI, they estimate they will need appointing to additional recourse to a surve adolged attracket, and cald more to complete the project is the proposed fundaments. However, until a revised a behalf is additional recourse of the autor adolged and participate to appoint and the ASI the estimate they will need appointions will be project schedule is approved but here on subsettlet the revised schedule is to CV7/772): The ASI can be avere strong and development more complete the project is the development of the project schedule is DMS. (CV7/772): The ASI has a were include application will the project schedule is approved but here on subsettlet the revised schedule to DMS. (CV7/772): The ASI is an avere include a besinded in the complete challenges. The OSI pains to busing the ASI the estimate the project schedule is approved but here and subsettlet the revised schedule to DMS. (CV7/772): The ASI is an avere include the schedule is approved schedule more complete the schedule is approved schedule more complete the schedule is approved but here and the schedule is approved schedule more and interest to buset the schedule is approved schedule more com	
79 External under delays in development ofAl Pagelinas . Finding . the BES tak management system (Current) issue interface have impacted the project schedule.	6/3/2022 Integration and Interface Management	webhook) to be completed by 04/07/2022. CIA reported that the webhook	Current (previous) hows as d-Philot ja ta Lak management system developed by the Charge and Invoicion Agrees (CIA). The Department of Human Services (DH2) uses the Current system to manage and creater as traited tasks. The Service HES will interface with the Current system to manage tasks. The HES system will create tasks and will define the Current Scholes moth twee integrabilities to manage or close defined by Current Scholes moth twee integrabilities to manage or close manage tasks from within the Current system. The subbook is being designed by CIA may will produc task defined for cases that thwe been tagged as "No Cantact. This is a requirement to meet the design of the CI44 - Manage (CLA base uses. The AB's based that webhook is required before scome critical path development tasks can commence.	roles/responsibilities and outcomes. Not applicable and completed. 2. Schedule recurring meetings with CIA to ensure consistent communication between DHS, the ASI, IVV, and CIA. Completed. 3. The ASI provide test results from the task management integration to ensure that the interface	Q3	5 1	Med Op	10/12/2 - No work has been performed regarding the finding due to the work stoppes and drogging transitions from two AB. IY VMI insteases our recommendations for this finding once mere is known. 09/30/22 - No material update in the reporting period: 03/30/22 - No material update in the reporting period. 08/07/2022 - Iont State decided not to establish an agreement with CAB the six An anagement works of the bits and the state of the state of the state the reporting period. 08/07/2022 - Iont State decided not an anagement to the AD have notablished have the state of the state of the state of the state of the state the state of the state of the the AD have notablished have the meding with the the state of the state of the resolution of the state of the state of the state of the state of the the AD have notablished have the meding with the the state of the state of the the AD have notablished have the state of the state of the state of the state of the the AD have notablished have the state of the the AD have notablished have the notable of the state of the state of the state of the the AD have notables of have the state of the the AD have notables of have the state of	
6 Volumer DIS resources leaving the Project. Brad Molina Finding- may lead to chick leaving, lowered Risk morale, and burnout.	3//J2022 Project Management	volunters except one. Resources are not in dedicated roles within the team and have the option of returning to their previous operational roles at any time.		more time for the IDN sum members to deduct time to the Project - Candhrily also real implications with resource blow all accisors for the IDN security and the IDN security of the IDN security of members of the IDN security of the IDN security of the IDN security interview of the IDN security of the IDN security of the IDN security possible allocate attrition or increase the number of valuates to the team opposible allocate attrition or increase the number of valuates to the team opposible allocate attrition or increase the number of valuates to the team opposible allocate attrition or increase the number of valuates to the team of the security of the IDN security of the IDN security of the IDN security progress and the timeline for when they will be add to participate again, all resource can maintain their experiment with the Project.			Med Op	the transition to the rew AS. They identify and communication possible gaps and are highly montated to onser use that we will be new S to successful. DeS IES project team members have expressed a need to May and status of the funct during of the B system of the status of the S status and status of the May is account support and the status of the S status B system of the MS successful spoke status of the S status of the S status and status of the MS successful spoke status of the S status of the S status and status of the MS successful spoke status of the S status of the S status of the S status of the S status of the status of the S status of the	
41 The lack of a BET Project schedule based on Piper Tau Finding - accurate estimation diminishe effective planning and renource management, which could result in table thereader, could increases, and a late gorise.	1/23/0221 Project Management	results that have not yielded improvement. Concerns with the structure,		activity compared to past actual hours • Update as necessary and provide	Immediate	• •	High Op	a dott, dotter Lakout, help indexida this index, but A subout if the set project execution states of the even A bis no testes developed. When a project execution states of the even A bis no testes developed. When a relative project schedule based on accurate existence, in a difficult for the project execution states of the even A bis no testes developed. When a relative project schedule based on accurate existence, in a difficult for the project execution states of the even A bis no testes developed. When a relative project schedule provider: "A project and the project execution of the project execution of the project of the project and the project execution of the reveload BXP Project Schedule project of the project execution of the even of the adverse of the project of the project and the project execution of the even the adverse of the project of the project execution of the even dott and the project of the project execution of the project execution of the dot of adverse the revealed dott to EHS by the Algoritic 12th deadline nor has the adverse execution of the DHS by the Algoritic 12th deadline nor has the adverse execution of the project. 7/2/2022 The Add delivered a deat required resources to that the Project. 7/2/2022 The Add delivered a deat planed to bag dotted the testebal dotted in the add execution of the planed to bag dotted the testebal dotted in the add to project and the planed to bag dotted the testebal dotted in the add to the project and the deat planed to bag dotted and the project chargering the executing plane bag dotted planed to bag dotted and the project chargering the executing plane bag dotted planed to bag dotted and the project chargering the deat bag applicated to bag dotted and the project chargering the executing plane bag dotted and the project chargering the test add add add the project chargering the the sing project dotted add the project chargering the test add add the project chargering the test add add planed to bag dotted add the project chargering the test add the pr	

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ID Title Reporter	Finding	Identified Date Category	Observation	Similizane	Recommendation	Event Horizon Imr	act Probability	Analyst Fi Priority St	inding	Status Lindate	Client Comments Ver	/endor Comments
73 The planned BS infrastructure is complex million which code the filler to implement and hear to ucheologicost impacts.	Finding - Risk	10/28/2011 System Design	Current & Minfarthucture pions include a significant number of sophischied composes that make up as provide codul infarthucture. Up the source of the sourc	and lards for therire delays. Complex platforms often present system maintenno: and operation challings as a platform (a large delay delays) and increased generation for system failure (a large delay delays) and delays and the system failure (a large delays) and the system failure delays and the system failure (a large delays) and delays that and the system failure backased Generations remain in an immatuse state compared to their legars counterparts. The opposite (i large delays) and the system failure backased Generation Cloud failed to dearly communicate a change that led to failure in a nother opponent (i large delays), Generation and a system failure backased Generation Anzent, MW remains concerned that this could lead to failure si a nother failer in the project (louding goars) gene horaction failures) bat could	implement and maintain the planned infrastructure. The Architecture process should include tasks to provide advantallel impact of DHS anchitectural decisions to include the integration activities, support request the planned challinges of maintaining a complex environment and combus the planned challinges of maintaining a complex environment and combus product changes (combus request). The SM on tasks of the planned challinges of maintaining a complex environment and combus product changes (combus requests). The product haven work to establish trong governance over the utilization and maintenance of informa- omponents to simplify theirs use and monoting. If sequent the AI are new to them and task action to surve planned integration produces and leads to unsequence datables. The product tasks and the are new to them and tasks action to surve planned integration produces.	Next several month	3 3	Med O		19/13/2022: The previous AH was tarply regronable for the infrastructure design and build out, there regronabilities are not transitioned for the new design and build out, there regronabilities are not transitioned for the new design and build out, there regronabilities are approximately and the however, invision of the new AH concurses appear to lock, arganization and the new AH concurses appear to lock, arganization and the new AH concurses appear to lock, arganization and the new AH concurses appear to lock and and the sequence of the new AH concurses appear to lock and and the sequence of the new AH concurses appear to lock and and the sequence of the sequence of the sequence of the resources who have provided laadership to the infrastructure affects, which were appeared and the sequence of the sequence of the sequence which, The Induction of these werdens can also mixing the risk of an infrastructure and the resource of the sequence of the sequence and have any application experiment with choice infrastructure and related books. The AH is the other and the werden conclusion are mang us to meet any application of application and the sequence of the AH is any application of the resource of the sequence of the sequence application and the sequence of the sequence of the sequence application and the sequence of the sequence of the sequence application and the sequence of the sequence of the sequence of the sequence application and the sequence of the sequence of the sequence of the sequence application and the sequence of t		
71 The last of the final agreement on the scape. For Fraze and coast of the doogle cloan Patients (GP) Change Request (CI) may lead to unstructioped Curror, school added, and/or the model to reflect scope.	Finding - Issue	8/22/2021 Project Management	however, not all details were vetted at that gont in time. In the JulyAgend 2020 timefaction, DRA and the Ada agreed to Nava ill BE servicements migrated to the choice Since them, the scope has been adjusted and the CH details and the service service service service service service service detailed to move all BE serviconvents to the CHoud solution — nore than enough time to document, pice and negatistic the scope of work. The BE is being developed to CP and CH2/GE consistently report they are working on the CR, however, it is not final.	maintenance of cloud environments from the ES to the ASV vasi include in the ASV (JOFS SIGA Contract Amendment Induction I and 2000). 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70 Introfreet configuration margament Michael from coale fait do excloser to advance and reduce the effectiveness of defect resolution	Finding - Risk	8/23/2021 Configuration an Development	(e.g., CMDB), and building out the CM infrastructure. The projects Google Cloud Platform (GCP) Change Request and Security Plan have yet to be finalized which may include additional requirements or decisions that could	Configuration Nanagement is a set of processes and proceedures that configuration Nanagement is a set of processes and proceedures that set of the set o	management tools and DHS work to fund and procure a CM tool, as		2 2	Low O		12(11)/2.2 - No work has been performed regarding the finding due to the work stoppes and ongoing transition to the work. NN viail resease our announced the departure of lay mounces including their lass (A) stoppes announced the departure of lay mounces including their lass (A) stoppes announced the departure of lay mounces including their lass (A) stoppes (A) (A) (A) (A) (A) (A) (A) (A) (A) (A)	bio rec ing ing ing ing ing ing ing ing ing ing	9/p/2021 - RAP: We book forward to receiving specific memory of the specific of the management and having conversations. We do acknowledge having conversations we do acknowledge to reflect the processes in place on the project for configuration management.
64 Inorficent planning/exolution of the IES Dutal heads Security Pina values may lead to determin gining federal Partner approal for the IES Project to begin the Not Plaue.	Finding - Risk	7/21/2021 Security and Privacy	Over the last soveral months, the BLS project taum has been working through the planned featits to develop the 113 Socurity Plann while also managing through AD Socurity Load staffing changes. Diel's and the AB green to mostly the 113 Socurity The Intervale Expectation Document (DDD) last moth and air currently realing it to align to the requirements and changes to the project since inequire.	Pilot phase. There are many standards that must be net, and the project term plants to utile the Stacurity Control Inglementation Workshook to document the status of each control. The Security Control Inglementation Workshook must be detailed and all wire free and referencing to the Security Prolotion, Standard, Control, and Implementation plan along with evidence for each control.	collaboration with DHS 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, suce, evidence) along with the Requirement Traceability	АСАФ ⁴	4 5	ніў, о		Doll 1/2022 - With the transition in the merk Aci, the key possible of Socurity and the With Birk Boy and the resolution in the merk Aci, the key possible of Socurity Popert sacerity and project sais it is approved to evolution of the Wa recommendations and the tools, used to document and tools and here to the Society and the society and the society and the popert sacerity and project sais it is approved. The world's Society Society and DPIE ESS scorely and provide the society and the Society and DPIE ESS scorely 2003 and with agenter cale and more important statements of system Society (Society Society Society Society Society Society Society I and Society Society (Society Society Society Society Society Society I and Society Table Society Society Society Society Society Society I and Society Society (Society Society S	e de la companya de l	V/P/2021 - RAP: The detaclish to move to CEF for deployment has driven the need of a second transmission of the second of the second of the second of the optimized of the second of the planning the effort to make these updates. The effort nequired to complete this work of the all to included in after the CGC hanging engent of fraud of the second of the optimized of the second of the definitional discussions with IV&V and DHS.

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	Finding	Identified					Analyst	Finding	and the second		
Title Reporter 7 The Americans With Disabilities Act (ADA) Ryan Tan	er Type an Finding -	Date Category 7/12/2021 Testing	Observation While R0.3 and R0.4 reported that Section 508 compliance had been	Significance There is a contractual obligation and requirement for BES to be ADA	Recommendation 1/31/2022 - The following recommendations will be evaluated for this	Event Horizon Impact As soon as possible 3	Probability Priority	Status Open	Status Update Ci 10/31/2022 - No work has been performed regarding this finding due to the	lient Comments	Vendor Comments
Section 508 compliance tool has not been	Risk	7/12/2021 Testing	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 4DA tool meets contractual and project requirements	As soon as possible 3	3 Meu	Open	work stoppage and ongoing transition to the new ASI. IVV will reassess our		9/9/21 - RAP: The AS
installed for the Project, which may cause	TO BK		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				recommendations for this finding once more is known. 9/30/2022 - DHS		has invited the IV&V
significant rework.			performed. This risk has been discussed with the ASI over the past several		communicates how the tool will be used to report compliance and non-				issued a work stoppage, and no progress was made to move forward with		make contact with t
			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				purchasing the ASI recommended ADA compliance tool. 8/30/2022 - No		development team
			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				change in status. Waiting on DHS acceptance/approval to move forward		review the results o
			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				with purchase, installation, configuration, and implementation of the ASI		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				recommended ADA compliance tool. 7/27/2022 - The ASI successfully		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,				completed the ADA compliance tool proof of concept and provided reports		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				to DHS for their review and approval. The final steps remaining would be the		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				purchase, installation, and implementation of the tool. 6/29/2022 - The		development lead to
				defined by DHS and adheres to W3C level 2 accessibility guidelines, sub-					ADA compliance tool is still in the trial phase and a compliance report will		have further
				parts of Section 508 of the Americans with Disabilities Act (ADA), nondiscrimination safeguards in 45 CFR 85.". If the Hawaii guidelines	compliance will be corrected, and how and when DHS/IVV will be provided the reports from the ADA compliance tool and how to interpret those				be run once the initial testing has been completed. The ASI is expected to provide results of the testing to DHS when the trial phase is finished, and the		discussions on this topic.
					reports for the code from previous, current and future releases.				report generated. 5/31/2022 - The ASI has identified an accessibility		topic.
				Guidelines from the 901 Handbook, and contractual obligations to adhere to	reports for the code from previous, current and future releases.				compliance tool that will meet the needs of the Project and DHS has		
				the Section 508 compliance guidelines (https://section508.gov/) there may					approved opening a firewall to facilitate a demonstration of that tool. The		
				be a significant amount of rework to the solution.					ASI completed a Proof of Concept for the tool and now needs to 1) receive		
				be a significant annount of rework to the solution.					DHS approval to use the tool. 2) purchase the tool. 3) configure the system		
									to accommodate the tool, and 4) institute the tool into the delivery pipeline.		
									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		
									demonstrated to the ASI and appeared to provide the required reporting		
									features and the needed integration with the BES architecture. 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		
3 The lack of early planning and coordination Michael P	Forr Finding	1/21/2021 Integration and	The following planning and execution items have not ust been addressed	Interfaces is one of the areas where DDI projects often underestimate the	OPEN 5. Complete all MOAr and obtain approval 6. Confirm tertion dater	04 2021 4	1 Low	Open	selected shortly. 3/28/2022 - The ASI testing lead confirmed that an ADA 10/31/22 - No work has been performed regarding this finding due to the		
with interface partners may result in	Risk	1/21/2021 Integration and	and documented by the ASL - Connectivity is planned to utilize a presently	time needed to effectively manage all the tasks and activities to successfully	with interface partners in writing. COMPLETE 1. Establish a communication	4 2021 4	1 LOW	Open	work stoppage and ongoing transition to the new ASI. NV will reassess our		
with interface partners may result in schedule delays.	rudik.	Management	and documented by the Asi Connectivity is planned to utilize a presently undefined ETS API Gateway: however, there is no evidence that details have	implement data sharing. A clearly defined communication also and	plan for each interface partners for the duration of the BES DDI activities.				recommendations for this finding once more is known 09/29/22 - No		7/20/21 RAP - The AS
		management	been determined or documented in this regard There is little evidence of	schedule that includes the coordination, planning, and execution activities	10/29 COMPLETE 2. Identify and document all interface partners' contacts.				material update in the reporting period. 08/26/2022 - The statuses of the		team requests that the
			active and sufficient communication with interface partners for	along with milestone dates may minimize the risk of possible delays. In	COMPLETE 3/31/2022 3. Define a release schedule for each interface to						IV&V reassess the
			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				08/01/2022 - DHS executed the DPS agreement (MOA) on 07/20/2022. The		severity of this risk in
			planning and execution tasks and activities, including those for interface	be available during interface implementation to ensure that the interfaces					statuses of the three remaining required agreements are as follows. The DAGS agreement is moving forward with design work. DHS reviewed the		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				DAGS agreement is moving forward with design work. DHS reviewed the		reasons: a) the ATC
			A mitigation plan has not been developed to address the unavailability of		technical designs of all interfaces. 01/04 COMPLETE				DLIR MOA and resubmitted it to DLIR. The latest draft of the HYCF was sent		schedule extension
			interface partners during interface implementation after MOAs have been approved, testing dates have been confirmed, and communications have						to the DHS Directors' office with feedback from BESSD and MQD.		has made the urgency
			approved, testing dates have been confirmed, and communications have						06/30/2022 - There are 4 agreements outstanding (DAGS, DLIR, DPS, and		for tackling these task
			been frequent.						HYCF). DHS plans to discuss the agreement at the next meeting with DAGS,		less than it was before
									which is tentatively scheduled for 07/06/2022. DHS is currently reviewing		that started lessening
									the DLIR, DPS, and HYCF agreements. 05/31/2022 - There were no changes to the interface communication plans in this reporting period. There are 5		the schedule risk, b) the increase from
									to the interface communication plans in this reporting period. There are s agreements outstanding (DLIR, DPS, HYCF, DAGS, and CYRCA). DPS, HYCF,		Medium to High in
									agreements outstanding (DDR, DPS, HYCF, DAGS, and CYRCA). DPS, HYCF, and DLIR have all been drafted and are going through reviews with DHS and		Medium to High in May was based on a
									the interested parties. DAGS has not been drafted by DHS; DHS is in		misunderstanding of
									discussions with the Department of Tax for an interface that would bypass		the current state of
									DAGS. The CYRCA interface has been escalated within DHS as the business		the MOA's and contac
									requirements CYRCA meets are being evaluated by DHS executive		metrics, c) substantial
									management. IW has opened a new issue #79 related to vendor		progress has made
									development delays for the task management software. 04/28/2022 -		against each of the In
									There were no changes to the interface communication plans in this		Progress
									reporting period. The DAGS, DLIR, DOH, and HYCF agreements are still		recommendations,
									outstanding. In addition, there is a new element to this risk regarding DLIR		and it continues to
									because the interface will not be able to offer additional data elements		trend in the right
1 Poorly executed JAD and design sessions Brad Mol		11/30/2020 System Design		The CMM Workflow JAD sessions restarted in November, DHS indicated		ASAP 2	5 Med	Open	which DHS needs. 03/29/2022 - There were no chanses to the interface 10/31/2022 - No work has been performed regarding this finding due to the		direction. In regards to
2 Poorry executed JAD and design sessions Brad Mol could lead to inaccurate design and rework.	olina Finding -	11/30/2020 System Design	ASI-led Workflow JAD sessions have been held for LMM, with the following concerns being observed, - No clear introduction to all participants on the	some concern regarding the CMM Workflow JAD sessions, specifically; (1)	UPEN - The facilitator should use their expertise to drive discussions through	ASAP 2	5 Med	Upen	10/31/2022 - No work has been performed regarding this finding due to the work stoppage and ongoing transition to the new ASI. IVV will reassess our		
could read to maccurate design and rework.	issue		goal of the JAD, overview on the process and the importance of their	Do the JAD participants understand how the Case will be managed through	reading questions BAS should come to bay one or besign sprint rany				recommendations for this finding once more is known. 9/30/2022 - DHS		9/9/21 RAP - The IV&
				workflow? (2) What improvements will be made in the new BES to support					Product owners and SMEs have raised concerns about a lack of a cohesive		does participate in
			leading questions, as expected, but was instead lead by business users -	the users and clients? Incomplete or unclear JAD sessions with insufficient	IAD/IAB notes and other pertinent material . The ASI to bring User				design and a user experience that is less than satisfying. DHS users are		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					citing examples of not being able to achieve desired tasks or achieve tasks		deisen process
			question; several occasions where complete silence on the call for 30	support business requirements; as well as missing opportunities to improve	BES solution. Closed - JAD and design sessions should be lead by				timely. 8/31/2022 - The ASI's addition of senior BAs to the design sessions		including screen mock
			seconds or more - Lack of thought leadership from the ASI on how	workflow and related system design.	experienced senior BAs, with goals, objectives and results communicated to				has resulted in improvement. The Senior BAs offer guidance to ensure the		up reviews, backlog
			workflow could be designed to ease/improve process for client		all participants. (additional Senior BA being added, rest of recommendation				project team remains focused on the design. Unfortunately, one of the		grooming sessions,
					being met - Closed 4/30/2022) - The DHS and ASI product owners should				Senior BAs has left the project so it is unknown if this practice will continue		and Sprint demo's.
					actively participate to ensure the system meets the requirements, designed				for all BES design sessions. 7/31/2022 - Although the ASI has implemented		Product owner
					taking advantage of new technology and aligns to the 'to be' business				preparatory sessions for their Business Analysts (BAs) prior to design Sprint		discussions are meant
					process. (Closed 4/30/2022) - The ASI should back-track significant				Day 1, IVV continues to observe occurrences of BAs not being fully prepared		
											to have limited
					differences in design direction to determine the root cause to identify these				for the initial session. DHS has also raised concerns that the ASI support		to have limited participation. The
					items as early in the SDLC as possible. COMPLETE - The Product Owners				admins are not always assigned to meetings, leaving the BA solely		to have limited participation. The team is concerned
					Items as early in the SDLC as possible. COMPLETE - The Product Owners should have more direct interaction with the development team, proactively				admins are not always assigned to meetings, leaving the BA solely responsible to lead discussions and capture notes, update artifacts, and		to have limited participation. The team is concerned about the participatio
					items as early in the SDLC as possible. COMPLETE - The Product Owners should have more direct interaction with the development team, proactively seeking collaboration. 10/5/21 Complete - The Functional Design				admins are not always assigned to meetings, leaving the BA solely responsible to lead discussions and capture notes, update artifacts, and		to have limited participation. The team is concerned about the participatio of the IV&V for two
					Items as early in the SDLC as possible. COMPLETE - The Product Owners should have more direct interaction with the development team, proactively seeking collaboration. 10/5/21 Complete - The Functional Design Document process, to include the Design Sprint concept, should be clearly				admins are not always assigned to meetings, leaving the BA solely responsible to lead discussions and capture notes, update artifacts, and capture action items. DHS requested the ASI to address these concerns going forward. 6/30/2022 - The ASI continues to revise the Design Sprint process		to have limited participation. The team is concerned about the participatio of the IV&V for two main reasons: 1) IV&V
					Items as early in the SDLE as possible. COMPLETE - The Product Owners should have more direct interaction with the development team, proactively seeking collaboration. 10/5/21 Complete - The Functional Design Document process, to include the Design Spirit concept, should be clearly defined and shared with all project team members. (Closed, 13/31/2022) -				admins are not always assigned to meetings, leaving the BA solely responsible to lead discussions and capture notes, update artifacts, and capture action items. DHS requested the AS to adverse there occorers going forward. 6/30/2022 - The ASI continues to revice the Design Sprint process by engaging the DHS SNEs and ASI systems ranalysis carlier in the process		to have limited participation. The team is concerned about the participatio of the IV&V for two main reasons: 1) IV&V does not always stay
					Items aredy in the SDLC as possible. COMPLETE - The Product Owners houds have more direct interaction with the development team, proactively seeking collaboration. 10/5/21 Complete - The Functional Design Document process, to include the Design Sperince concept, should be clearly defined and shared with all project team members. (Closed, 1/31/2021) - Initier VVI all filture design assission and design spirit to able VI able VVI and their design assistories and design spirit ables.)				admins are not always assigned to meetings, leaving the BA solely responsible to lead discussions and capture notes, update artifacts, and capture action items. DH's requested the AB to address these concerns going forward, (47)2072 - The AB conclusions to invice the being Sprint process by engaging the DH's SMEs and AB systems analysts earlie in the process and rendwriter more sessions with the AB Ruisless Address item in the process		to have limited participation. The team is concerned about the participatio of the IV&V for two main reasons: 1) IV&V does not always stay silent in discussions oo
					Items as any in the SDIC as possible COMPETE - The Product Owerss should have more direct interaction with the development team, prostchely eading calaboration. 30/5/21 Complete - The Functional Design Document process, to include the Design Sprint concept, should be clearly defined and shared with all project team methors. (Closed, 173/1202) - invite WV to all fixture design sessions and design sprints to allow WV to betwere and assess the effectiveness of the revised design processes.				admiss are not always assigned to meetings, leaving the BA solely responsible to load discussions and capature notes, upstate artifacts, and capature action items. DHS requested the AD to address these concerns paing disrusal. (§)2022–21: TeAS 21 containes to invisite the beight paint process by anguiging the DHS SMEs and AD systems analysis carlier in the process and conducting processions with the ADE launcies Analysis. Buy prior to each Softmit. These pre-sprint existions will be Dave set starting to address the emission accommendation. But will emission to address us to hold for		to have limited participation. The team is concerned about the participatio of the IV&V for two main reasons: 1) IV&V does not always stay
					Items a servly in the SQC 2 spossible. COMPLIET - The Product Deversi should have more direct interaction with the development team, proactively seeking collaboration. 10/p/12 complete - The Functional Design Document process, to include the Design Sprit concept, should be clearly defined and shared with all project team members. (Closed, 171/2022) - Unite WV to all Netwe design sensition allow WV to observe and assess the effectiveness of the revised design processes. (Closed, 171/2022) - Asia and DHS should work together to ver the in-				admiss are not always assigned to meetings, leaving the BA solely responsible to load discussions and capature notes, upstate artifacts, and capature action items. DHS requested the AD to address these concerns paing disrusal. (§)2022–21: TeAS 21 containes to invisite the beight paint process by anguiging the DHS SMEs and AD systems analysis carlier in the process and conducting processions with the ADE launcies Analysis. Buy prior to each Softmit. These pre-sprint existions will be Dave set starting to address the emission accommendation. But will emission to address us to hold for		to have limited participation. The team is concerned about the participatio of the IV&V for two main reasons: 1) IV&V does not always stay silent in discussions o design despite
					Items a serving in the SDL cs possible. COMPLIT The Product Owers block have more derived interaction with the development taum, proactively seeking collaboration. 10/5/12 Complete - The Functional Design Document process, to include the Design protect sa allow (2014) defined and shared with all project taum members. (Clock J, 13/12021) ender NV to all future dangs raceious and design protects to allow (VV to Include IV) and Marca Marca (2014) and the Sub- line VI and Marca (2014) and the Sub- line VI and Marca (2014) and the Sub- regress design with 13405 for the and of toose, Being met to we the in- gregard seign with 13405 for the and of toose, Being met to are the new				admiss are not always assigned to meetings, leaving the BA sciely responsible to load iscussions and capture notes, upsides artifacts, and capture action items. Dris's requested the AG to address these concerns going forward. 6/3/30/22-11 meAI continues to invise the Beignsprint process by enginging the Dris SMBs and AS systems analysts entire in the process and conducting pressions with the AB functions. Analysis Big prior to remaining recommendations. VV will continue to denore and look for impactif result; from heat latest charges to the process. 5/10/2021 - The		to have limited participation. The team is concerned about the participatio of the IV&V for two main reasons: 1) IV&V does not always stay silent in discussions o design despite assurances from the IV&V PM that it is not
					Items as early in the SUCs a possible. COMPETE - The Product Owners that drawners of rest interaction with the devicement team, possible values and the sense of the transformation that the devicement team, possible complex devices the product of the product of the transformation of the device of the transformation of the device of the transformation of the transformation of the transformation of the transformation of the device of the transformation of the device of the transformation of the transfor				admiss are not always assigned to meetings, leaving the Bk soley responsible to lead discussions and capture ratio, updata artifacts, and capture action herms. Disk requested the AB to address the acconcerns galary discussion. The AB continues to meeting the beilgs Significant process by engaging the DIS SMEs and AB systems analysis carlier in the process and conducting groups console with the AB address. Analysis, Bd prior to each Sprint. These pre-grant sensions with BL are starting to address the magnetification of the leaving short process. Adviss, Bd prior to each Sprint. These pre-grant sensions with BL are starting to address the magnetification of the leaving short process. Adviss, Bd prior to ASI short bear to proceed and the process. Sprint 20120; The ASI startistical a new process to all proceedings in the process.		to have limited participation. The team is concerned about the participatio of the IV&V for two main reasons: 1) IV&V does not always stay slent in discussions o design despite assurances from the IV&V PM that it is not their role, and 2) IV&V participation typically
					Items as eithy in the SQC as possible. COMPUTET - The Product Owners toold have norm of entire transcriptow that the proceeding of the product of the produ				admiss are not always assigned to meetings, leaving the BL soldy- propublies to load iscussion and capture networks, update artifacts, and capture action terms. Tot's requested the AB to address the accorears paging by separating the DAS Miss and AB systems analysis and the International and capture actions that the AB submission and the AB submission and actional action terms. This requested the AB to address the presenting recommendations. If VMI continues Analysis and load forses the remaining recommendations. If VMI continues to observe and load for impediate and the AB submission and load for presenting recommendations. If VMI continues to observe and load for impediate and the AB submission and load for presenting of common backness processes, transphering parts for facilitation and registering metrics. JOS 16 sold for educe conternal are actived to registering metrics. JOS 16 sold for educe conternal are actived to registering metrics. JOS 16 sold for educe conternal are actived to registering metrics. JOS 16 sold for educe conternal are actived to registering metrics. JOS 16 sold for educe conternal are actived to advect the sold sold for the present and the sold sold sold present are actived to advect the sold sold for the sold sold sold conternal backness processes. Thereageheres are advected and the sold sold sold sold sold sold sold conternal sold sold for the sold sold sold sold sold sold sold sold		to have limited participation. The team is concerned about the participatio of the IV&V for two main reasons: 1) IV&V does not always stay silent in discussions o design depite assurances from the IV&V PM that it is not their role, and 2) IV&V participation typically drives what are mean
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system design, testing artifacts and the			deliverable were submitted for client review. There was an average of 85 comments submitted for each of these deliverables. The documents exhibited erroneous information, a tack of a logical organizational flow, an insufficient level of detail, and a lack of understanding of the subject matter from both a fauntional and technical parcentice. BHS logical this issue in the Project issue log for corrective action by the AKJ. The AS acted by conducting an internal role cause analysis and provided DEIs and IVV the	The staff time spent on reviewing deliverables is exceeding the plan for all project entities and has caused schedule delayed due to the associated project entities and has caused schedule delayed on the the produced and schedule delayed by the schedule of the produced and schedule delayed by the schedule of the produced schedule of schedule of produced sche	Items as entry the SQC as possible. COMPETET - The Product Owen studied have not off entry interaction with the decision Harm processible vesting collobarismic . 10/1/21 Competer - The Functional Design Harm Competer - The Product Decision Harm Proceedings (Const. 11/1/221) - 441 and Det should work together the my esti- dense and should will all register taken references (Const. 11/1/221) (Const. 11/1/221) - 441 and Det should work together to will be any estimated of the Proceeding Decision and Harm Sciences (Const. 11/1/221) (Const. 11/1/221) - 441 and Det should work together to with the any estimated of the Proceeding Decision and Harm Sciences (Const. 11/1/221) (Const. 11/1/221) - 441 and Det should work together to with the meeting above and associes of the Sciences of the resolution of the Sciences (Const. 11/1/221) - 441 and Det should work together to with the meeting above and associes of the Sciences of the resolution of the Sciences (Const. 11/1/221) - 441 and Det should work together to write the meeting above and associes of the Sciences of the Sciences of the Sciences (Const. 41/1/221) - 441 and Det should work together to any the sciences (Const. 41/1/221) - 441 and Det should work together to any the meeting above and associes of the Sciences of the Sciences of the Sciences (Const. 41/1/221) - 441 and Det should work together to any the Sciences (Const. 41/1/221) - 441 and Det should be above and any the sciences of the Sciences		2 iow	Open	admiss ren of always asigned to meetings, leaving the BK soldy reprodued to load solutions and cipture rock, update artifacts, and cipture and rocks. This registering the AK is address the arcsening part of the AK and AK and AK and AK and AK and AK and AK and AK and AK and AK and AK and AK and AK and AK and AK and AK and AK and AK AN	was initially called back for quality issues, and the issues were corrected.	the here immediately a second

HI DHS Monthly IVV Status Report Final - October 2022

I washing and a static stat	ID Title	Fi Reporter	nding I Type	dentified Date Category	Observation	Significance	Recommendation	Event Horizon	Impact Proba	Analyst ability Priority	Finding Status	Status Update	Client Comments	Vendor Comments
Name No	47 The COVID-19 pandemic and the related						OPEN - Suggest the project and DHS create a detailed, documented risk	ASAP	2	2 Low	Open	10/31/22 - No work has been performed regarding this finding due to the	06/30/2020 - Office opening may be delayed until September/October.	
I wasses I was	"stay at home" order could hinder project				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	mitigation strategy and plan that is reviewed regularly and revised to					work stoppage and ongoing transition to the new ASI. IVV will reassess our	TBD.	7/30/21 RAP - The ASI
Image: State in the state i					functional as the large majority of state workers will be required to work	delivering services to beneficiaries. Planned key activities such as design	address the current state of the COVID-19 threat and related impacts					recommendations for this finding once more is known. 09/29/22 - IVV		agrees that COVID at
I was and the second	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	Send broad communications to stakeholders to assure clear understanding					remains concerned that the lack of in-person interactions may lead to		this time is likely a low
I and a state I and a state<					completely shut down until that time as well. Unclear if the order will	sessions. Going forward, most if not all project activities will more than	of changes to the Project with regard to impacts of COVID, as well as					reduced project team productivity. 08/30/22 - No material update for this		risk to both schedule
I and and a sector in the s					extend beyond that date.	incery be conducted remotely until this crisis passes. The DHS project team						reporting period. 07/31/22 - No material update for this reporting period. 06/30/23 - The ASI har stated they have represend the vs and the state.		
I service I ser														
I shows is in the series in						state could experience a significant loss of revenue due to COVID, which	for meetings to converse - Consider in nerson meetings for critical design	-				in the office. DHS team members are still not required to work in the office		the delta variant. The
I and						could lead to DHS budget challenges. If the state/DHS institutes a hiring	sessions if DHS and ASI COVID protocols allow. CLOSED - Continue to make					but DHS is also encouraging office time. Three DHS team members		ASI team continues to
I and						freeze, DHS PMO may not be able to replace these key resources.	efforts to setup, train, and assist new stakeholders on remote work devices					currently work out of the ASI's downtown Honolulu office. 05/31/22 - The		maintain social
I and sources I an						Additionally, if the state institutes furloughs, DHS project team resources	and tools and continue to assist stakeholders with becoming highly					ASI and their subcontractor are making efforts to increase in-office/in-		
I and							functional with remote access technology (e.g. MS Teams/Skype).					person work which could help to increase productivity and communication		
						impact overall project funding.						as well as overall quality of project work. U4/29/22 - No material update to	r	
Image: Statistic Statis Statistic Statistic Statistic Statistic							the short and long term Complete - Explore options for freeing up key					COVID mandates this month, however, most individual State departments		essentially reached the
							BESSD SME's to work on the project Complete					have been given the option of not requiring their staff to work in-person.		new normal in
Image: Source in the second seco												DHS will likely maintain remote work policies for the foreseeable future. IV	/ · · · · · · · · · · · · · · · · · · ·	Honolulu. This
 I and a start and												recommends DHS consider strategically requesting in-person meetings for		
I server No												discussions that can be significantly more productive in-person. 2/28/22		
 * I and the second secon												5/5/22. In-person meetings could improve conadoration for design and other sessions. If the Project elects to increase in-person meetings. 1/31/2	2	project has adjusted to
 * I and the second secon														
 I and a state in the state in t												communication than in-person meetings and therefore, COVID continues to		meetings. In our off-
2 Description Set 1 Set 2												have a negative impact on the quality of some project activities, albeit		shore office, we still
I I I I I I I I I I I I I I I I I I I I I I I I I I I I I I I I I I I I I I I I I I I I I I I I I I I I I I I I I I I I I I I I I I I I I I I I I I I I I I I <thi< th=""> I I I I I I I I I I I I I I I I I I I I I I I I I I</thi<>														
Image: Single	A DUC DIAD analysis to an analysis have	Dune Tes Diad		1/10/2020 Destant	As assessed in under an instant monthless, sourced has DUC 2010, DTC and 401	The law encourse law in the DFC Particul and the law of blacks of	2/28/2022 DUC seeding attes actions (Contractory Data services)	AC 40		C. Ulab	0	the project has indicated they do not plan to make changes to current	03/08/3031 Briss December dess ant second b BBI's block soldies lite anti-	from home. We expect
I washing a was		Ryan ran Pind	ing -					ASAP	3	2 High	Open	10/51/2022 - NO work has been performed regarding this miding due to the new ASL M/ will rearrent our	on this Ending (#12) and DBS colled out the DBS Product Owner Poles and	the ASI percention
I washing washi		12254	•	management										
I wasses I wasses <td< td=""><td>leadership on the Project.</td><td></td><td></td><td></td><td>are plans and actions being taken, a formal transition/succession plan has</td><td>and knowledge is critical for the BES DDI and KOLEA Modifications, and</td><td>with the appropriate organizations to identify the funds necessary to fill</td><td></td><td></td><td></td><td></td><td>material update in the reporting period. 8/31/2022 - DHS continues to see</td><td>Final DHS Product Owner Roles and Responsibilities document to IVV on</td><td></td></td<>	leadership on the Project.				are plans and actions being taken, a formal transition/succession plan has	and knowledge is critical for the BES DDI and KOLEA Modifications, and	with the appropriate organizations to identify the funds necessary to fill					material update in the reporting period. 8/31/2022 - DHS continues to see	Final DHS Product Owner Roles and Responsibilities document to IVV on	
I wink Make					not been documented. In January, the ASI did announce and introduce an	planning efforts for BES Maintenance and Operations activities.	these positions In progress The state should document a transition plan					applicants for the three PMO positions these positions remain unfilled.	02/8/2021): 06/30/2020 - Mark Choi is becoming more involved in the	
I wink Make					interim Project Manager, but a plan for a permanent replacement is not	Additionally, as per the budget, DHS stated if they are unable to fill these	for the project and PMO resources as identified in the RFP (reference RFP					7/29/2022 - DHS has received minimal applications for the open PMO	project. Involved in Arch decisions and PM decisions around tool sets,	have provided little
I Image: Source in the second sec					currently known.	positions timely, DHS may fall out of federal funding compliance and lose	section 3.4.3 'DHS Staffing'). The plan should include the possible COVID-19					positions therefore, they may fill the positions with contractors. IVV does	future vision, etc. Day to day PM working closely w/ Gary and Emerald. W	
 I and the second second						the \$37 million needed matching funds for continued development of BES.						not nave visibility to the full impact of the delay in filling these positions.	nave no insight into other DHS staffing.	
I Image: Second Sec														
 I source in the second s							resource as required by the KFP (reference KFP section 3.5.1.2 Benefits Elizibility Solution Project Staffing") - Closed					are significant so DHS assigned these activities to internal staff on an intern basis 6/20/2023 - DHS continues to rescuit for PMO resources. No other	n	transfer gaps have
 I server in the s												material undates for this reporting period 5/31/2022 - DHS continues to		leadership of the
I was a substrained with the subst												recruit for PMO resources, but the three positions remain unfilled. Howeve	,	project remains strong
 I was a serie of the serie of the serie of the series of th												some PMO responsibilities are being addressed through existing resources.		
 I a state in the state in the state is a state is a state in the state in the state is a state in the state in the state is a state in the state in th												For example, the contracted DHS PM has filled in leadership gaps and and		
I al second se														
 I a server and a s														
 A substrate in the second secon														
 I a start and the start and the												online metrics show there is interest and the positions are being viewed, as		
												of this date, there has only been one application 1/28/2022 - No materia		risk.3/3/2020 - The AS
												updates in this reporting period. 12/30/2021 - No material updates in this		PM stated the Project
I so statistical stati												reporting period. 11/26/2021 - No material updates in this reporting		Coordinator position is
 												period. 10/31/2021 - No material updates in this reporting period.		filled and they will
 James and a second secon														begin work on
												Project Manager resigned from DHS. To mitigate the knowledge and leadership rick. DBS backfilled the DBS BES Broject Manager with a		
 Marcian Schuler Marcian M												contractor possessing extensive BES project experience. The Assistant BESS)	will begin next week.
 Marcian Schuler Marcian M	29 Uncertainty and/or a lack of communication	n Michael Fors Find	ing -	5/28/2019 Project	Some platform and BES system architecture decisions have yet to be made	The current project architecture and design should be as representative and	- The ASI continue to make updates to the BI-12 System Architecture	ASAP	2	2 Low	Open	10/31/22 - Given that the project is transitioning to the new ASI, it remains	06/30/2020 - Combined application is still planned. App still not finalized I	by
 I show has been been been been been been been bee	around long term architecture decisions	Issue	2	Management	and socialized to the project. For example, the ASI and DHS have stated that	t inclusive of all known future solution plans as possible. As an example, if	Deliverable with additional details as they become available and with any					unclear what changes the new ASI will make to the planned infrastructure	DHS. From Arch perspective, we are building in Liferay. Future Integration	4/23/21 rap - The ASI
I shows where the shows where					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					and other technologies being utilized. IVV will update the recommendation		
I shows where the shows where	system design, and planning decisions.				implementing two Siebel instances (one for KOLEA, one for BES), but this is	planning for that integration should be incorporated into the project now. If	Portal strategy and implementation details and clearly communicate out to					to include any infrastructure changes the new ASI may adopt, if any.	originally planned for data sharing. If change is made to Adobe, this would	d refine the final plan
 I a substrate is in the substrat is in the substrate is in the substrate is in the substrate					not currently reflected in the project change log or the project decision log.	such significant tuture changes are not planned for now, the project is likely	stakenolders and project teams. Complete 3/31 - The Project should							
a manufacture Marked Status Marked Status<					for integrating the two instances nost en-live bave been thoroughly vetted	systems in the future						with the lack of clear communication around the planned configuration		
 I solar base in the second solar base is a solar base in the second solar base is a solar base is												management tool and its intended use. DHS prefers Service Now but it is		
 					whether when/if all environments (including KOLEA and BES production)		perform due diligence in any recommendation for foundational architecture					currently not funded, and IVV is unaware of contingency plans in the event		
I show I show <tdi show<="" td=""> <tdi show<="" td=""> <tdi show<="" td="" td<=""><td></td><td></td><td></td><td></td><td>will be moved to the cloud.</td><td></td><td>change decisions and continue to review with appropriate DHS stakeholders</td><td>5</td><td></td><td></td><td></td><td>Service Now funding is not approved The project is currently assessing the</td><td></td><td></td></tdi></tdi></tdi>					will be moved to the cloud.		change decisions and continue to review with appropriate DHS stakeholders	5				Service Now funding is not approved The project is currently assessing the		
I share share I share shar							to assure a common understanding of the implications of these decisions					additional level of effort that will be required to comply with the latest		the project. The ASI
I shows here I shows here <td< td=""><td></td><td></td><td></td><td></td><td></td><td></td><td>The Project should continue to ensure communication between</td><td></td><td></td><td></td><td></td><td>revision (Revision 5) of Federally required security controls. IVV is concerne</td><td>d</td><td></td></td<>							The Project should continue to ensure communication between					revision (Revision 5) of Federally required security controls. IVV is concerne	d	
I manual manu							development leads and architecture leads to assure optimal collaboration							
												have not been broadly communicated to stateholders. 6/30/22 - The Asi		Recommendation #2
I show here here here here here here here her							communication between the architecture team and the rest of the project					technology improves or the cloud provider(s) make changes and that some		From our perspective
							team to assess impacts of architecture decisions to the Project.					architecture decisions have yet to be finalized (e.g., use of Splunk vs.		all necessary actions
2 Index 1 No. 1 N												Dynatrace). IVV has little to no visibility into whether these changes are		are complete. If the
Part Part Part Part Part Part Part P														
 2 Marka Mar												Further, the Project has previously stated their intention to utilize		
I show of project density is a starting of project density														
A 1 Month Mark Mark Mark Mark Mark Mark Mark Mark												used, how it will be licensed, division of responsibility between the		onalli.
2 Landellow further												ESI/DHS/ASI, and the status of funding for licenses. 5/31/22 - The ASIs		
												addition of resources including backfilling of key positions may help to		and DHS continue to
2 List delivery of project diversality divent diversality diversality divent diversality diversality diver												increase communication of architecture changes. The ASI stated they are		
2 Main												evaluating the benefits of moving the BES portal (SSP) off Oracle DBMS.		
cased schole dely. Name Name Name Name Schole dely dely dely dely dely dely dely de	The delivery of east 1.11. 11.1	Press.		100000 000	Record come the excitent extended do to a fee fee for the second se	Take deliverships are load to school d	IN DECORPTE Development barries	70.0			0.	4/29/22 - The ASI OCM team is developing a communication plan for		vision. We expect that
 the date of this report these addurings include Program (2000) the date of this report the second Program (2000) the date of this report the second Program (2000) the date of this report the second Program (2000) the date of this report the second Program (2000) the date of this report the second Program (2000) the date of this report the second Program (2000) the date of this report the second Program (2000) the date of this report the second Program (2000) the date of this report the second Program (2000) the date of this report the second Program (2000) the date of this report the second Program (2000) the date of this report the second Program (2000) the date of this report the second Program (2000) the date of this report the second Program (2000) the date of this report the second Program (2000) the date of this report the second Program (2000) the date of this report the second Program (2000) the date of this report the second Program (2000) the date of the program (2000)<								IRD	3	3 Med	Upen	10/31/2022 - The BES Project is being assigned to the new ASI and transition		
IP (MP), which is the from about method is using the dire adjustent this is which is used as the dire adjustent this is which is used as the dire adjustent this is which is used as the dire adjustent this is which is used as the dire adjustent this is which is used as the dire adjustent this is which is used as the dire adjustent this is which is used as the dire adjustent the week is papered theread is adjustent this is which is used as the dire adjustent the adjustent the dire adjustent the adjusthe adjusthe adjustent the adjustent the adjustent the a	caused schedule delays.	issue		management	the date of this report, these deliverables include the Project Management	***OLD***Without a PMP that depicts all Project Management processor	COMPLETE 5/31/2021 - When the revised schedule is published the project					deliverables in this reporting period. The ASI transition is planned to		the published schedule
se cuedor of the project. browne binacce, the in owne binacce, the in owne binacce, the in owne binacce, the intowne binacce, the intow					Plan (PMP), which is the formal document that is used to manage the	the Project can suffer unplanned consequences in scope, schedule, cost and	team should restart the weekly practice of reporting actions being taken for					complete in November, IVV will provide an update on this finding when the		based on feedback
a backing of beliverskie population becomes (DED) inputing approx 2011 bits in the beach sectors in the Ada gree to a model of beach sectors in the Ada gree to a model of beach sectors in the Ada gree to a model of beach sectors in the Ada gree to a model of beach sectors in the Ada gree to a model of beach sectors in the Ada gree to a model of beach sectors in the Ada gree to a model of beach sectors in the Ada gree to a model of beach sectors in the Ada gree to a model of beach sectors in the Ada gree to a model of beach sectors in the Ada gree to a model of beach sectors in the Ada gree to a model of beach sectors in the Ada gree to a model of beach sectors in the Ada gree to a model of beach sectors in the Ada gree to a model of beach sectors in the Ada gree to a model of beach sectors in the Ada gree to a model of beach sectors in the Ada gree to a model of beach sectors in the Ada gree to a model of beach sectors in the Ada gree to a model of beach sectors in the Ada gree to a model of beach sectors in the Ada gree to a model of beach sectors in the Ada gree to a model of beach sectors in the Ada gree to a model of beach sectors in the Ada gree to a model of beach sectors in the Ada gree to a model of beach sectors in the Ada gree to a model of beach sectors in the Ada gree to a model of beach sectors in the Ada gree to a model of beach sectors in the Ada gree to a model of beach sectors in the Ada gree to a model of beach sectors in the Ada gree to a model of beach sectors in the Ada gree to a model of the Ada gree to a model of beach sectors in the Ada gree to a model of beach sectors in the Ada gree to a model of the Ada gree to th					execution of the project. In some instances, this risk may be compounded by	y quality parameters. Without a schedule that provides the required level of	late tasks and develop mitigation plans for those tasks that may be late.					new ASI begins work on the project deliverables. 9/30/2022 - The DHS		from DHS and the
and acceptance from the State. In inside a depined with ranges of the Images. If we manages of the Images of the I					a backlog of Deliverable Expectation Documents (DED) requiring approval	detail to manage the work, the project is at risk to be successful.	Complete 4/30/2021, 7/29/2021, 12/30/2021 - DHS and the ASI agree to a					work stoppage halted all efforts on project deliverables. IVV will continue t	2	IV&V while we work
be elimiting roces to determine of hanges hould te made or folder be number of lates and or conder and uses and yes to determine or totales and yes totales an					and acceptance from the State.		revised schedule against which project deliverables can be managed.					monitor this finding once the BES Project resumes. 8/30/2022 - The ASI is		through the final
the elimiting process to distributed to share the relation of												behind schedule with development activities which will impact the critical		change request for the
and ades the root cause() Closed #11.2020 Recommendations: Closed #12.2020 Recommendations:							the estimating process to determine if changes should be made to reduce the number of late tarks and or conduct a most cause and into the determine							ATC which is nearing
Pior to acceptance of the rems Junkine, finduce the ended updates, to der a joine, training, for der approximation, finduce the ended updates, to der approximation, fi							and address the root cause(s) = Closed 8/31/2020 Recommodiation: -							
priorit tondake to address the address the address the stander by the out the address the stander by the out the stander by the stander by the out the stander by the stander												late, and critical path activities do not appear impacted when this hannens		
bit kdy, ddy fV is include the leteras of Lesson							project schedule to address the outstanding items/issues identified by DHS.					since they are not dependent on those deliverables. For example,		
Bathbole Betable the process for USS and WA ID to muculi agree the messed edimension edimension endpending is hoped, the agree of the process for USS and WA ID to muculi agree the messed and in process for USS and WA ID to muculi agree the messed and in process for USS and WA ID to muculi agree the messed and in process for USS and WA ID to muculi agree the messed and in process for USS and WA ID to muculi agree the messed and in process for USS and WA ID to muculi agree the messed and in process for USS and WA ID to muculi agree the messed and in process for USS and WA ID to muculi agree the messed and in process for USS and WA ID to muculi agree the messed and in process for USS and WA ID to muculi agree the messed and in process for USS and WA ID to muculi agree the messed and in process for USS and WA ID to muculi agree the messed and in process for USS and WA ID to muculi agree the messed and in process for USS and WA ID to muculi agree the messed and in process for USS and WA ID to muculi agree the messed and in process for USS and WA ID to muculi agree the messed and in process for USS and WA ID to muculi agree the messed and in process for USS and WA ID to muculi agree the messed and in process for USS and WA ID to muculi agree the messed and in process for USS and WA ID to muculi agree the messed and in process for USS and WA ID to muculi agree the messed and in process for USS and WA ID to muculi agree the messed and in process for USS and WA ID to muculi agree the messed and in process for USS and WA ID to muculi agree the messed and in process for USS and WA ID to muculi agree the messed and in proce							the ASI, and IVV to include the Release 0.1 lessons learned Closed -					development delays found in Finding #80 do not appear to be caused by lat	2	made to date, the ASI
project schedule baseline. Compile - Itabilish the process for or paring to the stage of the Project as opposed to the prinning/Initiation Tages where a series in project and baseline according to the Project as opposed to the prinning/Initiation Tages where a series in process for the approximation and weekly optication. Stages where a series in project as opposed to the prinning for the Project as opposed to the principal term of the Project as opposed to the principal term of the Project as opposed to the principal term of the Project as opposed to the principal term of the Project as opposed to the principal term of the Project as opposed to the principal term of the Project as opposed to the principal term of the Project as opposed to the principal term of the Project as opposed to the principal term of the Project as opposed to the principal term of the Project as opposed to the principal term of the Project as opposed to the principal term of the Project as opposed to the principal term of the Project as opposed to the Project as opposed to the principal term of the Project as opposed to the principal term of the Project as opposed to the principal term of the Project as opposed to the principal term of the Project as opposed to the principal term of the Project as opposed to the principal term of the Project as opposed to the Principal term of the Project as opposed to the Principal term of the Project as opposed to the Principal term of the Project as opposed to the Principal term of the							Establish the process for DHS and the ASI to mutually agree to the revised					deliverables. Schedule impacts from late deliverables are minimal during		is hopeful, that we can
Management sub-glan of the Project Monagement frain [16:04] - Complete Shall Automation of the Shall							project schedule baseline Complete - Establish the process for on-going					this stage of the Project as opposed to the planning/initiation stages where		agree in principle on
additioning item/fusione identified by this and hyw. Closed 5, 1/1/2020 - The Security Pite deliverable. (#20202 - The Xecontures te monitor project plainbeile by teenal balable by teenal additione by teenal additione by teenal additione by teenal balable by teenal additione by teenal additione by teenal additione by teenal balable by teenal additione by teenal additione by teenal additione by teenal balable by teenal additione by teenal additione by teenal additione by teenal balable by teenal balable by teenal additione by teenal additione by teenal balable by teenal balable by teenal additione by teenal additione by teenal balable by teenal balable by teenal additione by teenal additione by teenal balable by teenal balable by teenal the teenal additione by teenal balable by teenal balable by teenal the teenal the teenal balable by teenal balable by teenal the teenal the teenal balable by teenal balable by teenal the teenal the teenal balable by teenal balable by teenal the teenal the teenal balable by teenal the teenal the teenal the teenal balable by teenal the teenal th							schedule management and weekly updates, utilizing the Schedule							the ATC change
additioning item/fusione identified by this and hyw. Closed 5, 1/1/2020 - The Security Pite deliverable. (#20202 - The Xecontures te monitor project plainbeile by teenal balable by teenal additione by teenal additione by teenal additione by teenal balable by teenal additione by teenal additione by teenal additione by teenal balable by teenal additione by teenal additione by teenal additione by teenal balable by teenal additione by teenal additione by teenal additione by teenal balable by teenal balable by teenal additione by teenal additione by teenal balable by teenal balable by teenal additione by teenal additione by teenal balable by teenal balable by teenal additione by teenal additione by teenal balable by teenal balable by teenal the teenal additione by teenal balable by teenal balable by teenal the teenal the teenal balable by teenal balable by teenal the teenal the teenal balable by teenal balable by teenal the teenal the teenal balable by teenal balable by teenal the teenal the teenal balable by teenal the teenal the teenal the teenal balable by teenal the teenal th							Management sub-plan of the Project Management Plan (BI-04) Complete					impact this finding has on the Project, IVV is lowering the criticality rating t		request in July and
Etablish the process for UK3 and the XM3 to mucually agree to the revised activities that may impact the critical path and conduct meetings to address of the month. Design standard Etablish the process for UK3 and XM3 that be been that subtractives may or impact the critical path and conduct meetings to address and the subtractives may or impact the critical path. the design standard to the process for UK3 and the subtractives may or impact the critical path. the design standard to the process for UK3 and the subtractives may or impact the critical path. the design standard to the process for UK3 and the subtractives part or impact the critical path. the design standard to the process for UK3 and the subtractives part or impact the sub							5/51/2020 - Finalize the updates to the project schedule to address the					Medium - IVV has separate findings for the BI-5 Project Schedule and BI-13		
project checked besoline. "Coded 3/12/2002". Add 3 relation that bees been the schedule, the hoping some bit a calvities, and you prove the critical path, the schedule and besoline in too do the performed of path territors (heads and besoline). The schedule and besoline in too do the schedule and besoline in the schedule and besolities in the schedule and													I	
performed or planed to be performed in the interim schedule. Cloud they may impact Ad a dVs staffing since they weed additional time to do the stam has 5/10/2023 - effective to stager matrializing the begin schedule and the schedule sc							Establish the process for DHS and the ASI to mutually agree to the revised project schedule baceline - Clored 2/21/2020 - Add all to the two toos							
\$J20202 - effectors \$J15/2020 bet AUI to to loger mutativing the the unglanned such. The Project reported development activities are entertuid development Interim schedule, AU complex the Project unning between and AU complex the Project unning between and AU complex the Project entertuid development Management Rhan deliverable, work with DHS and VM for preview and eds as path. The AUI screening methation activities are enterting and automation activities and the activities in the schedule, the Project schedule for therein. enterting and automation activities and the activities in the schedule, the Project schedule for therein. enterting and automation activities and the activities in the schedule, the Project schedule for therein. enterting and automation activities and the activities in the schedule, the Project schedule for therein. for activities activities and the activities in the schedule, the Project schedule for therein. for activities activities activities and the activities in the schedule, the Project schedule for therein. for activities activititities activititities activities activitities activities ac							project ac-require unserine cruseu 5/51/2020 - Add all tasks that have been performed or planned to be performed in the interim schedule. Clored							
Internet stackdule. Wir recommends that the ASI complete the Project running behind in Restarces 8, 9 and 10, but only 10 is impacting the critical other week schedule. Management Plan deliverable, work with DHS and IVV for relevant delta as path. The ASI is relevantly, based on later meterspace Included, and statism with DHS and IVV for relevant delta accentres in the schedule, the Project substation accentres in the schedule. the schedule in the Project substation accentres in the schedule.														
needed, and attain approval of the PMP. This will help ensure that all activities in the schedule, the Project is updating the schedule further. tracking actions be							5/30/2020 - effective 5/15/2020 the ASI is no longer maintaining the					the unplanned work. The Project reported development activities are		reinstituted every
needed, and attain approval of the PMP. This will help ensure that all activities in the schedule, the Project is updating the schedule further. tracking actions be							interim schedule. BOJ recommands that the ASI complete the Project					running behind in Releases 8, 9 and 10, but only 10 is impacting the critica		reinstituted every other week schedule
							interim schedule. IVV recommends that the ASI complete the Project Management Plan deliverable, work with DHS and IVV for review and edit a:	s				running behind in Releases 8, 9 and 10, but only 10 is impacting the critica path. The ASI is reviewing remediation actions. Additionally, based on late		meetings and is