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May 15, 2020

The Honorable Ronald D. Kouchi, President, and Members of The Senate Thirtieth State Legislature Hawaii State Capitol, Room 409 Honolulu, Hawaii 96813 The Honorable Scott K. Saiki, Speaker, and Members of The House of Representatives Thirtieth State Legislature Hawaii State Capitol, Room 431 Honolulu, Hawaii 96813

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

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

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

Sincerely,

Douglas Murdock Chief Information Officer State of Hawaiʻi

Attachment (2)



Hawaii Department of Human Services Systems Modernization Project

Final IV&V Status Report for Reporting Period: April 1-30, 2020

Submitted: May 13, 2020



Solutions that Matter

Overview

- Executive Summary
- IV&V Findings and Recommendations
- <u>IV&V Engagement Status</u>
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Solutions that Matter

Executive Summary

Executive Summary



In April, the BES Optimization Contract Amendment was signed and executed. As the project team continues to move forward with the near-term activities, some of the BES Optimization project details (e.g. payment schedule, requirements definition, detailed project schedule, resource planning) are currently being refined. The BES Optimization Contract Amendment introduces a new set of software and tools, a revised change in the Design Development and Implementation (DDI) approach from Waterfall/Hybrid to Agile/Hybrid and a shift from the configuration of a COTS product (Siebel) to development (Java) for the BES Application. These are significant changes for the project team that must be effectively planned, communicated and managed by DHS and the ASI using proven Project Management and Software Development Life Cycle (SDLC) methodologies, with a keen focus on communication. The project team is planning to publish the Project Schedule, implementation approach and the Architecture details in mid-May, which will establish the foundation for successful project completion in the months ahead.

Feb	Mar	Apr	Category	IV&V Observations
N/R	×	M	Project Management	The Project Management category includes the majority of IV&V's findings, which address the project schedule, solution architecture, quality of project artifacts, communications, and the impact of COVID-19 on the project team. With the 'restart' of the project, the project team needs to avoid past challenges by planning what needs to be done, and then executing to the plan.
N/R	M	×	Configuration and Development	The project team does not have a shared understanding of the ASI's development approach and how the BES application will be built. The decision to move forward with BES Optimization provides the ASI with an opportunity to remedy this. The ASI plans to provide a detailed review of their approach to the project team in May.
N/R	M	M	System Design	Workflow (the sequence through which work passes from initiation to completion) was inconsistently addressed during the BES design sessions. As part of the BES Optimization re-planning effort, the ASI is adjusting the project schedule to ensure the design of workflow is consistently addressed in all functional areas.

Executive Summary



Feb	Mar	Apr	Category	IV&V Observations
N/R	М	М	Deployment	The planning and approach of the ASI Release Management practices were identified as an area to improve during early releases. The ASI is planning to apply process lessons learned in the June 2020 BES release.
N/R	М	М	Requirements Analysis & Management	In April, the project team continued to 'break down' the project's functional requirements to eliminate the instance of 'partially met' requirements. Although the BES Optimization contract amendment was fully executed, a complete requirements list had not been fully articulated. While IV&V acknowledges that DHS and the ASI are actively working to complete the final list of agreed upon requirements, a new high criticality finding was opened this month because of the risk this poses to meeting DHS' business needs and the potential of project rework.
-	L	M	OCM & Knowledge Transfer	DHS and the ASI continued to address this finding in April by executing a transition plan and interviewing candidates. IV&V changed the criticality rating of this finding due to the risk to the project of anticipated staffing limitations as new State hiring guidelines are initiated to address State Budget concerns.
N/R =	N/R = No criticality rating provided			



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



System Design

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





Findings Opened During the Reporting Period

#	Finding	Category
49	Issue – Poor quality project deliverables may lead to rework and negatively impact the system design, testing artifacts and project schedule.	Project Management
51	Risk – Insufficient requirements elaboration prior to executing the contract amendment may result in a solution that does not meet DHS business needs.	Requirements Analysis and Management



Findings Retired During the Reporting Period

#	Finding	Category
44	 Issue – The project has not documented key milestones to amend the contract for the BES Optimization, which could result in a lack of clarity regarding current status and work that remains to be accomplished. The BES Optimization Contract Amendment was fully executed; therefore this issue was closed in April. 	Project Management



Preliminary Concerns Investigated During the Reporting Period

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



#	Key Findings	Criticality Rating
2	Issue – Late Delivery of project deliverables may result in schedule delays . The ASI continued to provide weekly updates to the interim project schedule. The target dates for several deliverables were postponed this month to address a quality issue logged by DHS. The ASI acted by completing a root cause analysis and will adopt process changes to improve the quality and potentially reduce or minimize the risk of deliverable delays in the future. The ASI reported in the 4/29/2020 status meeting that the impact of these delays will be mitigated or adjusted as the BI-5 Project Schedule is further defined. The ASI published a draft BI-5 Project Schedule, reviewed with DHS and IV&V and is planning to present the BI-5 Project Schedule to DHS for approval on May 15, 2020.	M

Recommendations		
Add all tasks that have been performed or planned to be performed in the interim schedule.	In process	
• IV&V will reassess the standing of this finding when the BES Optimization schedule is published by the ASI.	In process	



#	Key Findings	Criticality Rating
26	Risk – Schedule delays may occur due to the lack of detail in the baseline schedule. The ASI published an initial draft of the BI-5 Project Schedule on 4/17/20 and facilitated a client review on 4/24/2020, where DHS and IV&V provided suggestions for improvement. The ASI commenced weekly schedule update reviews starting on 4/28. The ASI plans to have the Project Schedule, with the details of all planned tasks activities complete on May 15, 2020. IV&V will continue to monitor this activity in May.	M

Recommendations		
 IV&V will reassess the standing of this finding when the updated schedule is published by the ASI. 	In process	



#	Key Findings	Criticality Rating
27	Risk - Schedule delays may occur if the baseline schedule does not have proper resource loading. The initial draft of the BI-5 Project Schedule was published on 4/17/2020 and continues to be constructed and iterated by the ASI. The ASI anticipates this to be finalized by May 15, 2020 and will be fully resourced and include all planned tasks and activities through deployment and project closure.	M

Recommendations		
• IV&V will reassess the standing of this finding when the overall project schedule is published by the ASI.	In process	



#	Key Findings	Criticality Rating
29	Issue - Uncertainty and/or a lack of communication around long term architecture decisions could lead to unexpected impacts to the project budget, schedule, system design, and planning decisions. In the April reporting period, the BES Optimization contract amendment was completed, and it provides high- level architecture information. However, important architecture details are not yet available; once details become available (likely as updates to the BI-12 Architecture Plan) IV&V will review and provide feedback.	Н

Recommendations	
 IV&V will reassess the standing of this finding upon complete review of the BES Optimization architecture information. 	In process



#	Key Findings	Criticality Rating
42	Risk – Project delays and disruption in DHS operations may occur if ASI communications with DHS regarding key (urgent/time sensitive) project information does not improve. During the 2/26/20 status meeting, the ASI stated their intention to update the Communications Plan. The ASI delayed the delivery of the updated Communication Plan to DHS to address the additional changes necessitated by the COVID-19 pandemic. The ASI stated the updated Communications Plan will be delivered by 4/30/20 for DHS to review. As the project development activities shift to eWorld, DHS is concerned about the lack of transparency around their progress and details of what they are working on. IV&V will revisit this risk with the ASI and DHS in May but maintains this is a medium risk to the project as of the April reporting period.	M

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



#H S	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. The Governor's "stay-at-home" mandate has been extended through May 31, 2020, which means the majority of project participants will continue to work from home. It remains unclear if all stakeholders can access email and calendar events from home. IV&V will monitor for related impacts to the project and provide an update in the next report.	Н

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



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

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

 New Issue - Poor quality project deliverables may lead to rework and negatively impact the system design, testing artifacts and project schedule. Observation: In April, four BI-10 design deliverables and one Interface Control Document 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 lack of a logical organizational flow, an insufficient level of detail, and a lack of understanding of the subject matter from both a functional and technical perspective. DHS logged this issue in the Project Issue Log for corrective action by the ASI. The ASI acted by conducting an internal root cause analysis and provided DHS and IV&V the high-level results. 	Criticality Rating
submitted for client review. There was an average of 85 comments submitted for each of these deliverables. The documents exhibited erroneous information, a lack of a logical organizational flow, an insufficient level of detail, and a lack of understanding of the subject matter from both a functional and technical perspective. DHS logged this issue in the Project Issue Log for corrective action by the ASI. The ASI acted by conducting	
	Н
<i>Significance:</i> The staff time spent on reviewing deliverables is exceeding the plan for all project entities and has caused schedule delays due to the associated rework needed for remediation. If poor quality deliverables continue to be produced and submitted for review, this can continue to result in unproductive use of time, unanticipated rework, misguided development and testing activities, potentially unfulfilled functionality, and additional schedule delays.	

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



Configuration and Development

#	Key Findings	Criticality Rating
12	Issue – Changes in direction regarding the preferred platform for portal development may impact project schedule and cost. The proposals for the KOLEA Portal Modernization RFP were due 4/13/2020, DHS is currently evaluating the proposals.	M

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



Configuration and Development

#	Key Findings	Criticality Rating
16	Issue – Lack of clear understanding of the DDI approach may reduce effectiveness of JARs and JADs. DHS signed the BES Optimization contract amendment which changes the project DDI approach including moving from Waterfall to an Agile approach. While details of these changes have yet to be made available, this shift could introduce additional risks if DHS does not come to a good understanding of Agile principles and how the ASI will implement Agile.	М

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



System Design

#	Key Findings	Criticality Rating
38	Risk – Due to the sequencing of JADs addressing Workflow at the end instead of during current JAD sessions, the project could be faced with significant design rework, which may result in schedule delays, and impact the quality of solution design. As part of the BES Optimization re-planning effort, the ASI is adjusting the project schedule to ensure Workflow is designed across the BES solution consistently. This risk will remain open until IV&V receives/reviews the project artifacts.	м

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

Deployment

#	Key Findings	Criticality Rating
40	Risk - The planning and approach of the ASI Release Management practices were identified as an area to improve during early releases. In the April reporting period, IV&V validates that no new M&O or DD&I releases were performed during the month. IV&V will continue to monitor, as it is anticipated that some DDI release changes will be made as the project gets closer to the next BES release, planned to occur in June 2020.	M

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





Requirements Analysis & Management

#	Key Findings	Criticality Rating
41	Risk - Due to a lack of clarity regarding "Partially Met" requirements in design artifacts, full traceability of requirements may be hampered, and all requirements may not be fully met. The ASI continues its efforts with DHS BESSD to break down the requirements into singular, traceable, and testable requirements to eliminate all partially met requirements, and to request and obtain approval from DHS via Controlled Correspondence process. This activity is behind schedule, it was planned to be complete by the end of April, and the revised completion date is currently unknown. The latest interim project schedule published by the ASI incorrectly states this activity as being completed, however per DHS, this activity is not completed.	М

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



Requirements Analysis & Management

#	Key Findings	Criticality Rating
51	<i>New Risk</i> - Insufficient requirements elaboration prior to executing the contract amendment may result in a solution that does not meet DHS business needs.	
	Observation: The BES Optimization Contract amendment was completed, signed and executed in this reporting period. The ASI and DHS mutually agreed to finalize the BES DDI Project Requirements after the contract amendment was executed due to timing considerations. DHS and the ASI are moving forward to finalize the BES DDI requirements, however, a detailed plan to accomplish this has not been documented.	Н
	<i>Significance:</i> To meet the timelines outlined by the BES Optimization contract amendment, the project team needs the full set of requirements that minimize ambiguity to ensure: the application meets the business needs; no added cost to project; and no loss of functionality in the BES application.	

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

OCM & Knowledge Transfer

#	Key Findings	Criticality Rating
43	Risk - Due to key DHS, BES and ASI Project Team members departing and/or transitioning from the project, succession planning and knowledge transfer is needed to ensure there are no gaps in knowledge and leadership on the project. DHS continues to execute the transition plan for those staff planning to retire. The ASI continues to recruit for the Solution Architect Position. With the COVID-19 Pandemic, the state has instituted a hiring freeze and may take other actions (furloughs, salary adjustments) to address the overall financial impact to the state. The State has and intends to follow the exception approval process to hire critical BES project staff. The State's ability to align the required resources to the project may be challenging as the project moves forward therefore, IV&V updated the priority of this risk from a low to medium.	M

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

IV&V Status



IV&V Engagement Status



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

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

IV&V Activities



- IV&V activities in the April reporting period:
 - Completed March Monthly Status Report
 - Submitted BI-10 resubmission comments
 - Ongoing Review Deliverables for BES project
 - Ongoing Attend ASI project meetings, (see <u>Additional Inputs</u> pages for details)
 - Reviewed available BES Optimization contract amendment documentation
- Planned IV&V activities for the May reporting period:
 - Ongoing Observe BES JAD and Workgroup sessions as scheduled
 - Ongoing Observe Weekly Project Status meetings
 - Ongoing Observe bi-weekly BES Project Risk and Issue meetings
 - Ongoing Monthly IV&V findings meetings with the ASI
 - Ongoing Participate in weekly DHS and IV&V Touch Base meetings
 - Ongoing Review BES artifacts and deliverables

Deliverables Reviewed



Deliverable Name	Deliverable Date	Version
BI-02 Project Status Report Deliverable	Weekly as delivered	N/A
BES Interim Schedule	Weekly as delivered	N/A
BI-05 Initial Draft Schedule Re-Baseline	04/17/2020	1 st Draft
BI-10 Design – Initiate SSP Pre-Screening	03/26/2020	1.0
BI-11 – Interface Control Document – DPS/HYFC	03/25/2020	1.0
MDM Master Person Index Release Test Plan	03/26/2020	1.0

Additional Inputs – Artifacts



Deliverable Name	Artifact Date	Version
Unisys Final Solution Optimization Analysis and Plan Proposal v1.2	03/31/2020	
Unisys Contract Amendment 3	4/22/2020	
Unisys Deliverable Peer Review Checklists		
PCG Agile Overview Presentation		
Unisys Schedule Change Tracker		

Additional Inputs



Meetings and/or Sessions Attended/Observed:

- BESSD PMO, IV&V Weekly Meeting x5 (04/01/2020, 04/08/2020, 04/15/2020, 04/22/2020, 04/29/2020)
- BESSD/OIT, IV&V Touch Base Meeting x2 (4/6/2020, 4/27/2020)
- BES Status Meetings x5 (04/01/2020, 04/08/2020, 04/15/2020, 04/22/2020, 04/29/2020)
- BES Change Control Board Meeting (04/08/2020)
- Data Conversion Meeting (04/07/2020)
- Schedule Review Meetings x2 (04/245/2020, 04/28/2020)
- PCG Agile Overview with DHS 04/15/2020
- March Pre-Draft Report Review with Unisys (04/03/2020)
- BI-10 Walkthrough Meeting (04/07/2020)
- BI-11 Walkthrough Meeting (04/21/2020)
- BI-11 Template Improvement Meeting (04/24/2020)
- PCG Internal BES Project Meetings x14 (04/02/2020, 04/06/2020, 04/06/2020, 04/09/2020, 04/11/2020, 04/13/2020, 04/16/2020, 04/20/2020, 04/21/2020, 04/23/2020, 04/27/2020, 04/27/2020, 04/27/2020, 04/29/2020, 04/30/2020)

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
PMO	Project/Program Management Office
PMP	Project Management Plan
QA	Quality Assurance
QM	Quality Management
RFP	Request for Proposal
ROM	Rough Order of Magnitude
RMP	Requirements Management Plan
RTM	Requirements Traceability Matrix
SEI	Software Engineering Institute
SLA	Service-Level Agreement
SME	Subject Matter Expert

Appendix C – Acronyms and Glossary

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

Appendix D – Background Information



Systems Modernization Project

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

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

Systems Modernization IV&V Project

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

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

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

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

Appendix D – Background Information



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

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

PCG's Eclipse IV&V® Technical Assessment Methodology

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

IV&V Assessment Categories for the BES Project

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

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



Solutions that Matter

Defer Number Tris Defer Tons A	fantEad Inte	Observation	SanBranza	Baronmandelina Dava	t Markon issuert	Bashahiliy Asabat Brie	rinu Ending Status Data Bati	ind Orden Indete Connecto	Vander Formants
		Without a subcontractor management plan, this could lead to confusion within the project team regarding roles, responsibilities, project communications, escalation paths, issue and risk							
		regarding roles, magnosibilities, project communications, escalation patho, suce and role identification-phases and the second	With the larger than originally envisioned number of ASI subcontractors, their management new	da .					
		managed by the ASI. Known subcontractors include EWorld, Speridian, and Referentia. The majority of the work will now be deleased by subcontractors, essuitive in the need for common	to be planned, structured, and executed in a consistent and repeatable manner. Without maintency is this repart the project is likely to writer from unanticipated multity, performance.					04/30/2020 - IV&V sent a request for this information to DHS on 4/27/2020, requesting that the	
52 The ASI's management of subcontractors has not been documented in a formal management plan. Darren Concern	4/28/2020 Project Management	and documented management practices.	and schedule issues.		ediate 3	3 Med	Open	ASI provides this data by 5/4/2020.	
				• Dit should continue to solid with A dit is continue in project requirements are liaided either are requirements to solid with the Add to continue in project requirements are all by investigation of the Add to Add the Add to Add the A					
				amended via the controlled correspondence process, the modifications agreed upon in the BES Ordinication Contract Amendment 1, the solit of the resultaments to remove any 'radially met'					
		The MER California Constant amountment are completed standard and encoded in this constitu-		requirements, and the new requirements necessary for the shift from a COTS product to					
		period. The ASI and DHS mutually agreed to finalize the BES DDI Project Requirements after the	To must the timelines without in the REF Participation content summingers the evolutions	development and location and utilization of a RTM. • ERG should continue to monitor the requirements gathering process, validating that all key business needs are captured in requirements gating forward. Determine a requirements gather that and design artifact that provides full accountability of where every component of a requirement is satisfied, ensuing that					s/s/2020 - Per Paul Oliver the Epic Level of the requirements were agreed upon in the BLS Optimization Contract Amendment. The AS/CVFS are working to document and agree upon the detailed requirements which a a high priority itsen for the project but is a medium nick to the
51 Insufficient requirements elaboration prior to executing the contract amendment may result in a to Brad Finding - Bisk	4/23/2020 Requirements Analysis & Managemer	forward to finalize the BES DDI requirements, however, a detailed plan to accomplish this has not	needs the full set of requirements that minimize ambiguity to ensure the application meets the	provides full accountability of where every component of a requirement is satisfied, ensuring that		3 High			detailed requirements which is a high priority idem for the project but is a medium risk to the project since DMS and the ASI are actively working this activity.
32 meaning requirements resonation prior or executing the contract antendment may resold in a tractic Priority - visk	122 200 Report of the state of the state		business needs, no added cost to project, and no loss of functionality in the BES application. From the technology stack perspective, staff skills sets for the design, development, and implementation of a CIES' solution are not the same as those for a curtem software development	table requirements r runy wet, and can be vandavid as soci.		a rigi	- Open		project since bed and the PCI are actively working this actively.
			exploratestication of a GCCS solution are not the same as these for solutions these development opport. A GCDS solution are not the same as these for CDS product, however, and compared to require a defaultional layers of schools apporting in the detase manimements and languages in other the be surrescale. It is sufficient for anterestimation of the same and the same and other the bear. The sufficient for anterestimation of the same and the same and other detases and expertise in the technologies here prophysical to be surrescale. It is under all all other and the properties of the schools are proposed to the sace activities are sequences and the same anterestimation of the school						
		A second house shifted and executioned with the softeness and back is eccenticity to streamline the	order to be successful. The staffing for maintenance and operations also requires skills,						5/5/2020 - Per Paul Oliver, no changes to the ASI management team is planned as part of the BES Optimization Contract Amendment. The ASI completed retooling their off-shore resources to JAVA, adjusted the skills of oblidion architect position (Candidate accessed the position list
		project work, take full advantage of the tools and meet the project delivery dates. The BES	staff (vendor and state) who will be responsible for these activities are experienced and trained	a.					IAVA, adjusted the skills of solution architect position (Candidate accepted the postion last
50 The ASI's staffing configuration is not being adjusted to accommodate the BES Optimization approx Darren Concern	4/30/2020 Project Management	A project team skilled and experienced with the software and tools is essential to streamline the project twork, take skil advantage of the tools and meet the project delivery dates. The BES Solution Optimization is introducing area wettehnology stack and a different SUC approach, however ASI does not plan to adjust staff assignments and bring on additional staff to meet the mexicas distinge needs of the charges to the project.	these technologies. From the SULL approach perspective, moving to an agine (or even a nyorid agile) methodology introduces the need for experienced and proven skill sets in agile software development in order to be successful.					04/30/2020 - IW sent a request for this information to DHS on 4/20/2020, requesting that the ASI provides this data by 4/27/2020. The ASI has not provided this information to date.	week). The ASI is publishing a revised org chart and plans to send it and the Key Personnel resumes next week. The ASI has been preparing for the changes from the BIS Optimization Contract Amendment over the last of months.
20 THE R.B. STARING CONSTRUCTION CONCERNMENT OF ACTIVATION OF ACTIVATION APPROXIMATION CONTENT	4/10/2000 Polyter management	revised starting means of the changes to the project.	everyment in order to be addressed.		5 State 1	4 rago	upen		Contract Antenderent Gen Chinase Childrens.
								Ok(2)2020. Other sharehold program werk 20 for the deferming on eX(2)2020. The AU demonrand that there as a sequely used on exercise of the exercise of the AU demonrand provides on the exercise of the AU demonrand provides of the AU demonrand provides and the AU and the AU demonstration of the exercise of the AU demonstration of the AU demonstration of the AU demonstration on these analysis of the exercise OCY and the transmitted provides of the AU demonstration of the AU demonstration of the exercise OCY and the AU demonstration of the AU demonstration of the the AU demonstration of the exercise OCY and the AU demonstration of the AU demonstration of the there are activity of the AU demonstration of the AU demonstration of the AU demonstration there are activity of the AU demonstration of the AU demonstration of the AU demonstration protocol degras to many the exercise OCY and the the application of the AU demonstration and the AU demonstration of the exercise of the AU demonstration of the AU demonstration of the activity of the AU demonstration of the AU demonstration of the AU demonstration of the activity of the AU demonstration of the AU demonstration of the AU demonstration of the activity of the AU demonstration of the AU demonstration of the activity of the AU demonstration of the AU demonstration of the AU demonstration of the exercise of the AU demonstration of the AU demonstration of the activity of the AU demonstration of the AU demonstration of the AU demonstration of the exercise of the AU demonstration of the AU demonstration of the exercise of the AU demonstration of the AU demonstration of the AU demonstration of the exercise of the AU demonstration of the AU demonstration of the exercise of the AU demonstration of the AU demonstration of the AU demonstration of the AU demonstration of the AU demonstration of the exercise of the AU demonstration of the AU demonstration of the AU demonstration of the AU demonstration of the AU demonstration of the AU demonstration of the AU demonstration of the	
								on their analysis of the recent DCF's and their root cause analysis, which yielded the following	
								when an energy code of insportences, it is possible are instantial to be the reference instantial and the second of the second o	
		In April, four BI-3D design deliverables and one interface Control Document deliverable were		In VV recommends that a facilitated not cause analysis be performed by the AQ with DHS and VV in attendance. Quality issues are merely generated by a single entry in a project, so there could potentially be multiple cause or not caused d bia correst condition. One the not cause() are deminded, VV recommond, interediate as atton be employed to reade quality constraints in a in-				• The AS plans to use new tools to enforce the process. The ASI and DIG also agreed on subtle	
		deliverables. The documents exhibited entoneous information, a lack of a logical organizational	The staff time spent on reviewing deliverables is exceeding the plan for all project entities and h	as IVV recommends that a facilitated root cause analysis be performed by the ASI with DHS and IVV				process changes to ensure the accuracy of ULP comments. Inter As has paused submission of any additional deliverables until such time as remediation plans are enacted, and quality issues	
		flow, an insufficient level of detail, and a lack of understanding of the subject matter from both a functional and technical perspective. DPS logged this issue in the Project Issue Log for corrective	caused schedule delays due to the associated revork needed for remediation. If poor quality deliverables continue to be produced and submitted for review, this can continue to result in	in attendance. Quality issues are rarely generated by a single entity in a project, so there could potentially be multiple causes or root causes of this current condition. Once the root cause(s) are				resolved in deleverables previously submitted in March and April. It is currently unknown what tools will be implemented by the ASI to assist in enforcing the processes. The ASI stated on 4/29	5/5/2020 - Paul Oliver stated DHS performed their own RCA; Unitys completed RCA. The ASI's
49 Poor quality protect deliverables may lead to rework and negatively impact the system design, test: Darren Finding-Issue	4/16/2020 Project Management	action by the ASL The ASI acted by conducting an internal root cause analysis and provided DHS and NV the high-level results.	unproductive use of time, unanticipated rework, misguided development and testing activities, ootentially unfulfilled functionality, and additional schedule delays.	identified, INV recommends immediate action be employed to resolve quality concerns on in- process deliverables prior to submission of subsequent deliverables Imm	ediate 3	5 High	Open		corrective action plan should be complete next week as is included as a task on the Interim project schedule.
			If the OBC process and requirements are not published by CMS prior to the State's approval of th	The State continue to follow-up with CMS for the status of the release of the OBC Process and				04/30/2020 - No update during this reporting period. 03/31/2020 - This finding replaces finding	
48 The CMS Outcomes-Based Certification Resultements have not been published by CMS, which may Jolene Finding - Risk	3/30/2020 Project Management	CNS has not published the Dutcomes-Based Certification (DBC) requirements/process, which allows states to receive 90% FFP for Medicaid functionality of the BES solution.	runcoonsi and technical requirements, the project's ability to receive enhanced Federal funding may be at risk. The ability independent of the project of the second secon	Requirements and discuss this risk with CMS to determine if there will be any options available to minimize this risk to the State. Prio	to Functional and Technical Requirement Approval. 5	4 Med	Open	number 3 which was in relation to the CMS MEET Life Cycle. CMS informed DHS that the BES project will require the adoption of the CMS OBC process, the MEET process will no longer apply.	F/F (2000) Read Officer station Must DMF care
			Lets stakenoiser participation in key activities could be significantly hindered, not only by workin remotify but also by the need to focus on delivering services to beneficiaries. Planned key	 Ramp up efforts to setup, train, and assist stakeholders on remote work devices and tools and 				2222 - Ag and the SLOP series of	
			accornes such as oreign sessions may be facilitated remotely which may impact the quality of th sessions. Going forward, most if not all project activities will more than likely be conducted	 make every error to nelp them to become highly functional with remote access technology (e.g. NG Tearms/Skype) Suggest the project and DHG create a detailed, documented risk mitigation 					suneysay. Inis is more of a risk for DHS; Unitys used to working off-site. State staff availability to work on the project in the future may impact the schedule - ASI will need to look at options if this
			remotey unoi this chain passes. The DHS project beam will soon lose some key members of the PMO, the PMO lead will retire on 4/20/20 and another key member in June 2020. DHS has	scrategy and pean 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					risk is reasized.
		On 3/23/2020, the Governor of Hawaii issued a "stay at home, work from home" order that has	concerns that the state could experience a significant loss of revenue due to COVID, which could lead to DHS budget challenges. If the state/DHS institutes a hiring freeze, DHS PMD may not be	economic impacts to the state budget directly related to project resources Update the OCM Plan to include any new activities or updates to planned activities to aid the organization through this				4/30/2020 - The Governor's "stay-at-home" mandate has been extended through May 31, 2020,	3/31/2020 - Per Paul Oliver, The project has also logged a risk for COVID-29, ASI main concern is
		Induced and approximate failing to be full decisioned on the large support of each method with supported by the second se	I able to replace these key resources. Additionally, if the state institutes furloughs, DHS project team resources could be further constrained. Unclear if the state budget challenges will impact	The particular of a factor that when the OLS is determined. There are the any particular saturation to the set of the particular saturation that the set of the particular saturation that the set of the particular saturation that the particular saturation the p				which means the majority of project participants will continue to work from home. It remains unclear if all stateholders can access email and calendar events from home. WW will monitor for	the impact to BESSD organization and ability to continue to support the project moving forward. ASI has less concern regarding their staff since Unisys is used to working remotely and it overall
47 The COVID-19 bandemic and the related "stay at home" order could hinder protect activities and m mfors Finding - Risk	3/29/2020 Project Management	completely shut down until that time as well. Unclear if the order will extend beyond that date.	overall project funding. IW fully supports prototyping as a best practice within the Agile SDLC. However, IWs concern	as darifying communications as to what will remain the same. ASB	, , ,	5 High	Open	related impacts to the project and provide an update in the next report.	has less of an impact on Unitys team.
			surrounds the basis of the prototyping, which is stated to be the systems planned for retirement as opposed to newer technologies and the current BES requirements. The ASI, DHS and IV&V are						
			planning a review meeting in early April to further research this concern. TVV notes that if the prototypes being developed at this stage are expanded upon and actually utilized in the final					04/30/2020 - As part of the BES Optimization, the ASI has stated that they plan to develop prototypes and draft data models based on the systems to be retired, and then subsequently	5/5/2020 - Paul Oliver, the project documents need to be published and reviewed to address this concern.
			solution, there may be inherent flaws in the outputs based on changes to the models needed to support the BES Project requirements specifications. IVV acknowledges JAD sessions were					then iterate the prototypes and data models to meet with BES requirements. Without the revised Design, Development, and Implementation approach being documented, NV is rendered as	
		eWorld reported in the 3/25/2020 Project Status Meeting that they have commenced efforts to develop prototypes and preliminary data models from the HAWI and HARI systems, as opposed to	conducted for FMM and CMM however, the functional design and technical documents have not been approved by DHS. Additionally, IVV is unclear of the impact of the BES Optimization					unable to verify if/how this process will actually work. IW will continue to monitor this concern until such time there is a revised approach documented as to the how the solution will be	3/31/2020 - Paul Oliver - this approach is not out of the ordinary - prototyping is often used without all final designs. Looking at existing systems along with the new requirements. Paul will
46 Unplanned rework may result from prototyping based on systems that will be retired. Requirement Darren Concern	3/26/2020 Configuration and Development	developing based on BES requirements and designs.	regarding this functionality. Software testing being accomplished at any level other than the functional and technical	02	3	3 Med	Open	developed in accordance with the BES Optimization Contract Amendment. 04/30/2020 - IW validates that this concern is still undhanged in the Final Solution Optimization	set up a call with eWorld, NV on Thursday to gain a better understanding on the approach.
		IVV observes that the ASI's Solution Optimization proposal date 03/20/2020 states that "All	requirements causes unnecessary risk of potentially missed or unincorporated requirements. Missed or unincorporated requirements can result in software that does not meet requirements					Proposal. Since the BES Optimization Contract Amendment was executed in late April, WV will work with the ASI to better understand the ASI's revised approach to testing and the associated	5/5/2020 - Paul Oliver does not see this as a concern as the RTM will show full traceability of the
45 The association of test artifacts to use cases rather than requirements may create rework and imps. Darren Concern	3/31/2020 Testing	software testing activities will be mapped to a use case."	thereby creating system gaps and/or user dissatisfaction.	02:	<u>020</u> 4	4 High	Open	requirements traceability approach during May. 4/30/2020 - DHS continues to execute the transition plan for those staff planning to retire. The ASI	requirements.
								continues to recruit for the Solution Architect Position. With the COVID-19 Pandemic, the state has instituted a bring freeze and may take other actions (furloughs, salary adjustments) to	
								address the overall tinancial impact to the state. The State has and intends to follow the exception approval process to hire critical BCS project staff. The State's ability to align the	
								required resources to the project may be challenging as the project moves forward therefore, I/V updated the priority of this risk from a low to medium. 3/31/2020 - DHS has a transition plan in	
								place and is managing the activities. The ASI filled the project coordinator and business analyst position, and is actively recruiting for the Solution Architect position. IVV will continue to monitor	
		As reported in various project meetings, several key DHS PMD, BES and ASI project team members		The state should document a transition plan for the project and PMO resources as identified in				this risk until all positions are filled. 2/23/2020 - This finding was discussed with DHS and the ASI PM this month and they are taking the initial steps to mitigate this risk. INV learned that the ASI	
		are planning to retire or leave the project within the next few months or have already transitioned off the project. While there are plans and actions being taken, a formal	The key resources leaving the BES Project provide knowledge and history of DHS and its software	the RFP, which includes DHS PMO and DHS DDI resources (reference RFP section 3.4.3 'DHS , Staffing'). The plan should include the possible CDVID-19 economic impact to the state budget,				PM did attend knowledge transfer sessions with both the former ASI PM and the former ASI PMO Lead, prior to their departures. Further, the ASI has discussed its plans to hire both a full time PM	3/3/2020 - The ASI PM stated the Project Coordinator position is filled and they will begin work on
		transition/succession plan has not been documented. In January, the ASI did announce and introduce an interim Project Manager, but a plan for a permanent replacement is not currently	solutions, and business processes, along with a level of consistency and continuity to the extended project team. This experience and knowledge is critical for the BES DDI and KDLEA	The table should document a transition plan for the project and PMO resources as identified in the BFM, which includes DIF APID and DIFS DD resources (references RFF which X-3 DIFS pathing). The plan build include the power black COVDS 33 accounting respect to the table builder, directly in relation to the project mources. The ASI build document a transition plan for each part yearces as expected by the BFJ plenet RFF section 23.2 DIFS During County of the table of the apid provide the project by the BFJ plenet RFF section 23.2 DIFS During County of the DIFS DURING DURING Solution account of the project by the BFJ plenet RFF section 23.2 DIFS DURING Solution account of the DIFS DURING				and full time PMO Lead. IV/ will follow-up with DHS and the ASI PM in March and provide an update in the next report. Due to the progress observed in February, IVV is reducing this risk to a	3/1/2020. The ASI PM stated the Project Coordinator position is filled and they will begin work on 3/9/2020, transition activities from Comma will begin pract week. ASI PM also stated they are currently filling the ASI PM and ASI Engagement Manager Roles and is committed to the project in
43 Due to key DHS. BES and ASI Protect Team members departime and/or transitionine from the protect Jolene Finding - Risk	1/10/2020 OCM and Knowledge Transfer	A regoted in version project meetings, inversi kay DFG PNO, 813 and AD project than members are planning to notice or leave the purplex which the next few months or have already transitioned of the arrange. While there are plann and status hais epicture, formal transition/uscension plan has not been documented. In January, the AD did a mource and introduce an interim Project Manager, but a plan for a permanent replacement is not currently toreas.	Modifications, and planning efforts for BES Maintenance and Operations activities.	Protect Staffine'.) ASA	3	3 Med	Open	low priority. 04/25/2020 - During the 2/26/20 status meeting, the ASI stated their intention to update the	these roles for the next 6 months.
								Communications Plan. The ASI delayed the delivery of the updated Communication Plan to DHS to address the additional changes necessitated by the COVID-19 pandemic. The ASI stated the	
								updated Communications Plan will be delivered by 4/30/20 for DHS to neview. As the project development activities shift to eWorld. DHS is concerned about the lack of transparency around	
								their progress and details of what they are working on. IVV will revisit this risk with the ASI and DVG in May but maintains this is a medium risk to the project as of the April reporting period.	
								MP2/2002. Some first 22/27/2 attack making the AS lated the monitorist to update the Communication Time. The AS laded petit definition of the update Communication Time 10 To to advance the advance of the update Communication Time 10 To Some advance of the advance of the update Communication Time 10 To Communication Time. The AS laded petit definition of the update Communication Time 10 To Communication Time. The AS laded petit definition of the Update Communication Time 10 To Communication Time. The AS laded petit definition of the Update Communication Time 10 To Communication Time. The AS laded petit definition of the Update Communication Time 10 To Communication Time. The AS laded petit definition of the Update Communication Time 10 To Communications Time. The AS laded petit definition of the Update Communication Time 10 To Communications Time. The AS laded petit definition of the Update Communication Time 10 To Communications Time. The AS laded the definition of the Update Communication Time 10 To Communications Time. The AS laded the definition of the Update Time Time Time Time Time Time Time Tim	
								to address the additional changes necessitated by the COVID-10 Pandemic. TW will continue to monitor this finding. 02/27/2020 - The ASI has stated their intention to update the project	
		IVV has observed that ASI communication to DPS resurfice law remiert information in a single						Communications Plan based on IVV feedback. With the recent replacement of the ASI PM, some stakeholders have reported improved communications and IVV has observed a size/licar*	
		IVV has observed that ASI communication to DHS regarding key project information is at times insufficient and/or delayed. Recent examples indude: - DHS reported that charges to the JAD calendar are being made by the ASI without notifying stateholders PMO and BLS Project Team						improvement is productive AS//W communications. INV will continue to monitor this finding, 01/31/2020 - IW is and unaware of any channes made to the product? Communication Plan or	5/5/2020 - Paul Oliver indicated the updated Communication Plan and PMP (BI-04) will be delivered on the 5/15/2020. ASI PM questions why Unisys is not represented at the ESC -
		calendar are owing made by the X-X without horbying statembolets HWO and us2 Moject Harm did not receive sufficient clarity or notification about challenges impacting the previously planned October KID Release. The topic was discussed ad boc during the 8/28/2009 Avelog Status Meeting (see: Meeting Minutes from DDI Status Report 8/28/2009 and project Action Item #797).						u; j; j; j; j; u; j; agian Lundwin et any Changen masses to the project L. Communication run of processes during usawary, and in AZ Sharing kitation metting ways the full in January. MV advanseduppe that the AZ has brought on a new project manager and a lin process of transmissioning the APO Load positions a well. Vivel if well this with the AZS and EDS in	ownerstly working with DRS to have Unitys included. currently working with DRS to have Unitys included. 03/03/2020 - The ASI PM stated the updates to the Communications Plan will be submitted next
		Meeting (see: Meeting Minutes from DCI Status Report 8/28/2019 and project Action Item #797). During the 10/10/19 Balaase Jassons Jasards (Seport 8/28/2019 and Project Action Item #797).	-					accompanyance mark mark and an activity for a new project manager and an in process or transitioning the PMO Lead position as well. MV will revisit this risk with the ASI and DEVS in Petruary but maintains this is a medium risk to the project as of the Jammary reporting period.	us/us/2Lus - Ine ASI was table the updates to the Communications vian we be submitted next week. 11/18/19 58: The ASI would like to clarify the global nature of this new item raised by IV&V. This
		During the 10/30/19 Release lessons learned (retrospective) session, DRS UAT participants detailed multiple instances of ASI communication challenges, including: - Little to no segmentation of other sections of the advice a first section						12/31/2019 - IW is again unaware of any changes made to the project's Communications Plan or	communication was all related to the October Kolea release which included DDI content, and not
		communication during the design phase of the release Insufficient communication to DHS left participants unprepared to begin UAT testing. It is important to nobe that while MO is not in IVV scope, many of the AST veloase resources and processes are shared between MO and DDL; making						processes during Disember. However, project-wide communications regarding the EES Optimizations were initiated in Disember, which VV regards as very positive steps. An initial meeting was hold with ESSS. Morg. and PMD staffs or 21/2/12003, and a follow up	to the entirety of all project communication as an unfamiliar neader may assume. This was the first release with DOI content which included submittal of DOI related deliverables which were new to the Koles team. There were a number of circumstances that across out of bits being the
		the challenges experienced during MO activities relevant to DDI. These instances of insufficient	Insufficient communication can lead to project delays and may not allow DHS sufficient time to	Request ASI enhance processes and planning for project communications and include key minute semantications on DBE is the particular planning for project communications				metting was held with BESSD, NGQ) and PMD shattion 12/13/2009, and a hollow up 'arnouncement' meeting was held project-wide on 12/18/2019. Another meeting was held on 12/28/2020 to review some of the ASspropped changes to functional requirements. While the	new to the Kolea team. There were a number of discumstances that ansee out of this being the first time a number of the processes were executed and the ASI attempted to accommodate estended review cycles given this was a new process for the team. With that accommodation,
		issues, and/or action items being opened. Insufficient and untimely communications can confuse	 mayorino, program ion, of plan their resources for time sensitive according. Failure to improve communications can strain DHS resources that are already at or beyond capacity and can further 	project communications to DPG in the project schedule. For example, notifications in preparation for release activities. • ASI establish a single communications officer to manage all ASI to DPS				12/28/2019 to review some of the AS-proposed charges to hunclional requirements. While the BES Optimization was announced and further plans to open lines of communication regarding the proposed duranee are obtained for Janary. A due to a lack of charmes to the Protect's	extended review cycles given this was a new process for the team. With that accommodation, deliverable review and approval was often not waterfail sequential - which led to some confusion. The AS believes it is inscruzed to describe that communication was late to DRS when
42. Project delaws and disruction in DPS coerations may occur if ASI communications with DPS resards mfors Finding - Risk	10/28/2019 Project Management	and strain project resources, and can further complicate project activities, challenge the project's ability to meet milestones, and impact the quality of both planning and execution.	complicate project activities, challenge the project's ability to meet milestones, and impact the quality of both planning and execution.	communications and ensure regular communication to DHS. • Update project communications plan with enhanced communication processes. ASA	4	4 Med	Open	proposed changes are planned for January, due to a lack of changes to the Project's Communication Plan to address timelier stakeholder communication, NV maintains this is a 04/30/2020. The AG constituent is efforts with ING BEG 2015 to break down the requirements into	confusion. The ASI believes it is inaccurate to describe that communication was late to DRS when there are at least three standing meetings each week where status is provided.
								singular, traceable, and testable requirements to eliminate all partially met requirements, and to	
								behind schedule, it was planned to be complete by the end of April, and the revised completion	
								More contractions of the second secon	
								continue to monitor the status of this important requirements management activity during May. 03/33/2020 - The ASI is continuing its efforts with DHS BESSO to break down the requirements into	
								singular, traceable, and testable requirements to eliminate all partially met requirements. Per the latest interim schedule, this activity was scheduled for cornelition by March 31, 2020. however it	
								was not completed at the end of the month. NV will continue to monitor in April. 02/28/2020 - IVV is aware that the ASI has commercial efforts with DISEXSOI to break down requirements into singular, transmission, not installer environments, in an effort to eliminate concernate about partially	
								singular, traceable, and testable requirements, in an effort to eliminate concerns about partially met requirements. IVV recommended use of a uniform acceptance criteria be used to break down	
								ingleary, inserving, this execution requirements, on in most is the most execution and advantage and a set of a set of the most execution and advantage and a set of the most execution and advantage and and the most execution and advantage a	
								unclear at this point what the schedule is for the remaining balance of the partially met	
								March to gain further details of the planned approach forward. 01/31/2020 - IVV does not have a material update for the January reporting period. The ASI has not yet met with DHS to discuss the	
								response of the standard and st	11/18/19 58: The ASI appreciates IVEV clarifying that IM had noted this concern while onsite
		Requirements are listed in Design artifacts as 'Partially Met'. With hundreds of planned design						the ASI and DHS in February. 12/31/2019 - IV/ does not have a material update for the December reporting period. The ASI has not yet met with DHS to discuss the tasks and activities needed to	11/11/12/33 sociale Assappreciates way commynig that the had noted this condent while denite rather than PNS. The ASI does not see any comments related to the PNS visit and their assessment of the project progress to date - much of which was positive.
		artifacts, it is unclear how complete traceability for each requirement will be accomplianted within the design artifacts and ALM. Although the ASI has developed a method of splitting requirements in ALM, the process does not address the management and traceability of 'one-to-		Determine a requirements management and design artifact that remote fail account while of				address partially met requirements, however, it is IW/s understanding that they have agreed to work on this together. IW did meet with BESSD in December and recommended that a <i>uniform</i>	
		and a second sec	If requirements are not completely traced throughout the SDLC, it is may result in missing	igen and an				acceptance criteria he used to break down the restrictments such as IEEE 2014E-2015 INV	10/10/19 SE: The ASI believes the current process tracks requirements economiately and will
41 Due to a lack of clarity regarding "Partially Met" requirements in design artifacts, full traceability of Darren Finding - Risk	9/23/2019 Requirements Analysis & Management	requirements in ALM, the process does not address the management and traceadirty or one-do- nt many' relationships (i.e., when a requirement is satisfied by multiple features or functions)	functionality and reduced scope.	Determine a requirements management and design artifise that provide full accountability of where each and every component of a requirement that is listed as "Partially Met" is satisfied, ensuring that each requirement is fully Met and can be validated as such. QR1	419	3 Med	Open	acceptance criteria be used to break down the requirements, such as IEEE 29348-2011. IVV maintains this is a medium criticality risk to the project as of the December reporting period.	10/10/19/36: The KSI belows the current process tracks requirements appropriately and wail work with DHS and the IV and V to address their remaining concerns.

Finding Number Title Owner Finding Type identified Data Category	Observation Similiance	Recommendation Event Horizon	imaact Probability Analyst Priority Finding Status Date Re	Ind Status Update Clean Commants O4/20/2020 - IVY validates that no new MD or DE releases were performed during the month.	Veridor Comments
				IVV will continue to monitor, as it is anticipated that some DDI release changes will be made as	
				the project gets doser to the next BES release, planned to occur in June 2020. 03/31/2020 - IVV validates that no new M and D or DDI releases were performed during March. IVV will continue to	
				monitor, as it is anticipated that some DDI release changes will be made as the project gets closer to the next BES release. 02/28/2020 - IVY validates that the ASI still has not yet performed a BES	5/5/2020- Paul Oliver surrented this finding is a risk, not an issue. The ASI is consolidating KDLEA
				release breaker the ASI has now surreshifty arrownlished has release for KDEFA MD, DV will	5/5/2020- Paul Oliver suggested this finding is a risk, not an issue. The ASI is consolidating KDLEA and BES release management teams and processes to be the same.
				continue to monitor as it is anticipated that some CDI release changes will be made as the project entrindeer to the user BPS release. I/W changed the priority form a kink to mad based on the	
				continues in monitors at it is introduced that items DDD minares changes will be made at the project get down to the most statis functions. Who may also that the made based on the XXLLA reference and the first Statisficant of the mode of the made based on the the the statisticant is the all assumption provides that the the the the statisticant of the statisticant of the statisticant documentation and met with the DDP MDD in discuss. It is audienticed that sends channels not documentation and met with the DDP MDD in discuss. It is audienticed that sends channels not describe the statisticant of the document of the documents on each organizing provides the statisticant of the document of the documents on each organizing	CD/CD2/2020 - The ASI PM stated some IEES functionality was included in the KDLEA releases and the 3rd KDLEA netwases was successful last week. ASI PM requested fVD to evaluate an priority (induce from helph of this finding considering the plans and performance of the KDLEA releases.
				In the January reporting period, the IVV Team reviewed the existing BES Optimization proposal documentation and met with the DMS PMD to docume. It is understand that work continues to	the 3rd KOLEA release was successful last week. ASI PM requested RV to evaluate the priority (reduce from birb) of this finding considering the plans and performance of the KDLPA releases
				further refine the BES Optimization details. IW does not have the information needed regarding	frame and the second
				some white the scale optimization character where the two loss of the matchination methods regionary scope, and thereas, requirements, backdala, and, and and and associating the fully determines the impact of the EEC optimization to the project and DIS. Therefore, spadiate and nating are suspended for the finding used additional information is provided to the V. W will construct to monitor the	11/18/19: The ASI disputes the term rotated as it relates to the Release Manager for the October release. There was no rotation. The ASI assigned an additional resource to the Innuary release.
				this finding until additional information is provided to TW. IW will continue to monitor the progress of the BES Optimization, and will readdress this finding in February. 12/31/2019 - In the	release. There was no rotation. The ASI assigned an additional resource to the January release.
				December reporting period, the IW Team reviewed the existing BES Optimization proposal	
				documentation and met with the DHS PMD to discuss. It is understood that work continues to further refine the BES Optimization details. IW does not have the information needed regarding	10/10/19 SE: The ASI had named a release manager for the October release, who is actively engaged. The ASI also named a release manager for the January and future releases that would
	Release planning does not appear to be sufficient to meet the needs of the project. IW observed			scope, architecture, requirements, schedule, cost, and resourcing to fully determine the impact of the BES Optimization to the project and DHS. Therefore, updates and ratings are suspended for	have worked remotely. DHS requested that the release manager be cnuite. The ASI has assigned a release manager who will be more readly available cnuite, as well as allocating additional
	Release planning does not appear to be sufficient to meet the needs of the project. IV observed that there was not a SPOC Release Manager assigned to manage the finit release for KDILA. IV/ observed that there was a lack of timely release planning for the KDLA Release, and that nelase quality if not managed properly. Insufficient release management processes can also lack			this finding until additional information is provided to IW. IW will continue to monitor the	resources to the KOLEA activities. These assignments have been shared with DHS project
	observed that there was a lack of timely release planning for the KOLEA Release, and that release quality if not managed properly. Insufficient release management processes can also lead to the second property in the second planning of the KOLEA Release, and that release quality if not managed properly. Insufficient release management processes can also lead	Assign a Release Manager to manage all details of planned releases. Develop a Release Plan descents for each planned, which execution details of the planned release and all associated.		progress of the BES Optimization, and will readdress this finding in January. 12/30/2029 - No substantive changes to DDI release management were observed by I/W during November. I/W	leadership and PMD and are in place. A general team announcement of these assignments will be
	communications registing the reasons were incommander, instruction, and inaccurates. Ivv is to comsguitation characteristic wein constructions are not wein occurrentice. Low quarry unavere if a Heales Plan's has been fully documented to clearly couldine datable for the release.	configuration items, clear assignments for all staff involved in all tasks, a schedule for completion		substantive changes to Duc release management were observed by VV puring Novimber. VV acknowledges that the AS is making progress on its second KOLEA M&O release, which is currently planned for implementation in January 2020. IVV maintains thin is a high criticality risk to the	makes in the difference of the straphic regions are strained built built to criteria and provide non-are or or made when the AZ completes workshave are approximately at the AZ base. The Cobier relates being the first CDD related relates has experienced some start up issues in the constraint and review of project delevandes. The too start up assues there been addressed with high priority and the AZ
40 The planning and approach of the ASI Release Management practices were identified as an area to Darren Finding - Risk 9/23/2019 Deployment	communications regarding the relates areas incommutation, pulletings, and incompares. W/M is to independent on dependent of instances even and independent on dependent on depen	of all tasks and activities, planned release status communications, and back out procedures should they be necessary OCT 2019	4 4 Med Oren	planned for implementation in January 2020. IVV maintains this is a high criticality risk to the project as of the Nevember reporting period 10/11/2019 - IVV made the following	of project deliverables. Those start up issues have been addressed with high priority and the ASI will continue to work activaly with DMS to address all concerns.
a submotion the number of the submotion to the submotion of				project as of the November reporting period. 10/31/2019 - IW made the following 04/28/2020 - As part of the BES Optimization re-planning effort, the ASI is adjusting the project	will continue to work actively with DHS to address all concerns. \$/5/2020 - Paul Oliver did not realize there was a follow-up activity. Addressing workflow in the
				642(2002). As part of the 412 Operation in participant, BMC and ADC is adjusting the provid- tion of the ADC in the ADC i	AIO seasons was however, the net of the determined of the heat season of the determined of the heat season being and the determined being and the determined on workshow (i) for known (if the heat seasons) is the to the Optimization Solution (i) []] is workflow was not converted in the AIO season. Note will these requirements the included in the submittion? Turkture, per AIO seasons, how work for the more flow of the converted for the AIO season. The search of the converted for the AIO seasons, how were dired for the submittion? Turkture, per AIO seasons, how work for the converted
				work with the ASI to negotiate the terms and scope of the BES Optimization. At this time, the plan	Optimization Solution? (3) if workflow was not covered in the JAD session, how will these
				BES Optimization effort, specifically as they pertain to JADs, once they become available.	Equirements de included in the solution? Further, per vau the plan moving torward for CMM/TMM is to include workflow as it is developed
				02/27/2020 - The project continues to work with the ASI to negotiate the terms and scope of the BPS Solution Detimination At this time, the plan for how Workflow will be incompresented into IADs	
				is unknown. IVV will review plans for the revised BES Solution Optimization effort, specifically as	3/31/2020 - Paul Oliver did not have a chance to talk to his team, he will do so and get back with
				Is unknown. NV will review plans for the revised BIS Solution Optimization effort, specifically as they partials to XAD, once they become available. CU/11/2020 -in the January reporting particl, the IV Team reviewed the site siting BIS Optimization gregosial documentation and must with the	IW.
				DHS PMO to discuss. It is understood that work continues to further refine the BES Optimization	
				DRS PMO To discus. It is understand that used continues to further refine the BES Optimizations details. W/d one shows the information mediar agranging sympa, architecture, requirements, schedule, cost, and resourcing to fully determines the impact of the BES Optimizations to the project and DPS. Therefore, update and rank rank rank provided for this finding undil additional	03/03/2020 - The ASI PM stated workflow is being addressed in some of the IAD sessions. ASI and TVV will follow-up with the project team to gain a clear understanding of how workflow will be
				project and DHS. Therefore, updates and ratings are suspended for this finding until additional	addressed.
				Optimization, and will readdress this finding in February. 12/31/2029 - In the December reporting	
				program do DD. Therefore, updates and ordings are supported for the finding cell additional informations properties and the VV. W of additionation intermedine the program of the dB.S. Therefore, and the VV. The additionation intermedine the program of the dB.S. Profile, the VV han intermediate that DS formation program discount relation and met with the VS PRO that, its hardworkstade that the the VS provide discount relation and met and the VS PRO the VV has an extra the information invested mapping target, with the Construction deals, five discount and support and the VS provide the the DS Construction deals, five discount and the VS provide the VS provide the the Construction deals, five discount and provide the VS. If we discount any neutron the program discount of additional adversariation perioded to PKI. We discount any neutron the program of the DS Construction and metal metal metal and provide the INT. We discount any neutron the programs of the DS Construction adversariation perioded to PKI. We discount adversariation the programs of the DS Construction adversariation period to PKI. We discount adversariation the programs of the DS Construction adversariation perioded to PKI. The valid construction the programs of the DS Construction adversariation perioded to PKI. The valid construction the programs of the DS Construction adversariation perioded to PKI. The valid construction the programs of the DS Construction adversariation the programs of the DS Construction. The period the PKI the PKI construction adversariation the programs of the period the PKI construction the programs of the PKI construction of the period the PKI co	10/10/19 SB: The ASI meets with DHS multiple times a week and there has been no request to alter the semimore of uncoming sessions.
				Optimization details. NV does not have the information needed regarding scope, architecture,	and the sequence of upcoming sessions.
				requirements, schedule, cost, and resourcing to fully determine the impact of the BES Optimization to the project and DHS. Therefore, undates and rations are supported for this	09/12/19 58: The ASI will work with DHS in assessing whether to change the current schedule for
	AS-led JAD sexulons are currently divided up into functional areas (Portal, Admin Appeals, Core, Financial, etc.) and have been ongoing since approximately March 2019. Workflow/task JAD's Spiping (or putting on hold) design and process flow discussions during JAD's can result in an			finding until additional information is provided to TVV. TVV will continue to monitor the progress	these functional areas.
	Financial, etc.] and have been ongoing since approximately March 2019. Workflow/task /ADV - Scopping for putting on hold) design and process flow discussions during XAD's can result in an have wit to been. Surrently, when functional area design discussions involve a workflow/task. the inconsider understanding of future exercises. Uniformed design design during that to			of the BES Optimization, and will readdress this finding in January. 11/30/2019 - At the end of the November 2019 reporting period. IVV received supporting documentation on the proposed "Pivot"	
	have yet to brigh. Currently, when functional area design discussions involve a workflow/task, the incomplete understanding of future processes. Uninformed design decisions could lead to discussion is tabled because the ASI has yet to define how the workflow/task will be significant rework, confusion among SME's and the ASI project term, unproductive analysis			November 2019 reporting period, WV received supporting documentation on the proposed "Pivot" solution. Based on that information, WV has decided to retain this finding as active but suspend	
38 Due to the sequencing of IADs addressing Workflow at the end instead of during current IAD sessis mfors Finding - Rak 8/29/2019 System Design	implemented. The ASI has stated that once the workflow/bask functionality is defined, they will go discussions, and a poor design. Further, if DPG is asked to sign off on designs that lack clear back and update the existing designs to include this functionality.	- ASI work quickly to define how the workflow/task functionality will work, train BA session leads - Introduce SME's to workflow/task functionality and integrate into system designs. ASAP	4 4 Med Open	any updates or ratings until the team is able to thoroughly review the materials and discuss the details of the "Pluot" solution with the project. IVV will reassess this finding during the December 04/28/2020 - The BES Optimization contract armomenter was completed, and I provides high-	
				level architecture information. However, important architecture details are not yet available; once details become available (likely as updates to the BI-12 Architecture Plan) IVV will review and	
				provide feedback. 03/29/2020 - DHS continued to work with the ASI to negotiate the terms and scope of the BES contract amendment. Currently, the project is anticipating the possibility of	
				delaying the BES implementation timeframe and reducing the scope (requirements) in order to stay within the current project budget. Until the BES contract amendment is finalized, the full	
				impact to scope, schedule, cost, and resources will not be known. 02/27/2020 - The project	
				continues to work with the ASI to negotiate the terms and scope of the BES Solution Optimization. Currently, the project is anticipating the possibility of having to push out the BES implementation	
				time frame, along with a reduction in scope (exquirements) in order to stay within the current project budget. Until the BES Solution Optimization context amendment is finalized, the ful	
				project budget. Until the BES Solution Optimization contract amendment is finalized, the full impact to scope, schedule, cost, and resources will not be known. TW will review clans for the	
				BES Solution Optimization effort and contract amendment as they become available. 01/31/2020 -	5/5/2020 - Paul Cliver stated the Architecture documents to include high-level and lower level
				In the January reporting period, the IVV Team reviewed the existing BES Optimization proposal documentation and met with the DHS PMD to discuss. It is understood that work continues to	detail are being incorporated into the BI-12 Architecture Deliverable.
				projek budget. Unit the B12 Solution Splinutation customs another in Nataling, the Unit B25 but no Constrained and the Splinutation customs another in Nataling, the Unit B25 but no Constrained and for other splinutations and the Natalian Splinutation Splinutation in the Annuary reporting pared, the VY Team relevant the neutrophysics (B25 Optimization proposal documentation and the WH TeB15 Obt Natalian. It is understated that the information model regulations for the neutrophysics of the Splinutation of the Splinutation and the Splinutation and the Annuary regarding accord, the NY Team relevant the neutrophysics of the Information model regarding according and the B25 Optimization default. WY does not have the information model regarding according and according according and	10/10/19 58: The ASI is working on the KOLEA specific content of BI-12 and this has been relayed
				scope, architecture, requirements, schedule, cost, and resourcing to have determine the impact of the BES Optimization to the project and DHS. Therefore, updates and ratings are suspended for	to DHS.
	Some platform and BES system architecture decisions have yet to be made and socialized to the			the BES Optimization to the project and DIG. Therefore, updates and ratings are suspended for this finding until additional information is provided to IVV. Will continue to monitor the progress of the BES Optimization, and will raddress this finding in products? In the	
	project. For example, the AS and DPS have stated that they have reached agreement but to the project. Will move forward with implementing two Selebi Instances (one for KDXEA, one for BES),	- DHS request ASI perform due diligence in any recommendation for foundational architecture		Dependent of the de Oppendancies, and well reactines of an intering in reformants. 2012/2012 - In the December reporting period, the IVV Team reviewed the existing BES Optimization proposal documentation and met with the DES PMOI to discuss. It is understood that work continues to	06/11/19 5 Brown: The ASI requests clarity on what long term architectural decisions are being
	project will move forward with implementing two Sebel instances (one for KDLRA, one for KEU), but this is not recently reflected in the avoider themas for or the societ desting to be in termine. The correct project arbitration should be as representables and infolio of all invar-	change decisions The project should vet possible architectural change impacts to platform, M n and O MOD and BES systems before finalizing architectural decisions Efforts should be made to		documentation and met with the DHS PMO to discuss. It is understood that work continues to further refine the BES Optimization details. IVV does not have the information needed regarding	referred to.
	but this is not currently reflected in the project change lag or the project decision log. It remains that this is not currently reflected in the project change lag or the project decision log. It remains unclear if the data is the rationale for this decision or the plane integrating the two instances factor solution planes a pacific. A sum operation is a single post gal-whow how then throughy writed and/of concentral. Little, there may be some integration of the statement of the transmission should be incompared in the theory of the statement of the transmission should be incompared in the transmission of the statement. The transmission may be some	increase communication to create an awareness of possible architecture changes so that they can		scope, architecture, requirements, schedule, cost, and resourcing to fully determine the impact of	
	pot golve have been thoroughly writed and/or documented. Further, there may be some uncertainty arrows whether when full environments including KOLLA and ESC studention will avoid a uncertainty arrows the share at an advance of student to a the student student student student student students and student student student students and student students and student student students and student students and student	prepare for the possibility of a change. For example, if their is a possibility that the platform could change then analysis/design could focus on platform generatic design and avoid extensive		the BES Optimization to the project and DHS. Therefore, updates and ratings are suspended for this finding until additional information is provided to IW. IVV will continue to monitor the	
29 Uncertainty and/or a lack of communication around lone term architecture decisions could lead to mfors Finding - Issue 5/28/2019 Project Management	uncertainty around whether when/if all environments (including KOLIA and RES production) will project now. If such significant future changes are not planned for now, the project is likely to see be moved to the cloud.	efforts in refining a platform specific design. ASAP	4 5 High Open	progress of the BES Optimization, and will readdress this finding in January. 11/30/2019 - At the 04/30/2020 - The initial draft of the B-5 Project Schedule was published on 4/17/2020 and	
				May 15, 2020 and will be fully resourced and include all planned tasks and activities through deployment and project dosume. 02,112,2020 - to the Manch reporting period, the ASI and DKS continued to work on the BES optimization contrast amendment. During a set ASI is	
				continued to work on the BES Optimization contract amendment. Once agreed, the ASI is	
				continued to work on the MES Optimization control amendment. Drive apprect (see XA) is planning to publish in updated induction. Head XA developed and two using an interim burdel is manage the work currently and planned to be performed until the versall project checkula is published. (J2)272023-The State developed to more forward with the MES Solution Optimization and in currently working with the AUI to amend the control. An AA action them was opened to during an an intermediation. The AUI calculation that the AUI to amend the control. An AA action them are optimized with the AUI optimized and the AUI optimized and the AUI optimized and the AUI optimized and the during an an intermediation. The AUI calculation have and ensembles are advected with	
				published. 02/29/2020 - The State decided to move forward with the BES Solution Optimization	
				and is currency working work the ASI to amend the contract. An ASI action item was opened to develop an interim schedule on 2/12/2020 detailing the work currently being performed, with	
				develop an interim schedule on 2/12/2020 detailing the work currently being performed, with expected completion by 2/24/2020. The ASI reported in the 2/29/2020 status meeting they are expected completion by the the second by the second by the second by the second second by the se	3/33/2020 - Paul Oliver - Jocelyn is actively working to develop the new schedule to rebaseline.
				preparing a project schedule that represents the work planned to be performed up to the time the revised AS2 contract is executed. This action item was since pushed out for completion (at a high level) on 3/4/2000. WV will leave this finding oppin until such time that a revised schedule is	\$21/12/2020 - That Giver - hourship is actively service just develop the new schedule to instantise. AGI is using the Projects to Allocate the Institute resource. Concerning resource management with MSP-report. Control (news) the AD plants to user 21C guarantihest with All resources based to include server subscritzents, (Winderprintish will resource) to add to be
				high level) on 3/4/2020. IW will leave this finding open until such time that a revised schedule is published by the ASI. 02/33/2020 - Durine the January reporting period, the State informed 30/	include some subcontractors, (eWorld/Speridian will manage their own resources and not be included in ETC). Paul will review with IW once the baseline schedule is complete.
				published by the ASI. 02/31/2020 - During the January reporting period, the State informed I/V they are researching alternative solutions for the BES application. As DPG and the ASI agreed not	
				to maintain the current schedule, the ASI published the last schedule update on December 10, 2019. INV will leave this finding open until such time that a revised schedule is published by the	3/3/2020 - The ASI PM indicated the schedule may not be fully resourced in MS-Project since it
	The draft baseline schedule does not include all resource assignments, and most of the lead resources that are added to the schedule are largely overallocated. The RVP and the ASI proposal			2019. If W will leave this finding open until such time that a revised schedule is published by the AB. As reported last month, updates and ratings are supported for this finding until additional information is consided to VM. W will contains to monitor the correspond for BES Coefficiation	requires a significant amount of time to manage. They will review alternatives (ETC Forecasting tool) and set back with us.
	both require a fully resource-loaded project schedule. All lead project staff are all			options and will readdress this finding in February. 12/31/2029 - In the December reporting	tory and get once with UL
	overallocated through the next 90 days. Overallocation ranges from 16 hn/day to 116 hn/day to 116 hn/day. The project's ability to undentand which'staff are working on 'what' project tasks is obscured. The ASI has stated that they will only task resource assignments for lead staff, which obfuscates Such extreme overallocation of resources can result in undentand wheth's dalays.	It is recommended that the ASI perform, at a minimum, the following: - Add all tasks to the		period, the RV Team reviewed the existing BES Optimization proposal documentation and met with the DMS PMO to discuss. It is understood that work continues to further refine the BES	10/10/19 SB: The ASI did meet with IV and Vafter the Monthly review rall for the Cantamber
	reconces that are added to the schedule on length y-excellences. The BP can fine AD program of the schedule are provided to the schedule on length y-excellences of the schedule on length y-excellences of the schedule on length y-excellences of the schedule of the schedu	interim schedule Add all project resources to the project schedule Assign all project		Information is provided in SW. TW will an extension the memorir the program of the AES Optimization approxima and will analyze this finding an Honory. 2012;722:1-16. The Bostmann regarding and the AES AMON Provide and AMON Provided and AMON Provided and AMON will be AES AMON Provided and AMON Provided and AMON Provided and AMON Provided and AMON Provided AMON Prov	10/10/19 Sti: The ASI did meet with IV and V after the Monthly review call for the September report and did welk through numerous updates. The ASI requests the IV and V to update this finding band on the laster review.
	unv. used, as Architect, Tech Writer) are ALL overallocated. Overallocation ranges from 24-36 hm/day - There are over 68,000 hours of work assigned to 'Unisys' There are over the planned tasks in accordance with the schedule: tasks may not have been fully decomposed to	resources in the schedule to as to all current and planned tasks and activities Level load for the next 50 days to ensure the accuracy and attainability of the schedule If, upon completing		requirements, schedule, cost, and resourcing to fully determine the impact of the BES Optimization to the project and DHS. Therefore, updates and ratings are suspended for this	finding based on the latest review.
27 Schedule delays may occur if the baseline schedule does not have proper resource loading. Darren Finding-Bak 5/28/2019 Project Management	10,000 hours of work assigned to 'DHS' There are over 7,000 hours of work assigned to 'DHS the appropriate level; resource assignments may not have been fully planned out and/or	the above, resource gaps exist, the project may want need to consider bringing on additional	4 3 Med Open	finding until additional information is provided to IVV. IVV will continue to monitor the progress	06/11/29 5 Brown: The ASI will continue to update and level resource allocations.
27 science unity they share - the baseline schedule does not have proper resource loading. Latren History - Rax. 5/28/2019 Project Management.	Technical". assigned.	International and international and a second s	4 3 Meo Open	04/30/2020 - The ASI published an initial draft of the BI-S Project Schedule on 4/17/20 and	up 11/19 5 arown: The Ast will continue to update and level resource allocations.
				facilitation 4 other twoles are (324/0202, where OEs and 70 provided segmentions for improvement. The AD commences where they is chied alr opticar where starting on q42. The AD plans to have the Project Schedula, with the detail of all planed tasks activities complete on Mary 32, 2020. We all commission demonstrations that activity in the 21/21/2020. The AD and MS	
				plans to have the Project Schedule, with the details of all planned tasks activities complete on	
				May 15, 2020. IVV well continue to monitor this activity in May. 3/31/2020 - The ASI and DHS continued to work on the BES Optimization contract amendment. Once agreed, the ASI is	
				continued to work on the BES Optimization contract amendment. Once agreed, the ASI is planning to publish an updated schedule. The ASI developed and is using an interim schedule to manage the work currently and planned to be performed until the working project schedule is	
				published. 02/29/2020 - The State decided to move forward with the BES Solution Optimization	
				and is currently working with the ASI to amend the contract. An ASI action item was opened to develop an interim schedule on 2/12/2020 detailing the work currently being performed, with	
				expected completion by 2/26/2020. The ASI reported in the 2/19/2020 status meeting they are	
				preparing a project schedule that represents the work planned to be performed up to the time the revised ASI contract is executed. This action item was since pushed out for corrolation (at a	3/31/2020 - Paul Oliver - The interim schedule was not intended to capture every task/activity. It was meant to capture the major (higher level) tasks to manage the project short term. The ASI
				the revised ASI contract is executed. This action item was since pushed out for completion (at a high level) on 3/4/2020. IVV will leave this finding open until such time that a revised schedule is	was meant to capture the major (higher level) tasks to manage the project short term. The ASI team is focused on the long term schedule aligned to the BIS Optimization. The interim schedule is before used and or intervent weekly in the Unions team mentite. The interim schedule will be used
				published by the ASL 01/31/2020 - During the January reporting period, the State informed IVV they are researching alternative solutions for the BES application. As DRS and the ASI agreed not to maintain the current solution. In: ASI 2004 the the last solution update on December 10.	is being used and reviewed weekly in the Unisys team meeting. The interim schedule will be used for approximately 1 month, targeting the end of April for the BES Optimization Schedule.
				to maintain the current schedule, the ASI published the last schedule update on December 10,	
				to frankfan the summit influence, the x-3 pointies the size consolid update on Determine? 10, 2028. IV Will leave this finding operation will built the thirt a revised schedule to published by the ASI. An reported last month, updates and ratings are supported for this finding until additional Information is provided to TW. TWW discritutes to ensemble the progress of the BES Optimization	10/10/10 S8: The ASI did meet with IV and V after the Monthly review call for the September report and did walk through numerous updates. The ASI request the IV and V to update this
				information is provided to FV. TV will continue to monitor the progress of the BES Optimization options and will readdress this finding in February. 12/31/2029 - In the December reporting	report and did walk through numerous updates. The ASI requests the IV and V to update this finding based on the latest review.
				options and will readdress this hinding in redruary. 12/31/3224 - In the December reporting period, the IVV Team reviewed the existing BES Optimization proposal documentation and met	mining water on one sidest review.
	If all tasks and activities are not thoroughly decomposed in a common manner using MS Project, it The tasks and activities listed in the project schedule for the next 90 days have not been is highly likely that sub-plans recorded elsewhere will at times not be in sync with and/or	 Add all tasks to the interim schedule IVV continues to recommend that all tasks and activities 		with the DRS PMO to discuss. It is understood that work continues to further refine the BES Optimization details. If W does not have the information needed regarding scope, architecture,	09/12/19 58: The ASI and DPS have a weekly meeting to review the schedule in great detail. The
	decomposed to a level to where actual progress can accurately be measured. IW has become congruent with overall project plans. This type of approach often times results in urplanned	are thoroughly decomposed by the individual project leads, and that subsequent details are		requirements, schedule, cost, and resourcing to fully determine the impact of the BES	ASI and DHS are evaluating options to simplify the schedule and work item tracking process.
26 Schedule delays may occur due to the lack of detail in the baseline schedule. Darren Finding - Risk 5/28/2019 Project Management	aware that some project leads are using tocal, Trello, or other tools to track task and activity details within their respective areas of responsibility. appropriate resources to be involved in each task.	properly added to the schedule for all current tasks, as well as those commencing within the next 50 days, weekly on a rolling wave basis. July 2019	3 3 Med Open	Optimization to the project and DHS. Therefore, updates and ratings are suspended for this finding until additional information is provided to TVV. TVV will continue to monitor the progress	06/13/19 5 Brown: The ASI agreed to add additional detail once the schedule is baselined, as discussed with the client.

Title	Owner Finding Type Identified Date Category	Observation Similicance	Recommendation Event Harr	n imaact Probability Analyst Priority	ty Finding Status Date Retired	Status Usdate Client Comments	Vendar Comments
						04/23/2020 - DHS signed the BES Optimization contract amendment which changes the project DO	
						approach including moving from Waterfall to an Agle approach. While details of these changes	
						have yet to be made available, this shift could introduce additional risks if DNS does not come to	
						a good understanding of Agle principles and how the ASI will implement Agle. 03/29/2020 -	
						The ASI conducted a walk-through of the LucidChart Process Diagrams for DHS, however, DHS has	
						stated that this and other ASI efforts to explain the bir picture have not met their expectations or	10/10/19 58: DHS has agreed to the updated BI 10 template whi
						increased their understanding of the ASIs SDEC methods. Additionally, the project continues to	Iteration 3 artifacts. In addition, the ASI has produced a literal b
						move forward with the BLS Solution Optimization. It is currently unknown if the Solution	the PMO through it. The whiteboard big picture is being produc
						Optimization, or the inclusion of subcontractor development resources, will change or impact the	the vinc uncegn to the winner out of production of productions of the second seco
						ASI's DDI approach. IVV will continue to evaluate this finding as additional details about the Solution Optimization are made available. 02/27/2020 - The ASI has recently provided DHS with a	09/12/19 SB: The Bi 6 DDI Plan Deliverable has been accepted by
						series of LucidChart Process Diagrams as a means to provide them with a better understanding of	addressing comments on the interations of BI 30 Functional Des
						the 'big picture' and how all the individual processes and analysis relate to each other and 'fit	review to DHS to more clearly align with sections of the approve
						together'. Review sessions of these diagrams are planned. Additionally, the project continues to	
						move forward with the BES Solution Optimization. It is currently unknown if the Solution	
						Optimization, or the inclusion of subcontractor development resources, will change or impact the	06/11/19 5 Brown: The ASI disagrees with this finding and assoc
						ASI's DDI approach. IVV will continue to evaluate this finding as additional details about the	been presented to the client in its entirety and the ASI is execu-
						Solution Optimization are made available. 01/31/2020 - In the January reporting period, the IW	plan. In addition, there have been numerous presentations an
						Team reviewed the existing BES Optimization proposal documentation and met with the DHS PMO	to the client. The ASI is in the process of updating the delivera
						to discuss. It is understood that work continues to further refine the BES Optimization details. IVV	with many of them from W and that have been very high level
						does not have the information needed resarding scope, architecture, requirements, schedule.	the comments apply to the specifics of this project. There are
		Several DHS stakeholders have commercied that the Si Desire. Development, and implementation				does not nave the information needed regarding scope, accinecture, requirements, schedule, cost, and resourcing to fully determine the impact of the BES Optimization to the project and DHS.	general comments appry to the specifics of this project. There are
							general comments stell due to the client this week. Walkthroug
		(DDI) approach is unclear. While stakeholders can observe SI activity and have participated in				Therefore, updates and ratings are suspended for this finding until additional information is	
		some SI activities, they do not understand how it all fits together and some activity objectives	PCG recommends one or more of the following to mitigate this risk: SI provide an additional DDI			provided to IW. IW will continue to monitor the progress of the BES Optimization, and will 1/7/19: Note. During the 01-02-18 [sic] status meeting.	, DPS did not decline the offer and made
		seem unclear. The SI conducted a DDI approach overview session during an initial IAR session,	approach overview session for stakeholders and allow for Q&A • SI provide DDI approach			readdress this finding in February. 12/31/2019 - In the December reporting period, the IVV suggestions. To my understanding, Univys offered to pr	
		however not all stakeholders were present. IVV did not locate any DDI approach documentation Lack of stakeholder understanding and buy-in to the SI DDI approach and project activity	documentation/materials for stakeholders to review and/or refresh their knowledge on demand;			Team reviewed the existing BES Optimization proposal documentation and met with the DHS PMO session. It was suggested by DHS that the pre-JAD pack	
		or materials that could be referenced by stakeholders who may have missed to the overview objectives may reduce the effectiveness of JAR and JAD sessions as well as other BES project				to discuss. It is understood that work continues to further refine the BES Optimization details. IVV For new participants in the JADs, a separate orientation	
ck of clear understanding of the DDI approach may reduce effectiveness of JARs an	nd IADs. mfors Finding - Issue 12/17/2018 Configuration and Developmen	ent session, by new members of the team, or by other intervented parties, activities and decisions.	and make it easily available to all project stakeholders 1/31/19	4 3 Med	Open	does not have the information needed regarding scope, architecture, requirements, schedule, new participants.	
						04/29/2020 - Proposals for the KDLEA Portal Modernization RFP were due 4/13/20, DHS is	
						currently evaluating the proposals. 03/29/20 - DHS reported the KOLEA Portal RFP was released	
						this month. If W is not clear regarding the move forward plan for the BES Portal requirements and	
						will follow up in April. 02/27/20 - The ASI has restarted AD sessions for the BCS portal design as	
						of 2/11/20. IVV is not aware if the KDLEA Portal RPP has been released. IVV will continue to	
						of 2/12/20. VV is not ware in the ALEA Vortal KV has been released. VV will optimize to provide this and will reveal an uncertain in March 10/12/2020. INV will optimize the DMS KT0FA	
						Portal RIP had not been released as of the end of January. IVV also confirmed that the BES Portal	
						is still planned as a component of the ASI scope of work. IVV will continue to monitor this and will	
						provide an update in February. 12/31/2019 - IVV has no update on the status of the DHS Portal	
						RFP for the December Reporting period, however, understands that DHS is targeting the first half	10/10/19 SB: The ASI would like the IV and V to update their a
						of January to release the RFP. WV will continue to monitor this activity in January 2020. IVV	that there have been multiple iterations of this CR that have it
						maintains this is a medium criticality risk to the project as of the December reporting period.	their project needs and budget concerns. The ASI has provide
						1/27/2029 - IW has no update on the status of the DKS Portal RFP for the November Reporting	approach and RDM for the conversion of the KOLEA portal to
						Applicate will continue to monitor in Becember . Wy maintains this is a medium critically risk to	with DPS expectations and it is currently under review by DPS
							with Dis expectations and it is currently under review by Dis
						the project as of the November reporting period. 20/28/29 - As reported in the 10/30/2019 ASI	
						Weekly Status Meeting, MQD will go out to bid for the Adobe portal development. IVV will	
						continue to monitor in November to confirm the project's decision and impact to the project. IVV	09/12/19 SB: Active conversation and assessment of options of
						maintains this is a medium criticality issue to the project as of the October reporting period.	
						9/30/19 - IW has no material update for this finding as the updated CR for portal is still	
						outstanding. Concern continues to erow as the project has been in limbo reserving the direction	06/11/19 5 Brown: The ASI disagrees with the finding that the
		The project intends to utilize Adobe as the preferred platform for portal development, instead of				of the portal for approximately six months. It is currently unclear if this delay or its impact to the	project on this item. It is statused on a weekly basis as part of
		LifeFav (which is currently used for the existing KDLA portal platform), as the BES project web				critical path has been accurately reflected in the schedule or if the ASI had already allotted time	with client agreement on status.
		LINEARY (WHICH IS CUTTENTLY UNDER FOR THE REALISER) BOTTAIN PLATORING, AS THE BES PROJECT WHICH DOTATAIN SOLUTION, Addre Formani, for currently out of associe for the BES social built in a scope for BES					more carrier agreement, or scarge.
						for the delay in their original schedule. Given these delays and the fact that deliverables have	
		PDF production. This decision represents a change in scope and requires a CR, which is currently in If DHS executes a change request to implement Adobe as the BES portal solution, there will be				already been produced assuming a LifeRay platform, IW is escalating this finding to an issue.	
		process. ASI has given DHS a Rough Order of Magnitude (ROM) estimate of \$2.8 million for this CR significant impact to the project budget. The ASI has stated that if the portal platform is not				8/29/19 - There is unclear communication between DHS and ASI regarding the portal. After the	03/13/2019 Bill Thornton, Unisys:
		and has also provided a more details PIA. As of the date of this report, the Project is tracking this decided soon there will be schedule impacts as they need to staff for the appropriate skillset.				project was initiated, DHS informed Univys that the Department decided to standardize on Adobe	Clarification has been provided to the composite rate a
		as a 'Top Level Issue.' It is unclear if DHS will be able to fund this CR or if it will involve de- has also stated they may begin developing a solution in LifeRay until a CR is executed to move	we to • Continue discussions with the ASI and DHS to understand the go forward plan related to the BES			Sites and Forms and requested Unisys charge its portal development including KDLEA from Liferay	the existing technology stack. Adobe is a new technology and
hanass in direction reserving the preferred platform for portal development may in	impact project 1 mfors Finding - Issue 11/28/2018 Configuration and Developmen	est smoladume seens	Portal requirements. 01 2019	4 3 Med		to Adobe. Because the decision was different than Univys' proposal, Univys submitted a CR and	apply. We will update the PIA with effort and the roles ut arau/auxiv - rate (unver -) ne interim icheouse was not interio
and a second second second participation of portal development may in	The second	Aug.		5 MIG		(a) Algo 2020 - The ASI continued to provide weekly updates to the interim project schedule. The	
						tarrest dates for several deliverables were postcored this month to address a quality issue loased	was meant to capture the major (higher level) tasks to manage
						target dates for several deriverables were postponed this month to address a quality issue logged by DPS. The ASI acted by completing a root cause analysis and will adopt process changes to	team is focused on the long term schedule aligned to the BES
						by uno. The Ask acted by completing a root cause analysis and will adopt process changes to improve the quality and potentially reduce or minimize the risk of deliverable delays in the future.	is being used and reviewed weekly in the Unisys team meeting
							for approximately 1 month, targeting the end of April for the
						The ASI reported in the 4/29/2020 status meeting that the impact of these delays will be	10/10/19 SB: The ASI is working in close collaboration with DH
						mitigated or adjusted as the BI-S Project Schedule is further defined. The ASI published a draft BI-	
						5 Project Schedule, reviewed with DHS and IVV and is planning to present the BLS Project	options to the project schedule and content and would ask th
						Schedule to DHS for approval on May 15, 2020. 03/31/2020 - the ASI and DHS continued to work	assessment of this issue.
						on the BES Optimization contract amendment. Once arreed upon, the ASI is planning to publish	09/12/19 SB: The ASI meets weekly with DHS to review the sch
						an updated schedule. To manage the work currently underway, the ASI published an interim	do so. As noted earlier, the ASI and DHS are assessing options
						an operate statement to with subsequent updates on a full/2020, and 3/25/2020. Saved on the IVV	item tracking process.
			3/33/2020 - Add all tasks that have been performed or planned to be performed in the interim			schedule on 3/4/2020 with subsequent updates on 3/28/2020 and 3/25/2020. Based on the IVV review of the interim schedule, it does not include all work that is currently being performed.	6/11/29: The ASI and client are holding daily stand up meeting
							any issues identified and the plan for the following day. These
			schedule. IW recommends that the ASI complete the Project Management Plan deliverable, work			Recognizing that the interim schedule may not require the same level of detail that will eventually	schedule and review opportunities for oull in. The ASI and cli
			with DHS and IVV for review and edit as needed, and attain approval of the PMP. This will help			be included in the overall project schedule, all of the tasks that are currently being, or have been	
			ensure that all processes within the project management entity are thoughtfully and			performed should be captured in the interim schedule. The ASI stated the interim	meetings with the entire team to review progress, issues, and
			collaboratively developed and implemented to meet the needs of the project. Review and update			schedule is to manage high-level activities/tasks and is actively using the interim schedule to	week with the objective of collaboration and joint ownership of
			the project schedule to capture and discuss the late deliverable and tasks and delivery thereof;			manage the work. 02/23/2020 - The State decided to move forward with the BES Solution	schedule improvement.
			needed mitigation actions along with identification and agreement with DHS on DDI to resolve the			Detinization and is currently working with the ASI to arrend the contract. An ASI action item was	3/13/29 Bill Tharnton, Univys:
							Specific to the PMP, the DED was approved by DHS or
			late activities and tasks. Updated Recommendation 10/10/2019: - Continue to manage and track			opened to develop an interim schedule on 2/12/2020 detailing the work currently being	submitted on 1/21/2019. Specific to the project schedule
			the schedule to ensure deliverables are provided as planned Review the schedule critical path			performed, with expected completion by 2/26/2020. The ASI reported in the 2/19/2020 status	
			in the weekly schedule review meeting Continue to meet weekly with DMS to convey new			meeting they are preparing a project schedule that represents the work planned to be performed	1/23/2019 and the deliverable is planned for submission t
			schedule changes, obstacles, and document the corrective actions that will be taken to address			up to the time the revised ASI contract is executed. This action item was since pushed out for	2/6/19, Bill Thornton, Unisys: Executive Summary Risks Feed
			schedule delays and obstacle resolution Determine if the stopped work on TDDs will impact the			completion (at a high level) on 3/4/2020. TwV will leave this finding open until such time that a	been baselined but it needs to be re-baselined based on th
							Deliverable delays - as deliverables are not supposed to be
		Record come the preview relaxit relaxed 12 /W/10 (refer to relaxit/or for constitut) connect due					
		Based upon the project schedule dated 11/26/IB (refer to schedule for specifics), several due date for protect delemphic have been mixed. It of the date of this meant these delemphics	schedule, and update accordingly - Determine if rework to FDDs will impact the schedule, and			revised schedule is published by the ASI. 01/31/2020 - During the January reporting period, the Trate informed DV does no second bio descention advises for the REF application. As DEF and	
		dates for project deliverables have been missed. As of the date of this report, these deliverables	update accordingly - Analyze the project schedule activities to identify any opportunities to make			State informed IW they are researching alternative solutions for the BES application. As DHS and	the deliverables are not delayed, they need to be re-baselin
		dates for project deliverables have been missed. As of the date of this report, these deliverables include the Project Management Plan (PMP), which is the formal document that is used to manage. Without a PMP that depicts all Project Management processes, the Project can suffer unplanne	update accordingly - Analyze the project schedule activities to identify any opportunities to make and up time resulting from the current delayed activities - Develop a process for determining what			State informed I/W they are researching alternative solutions for the BES application. As DHS and the ASI agreed not to maintain the current schedule, the ASI published the last schedule update	the deliverables are not delayed, they need to be re-baselin Findings and Recommendations (42) – Project Management
2 Lite delivery of grapect deliverables may result in schedule delays.	Joinne Finding-Issue 11/28/2018 Project Management	dates for project deliverables have been missed. As of the date of this report, these deliverables	update accordingly - Analyze the project schedule activities to identify any opportunities to make need up time resulting from the current delayed activities - Develop a prozess for determining what wides - functionality will be delavered as part of an iteration, determine how many iterations three will	4 5 Med		State informed IW they are researching alternative solutions for the BES application. As DHS and	the deliveration energy is a contentiation of the population the deliverable are not a deliverable of the non-baseline findings and Recommendations (#2) — Project Management // DDDs — Clarification — there were 2 deliverables submitted (D prod environments and H-4 for MPV) — the rest were DDD. De