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June 19, 2020

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

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

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

In accordance with HRS section 93-16, this report may be viewed electronically at <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: May 1-31, 2020

Submitted: June 11, 2020



**Solutions that Matter** 

#### **Overview**

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

## **Executive Summary**

#### **Executive Summary**



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

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

#### **Executive Summary**



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



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



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





#### Findings Opened During the Reporting Period

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



#### Findings Retired During the Reporting Period

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



# Preliminary Concerns Investigated During the Reporting Period

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



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

Recommendations	
<ul> <li>Finalize the updates to the project schedule to address the outstanding items/issues identified by DHS and IV&amp;V.</li> </ul>	In process
Establish the process for DHS and the ASI to mutually agree to the revised project schedule baseline.	In process



\$	#	Key Findings	Criticality Rating
2	:6	<b>Risk – Schedule delays may occur due to the lack of detail in project schedule.</b> The ASI's BI-5 Project Schedule was re-published on 5/15/2020. The BI-5 Project Schedule provides little visibility to the BES functionality that is planned for each release. DHS and IV&V provided feedback to the ASI that may result in further changes to the schedule, prior to DHS approval of the schedule. These items are being addressed and discussed in the weekly BI-5 Project Schedule Review meeting.	M

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



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

Recommendations	
<ul> <li>DHS/ASI update the schedule with the task-based resources as described in the contract.</li> </ul>	In process



#	Key Findings	Criticality Rating
29	<b>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.</b> The ASI plans to document and publish the BES Architectural details in phases. The first iteration of the BI-12 System Architecture deliverable is planned to be complete on 8/27/20. IV&V will review the provided documentation as it becomes available.	Н

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

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

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



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

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



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

Recommendations	Progress
<ul> <li>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.</li> </ul>	In process

#	ŧ	Key Findings	Criticality Rating
4	9	<b>Issue – Poor quality project deliverables may lead to rework and negatively impact the system design, testing artifacts and project schedule.</b> On 5/18/2020, the ASI held a session to review the planned ASI and DHS remediation actions for the list of issues documented by DHS on 4/22/2020. While many next steps and action items were reviewed and some completed, the outstanding items were not assigned to project staff nor target complete dates identified. Project deliverable development activities are still paused pending these actions, which may result in additional schedule delays.	H

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

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



#### **Configuration and Development**

#	Key Findings	Criticality Rating
16	<b>Issue – Lack of clear understanding of the DDI approach may reduce effectiveness of JARs and JADs.</b> IV&V conducted Agile overview sessions for DHS, at their request, to provide a better understanding of the Agile methodology and help DHS make informed project decisions. The ASI has not published nor conducted any sessions with the extended project team to explain how they will adopt the Agile methodology for the BES Project. The ASI agile approach is planned to be documented and shared with DHS in early June 2020.	M
Recommendations		Progress
	Once details of the ASI's Agile approach become available and are communicated to DHS, IV&V will assess nd monitor DHS understanding and project productivity.	In process



#### System Design

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

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

#### Deployment

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

Recommendations	Progress
Assign a Release Manager to manage all details of planned releases.	Complete
<ul> <li>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.</li> </ul>	In process





#### Requirements Analysis & Management

#	Key Findings	Criticality Rating
41	<b>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.</b> The ASI and DHS continued the effort to break down the requirements into singular, traceable, and testable requirements by eliminating all partially met requirements, and to request and obtain approval from DHS via Controlled Correspondence (CC). To date, five (5) CC documents have been written and approved for this activity. DHS states they are awaiting additional CC's for Appeals, SSP, and a few others. IV&V notes that these required tasks and activities are not included in the BI-5 Project Schedule however, the ASI is working with DHS to plan the activity details for incorporation into the schedule.	M

Recommendations	
<ul> <li>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.</li> </ul>	In process



#### Requirements Analysis & Management

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

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



#### **OCM & Knowledge Transfer**

#	Key Findings	Criticality Rating
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. The ASI filled the Solution Architect position. DHS continues to execute the exception process to back-fill the currently vacant DHS PMO position and execute the transition plan. IV&V will continue to monitor this risk until all positions are filled.	M

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

# IV&V Status



#### **IV&V Engagement Status**



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

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

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



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

#### **Deliverables Reviewed**



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

#### Additional Inputs – Artifacts



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

#### **Additional Inputs**



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

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

# 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 <sup>®</sup>	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**

	Children Children	Observation	Senificance	Recommendation	Vent Horlass Emast	Probability Analys	st.Priorite Fin	indine Status Date Retired Stat	Client Comments	Vendor Comments
		The Soutien And Soutient documentation is scheduled for considerate wher 5 of 7 releases are alreaded	The System Architecture documentation is a Soundational technical document, interded to provide th standards and galadelines for all additional backware and software components that will reade in the standards. This floatidities document should be amalesticat and great to provide development, its order to muran't that calls ments with the architectural principles and several design the analysismed Samanian Samanian data and standards and several polysismed and analysismed standards and standards and several standards that analysismed standards and standards that architectural principles and an and analysismed standards and analysismed and analysismed standards and the architectural standards and the standards and analysismed standards and the architectural standards and the standards and analysismed and the standards and analysismed and the standards and analysismed and the standards and the standards and the standards and the standards and the standards and the standards and the standards and the standards and the standards and the standards and the standards and the standards and the standard and the standards and the standard and the standards and th	-becomes dampleting and approxing the 3+3 system. Are there are define adder prior to developed or durate cases - if companing the 3+2 addressafe prior to developed or durate the durate of the durate the durate durate durate durate the durate durate durate durate durate the durate durate durate durate durate the durate dura						6/2/2020 Pauel(Mas Review 3.4 hourse entended prop trans, cost sucting development, and such as the particular and the
The System Architecture documentation is underdied for completion silter 5 of 7 releases are in progres Darrem Concern	5/21/2020 System Design	program, and 2 releases to explore Withost as subcontact management plan, this could had to conclusion withis the post- regarding roles, responsibilities, project convencications, excludios paths, issues of role identification/influence and segree of exclusion. Nat 652 Optimization contract is mendment reveals in increases in the volume of subcontracting, and it is under how the subcontraction, and perform the AdX. Does understand service of exclusion of performance and the subcontraction. The many of the work the AdX.	Sy	of the 2 in accordance with the project schedule.	une 2020 5	3 High	Open	m 05/ reg	11/2020 The IAD is provide of optimities the project management pile to include further details. Pering substration management, YV'viii an onterto the cardition have. NV (XXX2020 View an anywolf than this management pile that is any pile substration that the substration the substration that the substra	man C. San a nan sport good ingen potinger.
The ASI's management of subcontractors has not been documented in a formal management plan. Darren Concern	4/28/2020 Project Management	management practices.	• Yead own dig to visit of guilding executed in a consistent and successful action, your tribling present interest to be planned, structured, and executed in a consistent and repeated emoney. While a consistent with this resend, the project is likely to suffer from unanticipated outline, serformance, and schedule issue	•	mmediate 3	3 Med	Open	n dat	• Went a request to the enderstanding of the on the 2-1 addition, requesting the time can provide use the SAP/2020.	
medications with address on the second the context second or and the solds. But Foders. But	4/22/2020 - Resultements Analysis & Massement	The BIS Optimization Contract amendment was completed, speed and executed in this reporting parts. The XII and DMI microarchical agency is focus and XII and The Start Frequency Registerment Alternation to focus the BIS DOT registereds, between, a didalind plant to accomplish the ban not been decommend.	It to next the timelose, softwark by the BS Optimization contrast amondment, the project team mode black and or devaporances that minimum analogicity amount the application methor the balance methods, no added cont approx. And show of channels in the BS application.	<ul> <li>•••Of Advances to the Mo Woll Sci and Min algost regeneration or kandle to the merganement built will not summarized and the second sci and the Sci and Min algost the SC built also into another second sci and the second sci and the Sci and Min SC built also into another sci and the second sci and the Sci and the Min SC built also into another sci and the sci and the Sci and the Min SC built also into another sci and the SC built and the Sci and the Min SC built also into another sci and the SCI and the SCI and the maximum of the Min SCI and the SCI and the SCI and the SCI and the SCI and the maximum of the Min SCI and the SCI and the SCI and the SCI and the SCI and the Min SCI and the SCI and the Min SCI and the SCI and the Min SCI and the SCI and the Min SCI and the SCI and the Min SCI and the SCI and the Min SCI and the SCI and the Min SCI and the SCI and the Min SCI and the SCI and the Min SCI and the SCI and the</li></ul>	mediately. 4	3 High	Com	Fun (SO with plan	12000 - 19 May, the 400 and 0000 conclusion of margine sympatron state states to involve the density. Summary and implementation requirements and applies that conclusions the provide the 000 - provide provide states and the the total conclusion of the provide states and the the 000 - provide provide states and the total conclusions of the provide states and the states and	\$2,1223 - The Paul Offset The Sp() Line( of the regularisation same append again to Optimization Contrast Annualment. The 42,000 are reacting to document and ag detailed regularisation shale. In July priority than the Tarle participation of the Automation and CHI and Auto Automatic and any approximation of the Automation.
The GY sulfing antigenetists is onliving algorited to assumediate the BS Optimization approach. Dervon	4/30/2020 Project Management	A project sam skilled and apprinted with the software and took is essential to stranding the project work, take M advances of the took and ment the project delary data. The MSI Solation Optimization is instructing a new landworking state. And advances SGL approach, takeware AG data the character site or societies.	From the bending tools approximate with difficult to the device devices and approximation of control solution are not the norm. In the low the status that build approximate project. A CODE solution requires the normalization in the CODE products, however a contron values requires additionality and in the status approximate to the CODE products, however a contron values requires to the status approximate and approximate the the CODE products. Name we control walks successful. The statPing for maintenance and operations are requires and the successful and the the thereintegoing the state and th	1 1 1	rendute 5	4 High	Open	05, pro vac 04,0 pro vac 04,0 pro	112/022 The data tay provide A national page on the despection is the same of page in a se- ter fact that the data specific despection of the despection is the same of page is the Statistic in classifier and the same of the same tay is the same tay is the Statistic is the Stati	5/L0205 - Fer Paul Oliver, so changes to the ADI management team to planned an Optimization cantrast Amendment. The ADI completed insteaded the of shows and the spatialiset of the advance of the advance of the advance of the ADI spatialiset of the advance of the advance of the advance of the advance ball is publicity and the advance of the advance of the advance of the Net Section.
The guidy guide debundle my test to reach and against jugar for yours days, tong a Darwa Toniga Tours			The taff line gent on reveaus delayable is seening the pin for all project writes and we are appreciately a second secon			5 Hab		acti Bene per per per per per per per per per pe	LU2020- On 11/LU2028, the XM hold a name to increase the galaxies AM and DMI remaining and addition min for the XM hold and additionation of the YM hold and YM h	5/0223-Pad Over adual OS performant Iver ans KA, longs compared anyonical acting plan backet the completioned and a na backeter as take to
Voor quality project deliver/zoole may lead to rework and negatively impact the system delige, setting a Darren Funding - Issue	4/16/2020 Project Management	INVERTIGATION.	potentiary unsumed runctionaing, and additional schedure beays. If the OBC process and requirements are not published by CMS prior to the State's approval of the functional and technical requirements, the project's ability to receive enhanced Federal funding may		intraduite a	s ngo	open	n and OS/ per	Vivo II all any Alex, You' wan contained an advantation of the second and advantation of the second advantation of the Sec	LONAQUAR.
The COVD 31 sectors and the related Value at home water and their species phone and seed inter-	2/29/2020 Project Management	Do 3/2/2020. All Generation of the set is located a "logar shown, such fracts have" across that is a set of the set of t	emotely built also by the meet to because and determing survivors to beneficiaries. Prevential way autilities and the advectory and an electronic and and the prevention of the paylor of the survivors. In the electronic and the electronic and the electronic and the paylor of the survivors. The Difference of Taglica and the prevention of the advectory and the paylor of the the the electronic and the electronic and the paylor and the survivors and the the paylor of the the advectory and the electronic and the paylor and the survivors and the the advectory and the paylor and the paylor and the the paylor and the survivors the the the task could appendence a significant bias of revenues due to COVID, which could lead to Diff back challenges of the advectory of the advectory and the paylor and the paylor advectory and the advectory the the task of advectory of the advectory and the paylor advectory advectory advectory the task of the advectory of the advectory advectory advectory advectory advectory advectory the task advectory of the advectory of the advectory advectory advectory advectory advectory the task advectory the task advectory of the advectory of the advectory advectory advectory advectory advectory the task advectory of the advectory of the task advectory advectory advectory advectory the task advectory the task advectory of the advectory of the task advectory advectory advectory the task advectory ta	Tange up office to single trans, set on an advance on entropy we deal to set on a set of an advance of the set of the se	ω 1	5 High	Open	203 be i extr wor	22/2020 - There are inductions that the Stary-Al-Harm manufact will be advected frimup) have 33. Companying the start is completely present in the topology project, module quick part advected for advected topology of the year of the	21,0205 Aud Olive stands due tot for sympactic due to the REED of the and May 2020 due to be foreign of at out of the source due to the direct biotecome of the and The source of a rails for GL (binsy start) due survivage for the source of the source o
Depleted week may weak then printipying band or systems that will be refered. Reprintents at Dones. Concern	2/26/2020 Configuration and Development	which is provide the 2000000 high black buring the large transmission affects to whether provide the 20000000 high black buring the large transmission affects to whether provide the 2000 and 2000000000000000000000000000000000000	NY May super-try printiging as a lost prefixe within the Age 20CL Issues. UNI constru- tion of the Age 20CL in the Age 20CL in the Age 20CL intervent. The Age 20CL intervent is a super- sense method in the Age 20CL intervent and a supersense. The Ada 20CL and 2V are placed across method in the Age 20CL intervent in the supersense. The Ada 20CL and 2V are placed in the Age 20CL intervent and a supersense in the Age 20CL intervent and a super- sense method in the Age 20CL intervent intervent in the age 20CL intervent and a super- sense method in the Age 20CL intervent int		2 2000 3	3 Med	Open	cha The add app plan sub the as to us the as to the as to the as to the the the the the the the the the the	11/2022. VP requests that the ATMs to defaunce the high the length of the STM of ST	\$4,0202 - Paul Oliver, the project documents wend to be published and reviews controls. \$121,0202 - Paul Oliver - this approach is not acid of the ordinary - proteipping \$121,0202 - Paul Oliver - this approach is not acid of the ordinary - proteipping weithing ( You Theodorf Jung on Latent contentioning on the specific parts).
	3/31/2020 Testing	TVV observes that the ASY Solution-Optimization propertial data 03/20/2020 states that "A8 software leading activities will be respect to a set case."	Software tasting being accomplished at any level other than the functional and technical requirements causes unconstanting risk of potentially missed or unconstrained requirements. Mixed or reserving system grantification and strained technical mission and the reserving system grantification and strained technical mission and requirements, fundament and the strained strained and technical mission and technical		12 2020 4	4 High	Qom	pro rep the Opt IVV	12020: The Visit is a data field as fails in the Visit is all to branch in an example working will be all to all the Visit is a data field as a locating in program (and the Visit is a value) of the locate AM for regularments in an equipress. If Visit is all the Visit is all the Visit is all the Visit is all the and AMM encoded as a set of the Visit is all the Visit is all the Visit is all the Visit is all the analysis. Set of Visit is all the Visit is all t	\$/\$/2020 - Paul Oliver does not see this as a concern as the RTM will show full tr real-second.
. San bi ku 501 KD anl Al Fraint Tana menten akandra andro tanakoner ban tharanat, y Janes - Fradra - Ba				The data shauld document is stronging data for the project and PAD resources as distribution in the WPL with holded DMHAD and DMS DM remains (indexect MPF and that 3 DMS DMHzg). The parts hand and data is assussed as 2000 SM remains index to be start as a data of the PMP of and MPP and MPP. The PMP and MPP an		a Med		S/L3 pro to a Solit statis statis statis statis statis con con con con con con con con con con	Angell 7 and 200 March Statutes Analogue and Analogue	302221 The AD FM could be Project Coordinate position & Biller and May AP02232, Transformations and the transformation and approximate and approximate and approximate approx
and the unit and according of the service and a service and a transform that the service a values from the	Loos will. SOM of Develop funder		penne giberts be ED Machinese and Sparation scholars		w 1	3. Med		n pro- pro- pro- sector (1997)	Any energy of a set o	Knowled Function     (2) 20120 - The delay we due to be sufficient for summarized to the procession of the sufficient of the sufficie
		the project, and in some cases resulted in project risks, issues, and/or action items being opened. Insufficient and untimely communications can confuse and strain project resources, and can further	respond, prepare for, or plan their resources for time sensitive activities. Failure to improve communications can strain DNG resources that are already at or beyond capacity and can further	communications to DHS in the project schedule. For example, notifications in preparations for release activities. • ASI establish a single communications officer to manage all ASI to DHS communications				reg Ani	anding the BES Optimization were initiated in December, which IVV regards as very positive steps. Initial meeting was held with BESSD, MCO, and 9MO staff on 12/13/2019, and a follow up	this was a new process for the team. Whit has accommodation, deliverable revie often not waterfail sequential - which led to some confusion. The ASI believes it

Finding Number Title Owner Finding Type	Identified Date Caterory	Observation Similitance	Accommendation Event H	orbon Impact Probability Analyst Priority Finding Status Date R	Status Usdate     Of/11/200 - The ASI and Diris continued the effort to break down the requirements linto singular,     Client Comments	Vendor Comments Risk Statement
					traceable, and testable requirements by eliminating all partially met requirements, and to request and	
					obtain approval from DHS via Controlled Contexpondence (CC). To date, five (S) CC documents have been written and approved for this activity. DHS states they are awaiting additional CC's for Appenix.	
					500 and a fear others. IVEV notes that these removed tasks and articities are not included in the BLS	
					Project Schedule however, the ASI is working with DHS to plan the activity details and add them to the	
					schedule. D4/20/2020 - The ASI continues is efforts with DHS 85350 to break down the requirements into singular, traceable, and tretable requirements to eliminate all partially met	
					contains. Unjugicular in the nucleariset is the intervention of the containable of the co	
					The softward shall be abled details, it is any prover the screening of a poly and the version comparison data to survey the softward in the softward shall be abled to a softward of the soft	
					incorrectly status this activity as being completed, however per DHS, this activity is not completed.	
					VV will continue to monifer the status of this important requirements management activity during Max. 03/11/2020 - The XSI is continuent to efforts with DHS BESS to benesk down the requirements	
					into singular, traceable, and testable requirements to eliminate all partially met requirements. Per the	
					latest interim schedulit, shis activity was schedulief for completion by March 12, 2020, however it was not completed at the and of the mostly IV will contain the monitories and unit 2020, 2020 - IVV is	
					aware that the XSI has commenced efforts with DHS BESSD to break down requirements into singular,	
					traceable, and testable requirements, in an effort to eliminate concerns about partially met requirements. EV recommended to use of a uniform concerns are provided to use of the second data the	
					requirements, such as IEEE 29148. IVV confirms that this effort has been completed and there are no	
					longer any partially mat requirements for the Intraction 1 MOM Release. However, it is unclear at this back what the schedule is for the remaining balance of the bactility material requirements, or if a uniform	11/18/19 SB: The ASI appreciates IVEV clarifying that IM had noted this concern while onsite rather
					acceptance criteria was utilized. IVV will continue to monitor in March to gain further details of the	11/18/19 EX: The AGI appreciates IV&V clarifying that IM had noted this concern while onlike rather than FNS. The AGI does not see any comments reliated to the FNS will and their assessment of the project progress to does much of which was positive.
		Begarements are Marcin Dialogies officientia. The Yankin Med. With Nucleich of glorined design without, is it uncleich and ANAL. Although the ANAL has developed a method of splitting magnetiments in ANAL. the procession can alter alter has management and association of splitting magnetiments. NAML. The procession can alter alter has management and association of splitting magnetiments are not completely transf throughout the SDLC, it is may result in missing functional the procession can alter alter has management and association of the analysis.			planned approach forward. 02/11/2020 - IVV does not have a material update for the January reporting portiod. The Add has not set runs with DHS to discuss the tasks, and additions needed to	project progress to date - much of which was positive.
		design artifacts and AUM. Although the ASI has developed a method of splitting requirements in AUM,	Determine a requirements management and design artifact that provides full accountability of where		reporting periods. Interval into a top to interval for a set status to a status and a status and a status of the approximation of a status of the approximation of a status of the approximation of th	10/10/19 52: The ASI believes the current process tracks requirements appropriately and will work
41 Due to a lack of clarity regarding "Partially Met" requirements in design artifacts, full traceability of requ Darren Finding - Risk	9/23/2019 Requirements Analysis & Management	the process does not address the management and traceability of "one-to-many" relationships (i.e., when a requirement is satisfied by multiple features or functions).	Determine a requirements management and design artifact that provides full accountability of where lay each and every component of a requirement that is lated as "Partially Met" is satisfied, ensuring that each requirement is fully lated and on be validated as such. Q4 201	a 4 3 Med Open	work on this together. I viv will holice up on this net work the Aci and Union Heartury. 12/12/2019 - IVV does not have a material update for the December reporting period. The ACI has not yet met with 05/12/2019 - No changes to this finding in May. While there is currently a XOLEA More release	10/10/19 58: The ASI believes the current process tracks requirements appropriately and will work with DHS and the IV and V to address their remaining concerns.
					05/11/2020 - No changes to this finding in May. While there is currently a KOLEA MD release (202) A M alexand for how the first REF DDI releases is a scheduled for faunce 2020. (VV will continue	
					EVEX.12.0. The defauges to the height product that means contrasting a VEX.2000 relates the mean effect of the second second second second second second second second second second to mean effect of the second second second second second second second second second second second sections that the second se	
					month. I/W will continue to monitor, as it is anticipated that some DGI release changes will be made as the ancient entry risks to the next BEC release a learned to prove is lane 2020. DQI 1/2020. VV	
					validates that no new M and O or DCI releases were performed during March. TVV will continue to	
					monitor, as it is anticipated that some IDDI release changes will be made as the project gets closer to the next BIS release. 62(29)(2020 - I/W validates that the ASI still has not yet performed a BIS release,	5/5/2020- Paul Oliver suggested this finding is a risk, not an issue. The ASI is consolidating KDLEA and BES release management beams and processes to be the same.
					however the ASI has now successfully accomplished two releases for KDLEA MD. 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 BIS release. I/W changed the priority from a high to med based on the KOLEA releases and the	03/03/2020 - The ASI PM stated some BES functionality was included in the KOLEA releases and the
					first BES release is not planned to occur until summer 2020. 01/31/2020 - In the January reporting	and NDEX releases was successful last week. AGI PM requested IVV to evaluate the priority (reduce from high) of this finding considering the plane and performance of the XOLEA releases.
					penco, the IVV learn 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	morn rugn; or two finding considering the plans and performance of the KOLLA releases.
					details. IW does not have the information needed regarding scope, architecture, requirements,	
					scneaue, 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 until additional information is	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 January release.
					provided to IVV. IVV will continue to monitor the progress of the BES Optimization, and will readdress	
					this finding in February. 12/31/2019 - In the December reporting period, the IVV Team reviewed the existing BES Optimization proposal documentation and met with the DHS PMO to discuss. It is	10/10/19 58: The ASI had named a release manager for the October release, who is written exerced
					understood that work continues to further refine the BIS Optimization details. I'W does not have the	The AGI also named a release manager for the January and future releases that would have worked
		Release planning does not access to be sufficient to meet the needs of the orciect. IW observed that			Information needed regarding scope, architecture, requirements, schedule, cost, and resourcing to fully determine the impact of the BES Detimization to the project and DHS. Therefore, updates and	remotely. DHS requested that the release manager be onsite. The ASI has assigned a release manager who will be more readily available onsite, as well as allocating additional resources to the ETL/F4
		there was not a SPOC Release Manager assigned to manage the first release for KOLEA. IVV observed insufficient release management processes can lead to implementation schedule delays and poor			ratings are suspended for this finding until additional information is provided to IVV. IVV will continue	reasonity. DDI required that the existence manager to a control. The Ad Data manager and a control manager who was the more resulting studied sorting, and an all scientify additionation accounts to the MECAA additions. These analgements have been shared with DHG specific lander thip and FMO and are in place. A general base an accountement of them as any generative still are and when the Ad I complete manager and the state of t
		that there was a lack of timely release planning for the KDLEA Release, and that communications release quality if not managed properly. Insufficient release management processes can also lead to resurding the release were incoministic. Ineffective, and inaccurate. IVV is unaware if a Telease Plan' configuration challeness when contents of a release management processes can also lead to	Assim a Release Manager to manage all details of planned releases. Develop a Release Plan document		to monitor the progress of the BIS Optimization, and will readdress this finding in January. 11/10/2019 - No substantive changes to DDI release management were observed by IVV during	place. A general team announcement of these assignments will be made when the ASI completes workshare annaements with the ASI team. The October release being the first DDI values of release
		Alterar phone (associations) data on larger to built officiations and the need of large parts (built officiations) in the second officiation (built of the second officiation) in the second officiation (built of the second officiation) is set of the second officiation (built of the second officiation) is set of the second officiation (built of the second officiation) is set of the second officiation (built of the second officiation) is set of the second officiation (built of the second officiation) is set of the second officiation (built of the second officiation) is set of the second officiation (built of the second officiation) is set of the second officiation (built of the second officiation) is set of the second officiation (built of the second officiation) is set of the second officiation (built of the second officiation) is set of the second officiation (built of	for each release, that provides details of the planned release and all associated configuration items,		method, and a human section between the section of	has experienced some start up issues in the content and review of project deliverables. Those start up
40 The planning and approach of the ASI Release Management practices were identified as an area to impr Darren Finding - Risk	9/23/2019 Deployment	and activities, documentation updates, configuration item updates, and roles and responsibilities of all the solution. Additionally, poor release planning and communication may result in the disruption of resources involved from the ASI and DHS.	clear assignments for all staff involved in all tasks, a schedule for completion of all tasks and activities, planned release status communications, and back out procedures should they be necessary. OCT 20	19 1 2 Low One	which is currently planned for implementation in January 2020. IVV maintains this is a high criticality risk to the project as of the November reporting period. 10/11/2019 - IVV made the following	issues have been addressed with high priority and the ASI will continue to work actively with DHS to address all concerns.
	and any second sec				ink to the project as of the November reporting period. 10/12/2019 - I/V made the following US/27/2009 - Inf XX instance entron we many made to obtainly design gapt due to worknow functionality being tabled during some IAO westion. The ASI has also studied their Intention to address	
					tunctionality olang balon burning tome Av3 existions. The Av3 has also table their internon to badress there agos in a Apple fashions more inplementation distable bornes matchable. A detail baceme available, IVV will update this finding. 04/29/2020 - As part of the BISS Optimization re-planning.	
						5/5/2020 - Paul Oliver did not realize there was a follow-up activity. Addressing workflow in the IAD sessions was inconsistent. Need to determine [1] which IAD sessions already completed did or of 4
					consistently. This risk will remain open until IVV receives/reviews the project artifacts. 03/29/20-	include workflow (2) if workflow was covered in the JAD, will it change due to the Optimization
					consistently. This risk will remain open until VV receiven/welves the project artifacts. 02/29/20 - The project continues to wark with the ASI to negatistia the terms and support of the IBS Optimization. At this time, the planch for bott Works will be incorporated into IASIA substances.	
						in the solution / Further, per valuable plan induling torward for CMM/HMM is to include workflow as it is developed
					available. 02/27/2020 - The project continues to work with the AGI to negotiate the terms and scope of the BES Solution Optimization. At this time, the plan for how Workflow will be incorporated into	
					JADs is unknown. IW 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 I/V.
					they pertain to IADs, once they become available. 01/31/2020 -In the January reporting period, the IVV Team reviewed the existing BES Optimization proposal documentation and met with the DHS PMO	\$112,020. And Oliver default have a below to bid to the two, be self as an edge back with VV. BLIQ2023. The SI VI abuse scalings here gathered is some of the GP means. All activity will filter up with the project team to gate a class and default activity of these workflow will be addressed.
					to discuss. It is understood that work continues to further refine the BES Optimization details. TVV	
					does not have the information needed regarding scope, architecture, requirements, schedule, cost, and resourcing to fully determine the impact of the BES Optimization to the project and DHS.	
					Therefore, updates and ratings are suspended for this finding until additional information is provided	
					to TVV. IVV will continue to monitor the progress of the BES Optimization, and will readdress this finding in February. 12/31/2019 - In the December reporting period, the IVV Team reviewed the	10/10/19 58: The ASI meets with DHS multiple times a week and there has been no request to alter the sequence of upcoming sessions.
					existing BES Optimization proposal documentation and met with the DHS PMO to discuss. It is	the sequence of opconing ansatza.
					understood that work continues to further refine the BES Optimization details. I/W does not have the Information and of another section and the section of	09/12/19 58: The ASI will work with DHS in assessing whether to change the current schedule for
		ASI-led IAD sessions are currently divided up into functional areas (Portal, Admin Appeals, Core,			information needed regarding scope, architecture, requirements, schedule, cost, and resourcing to fully determine the impact of the BES Optimization to the project and DHS. Therefore, updates and	these functional areas.
		Financial, etc.) and have been orgoing since approximately March 2019. Workflow/stak JAD's have Stopping (or putting on hold) design and process flow discussions during JAD's can result is a minute of the second state of the s			ratings are suppredied for this finding until additional information is provided to IVV. IVV will continue to monitor the progress of the BES Optimization, and will readdress this finding in January.	
		Arme de du abula de un organização ara processionada e de procession palas (cue). Prendel, etc.) and have been regrete income processionada palas (cue). Prendel, etc.) and have been regrete income processionada palas (cue). Escuento et la due processionada palas (cue) a sector pala			11/10/2019 - At the end of the November 2019 reporting period. IVV received supporting	
		ASI has stated that once the workflow/task functionality is defined, they will go back and update the existing designs to include this functionality. In defined, they will go back and update the existing designs to include this functionality.	r, - 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		documentation on the proposed "Pirot" solution. Based on that information, IVV has decided to retain	
38 Due to the sequencine of IADs addressine Workflow at the end instead of durine current IAD sessions. mfors Finding - Risk	8/29/2019 System Design	existing designs to include this functionality. they could be signing off on a poor or incomplete design.	Introduce SME's to workflow/task functionality and integrate into system designs. ASAP	4 4 Med Open	this finding as active but sugmed any updates or ratings until the team is able to thoroughly review the Up/a1_urus - the use. Accessing and each are personned to be occurrenteed in the user 12_system	
					Architecture Deliverable and published in phases. The first Heration of the deliverable is planned to be concellent on 501/57 / 2000. UK uill require the provided in a phasematic and the planned of the second se	
					04/29/2020 - The BES Optimization contract amendment was completed, and it provides high-level	
					Benchmark and the produce Neural Neural Neural And	
					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 reducine 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,	
					Inglementation transformed or directly the scope lengelemental in coster to stay within the current project budget() with SE standard care and within a start to stay the start to stay a start to stay a start to stay and resources will make to start the start to start the start to start the ARX to regardise the there are a drugs of the SE Start Constraint, physical parts and physical antipology and the start the start to start the SE Start Constraints. The start to start the ARX to regardise the there are a drugs of the SE Start Constraints (the start to start the ARX to regardise the there are drugs of the SE Start Constraints (the start the start to start the start to start the SE Start to start the start to start the start the start to start to start SE Start to start the start to start the start to start to start the SE Start to start the start to start to start the start to start the SE Start to start to start the start to start the SE Start to start to start the start to start the start to start the start to start the SE Start to start to start the start to start the SE Start to start the SE Start to start to start the start to start the SE Start to start the SE Start to start the start to start the SE Start to start to start the SE Start to start the start to start the start to start the SE Start to start to start to start the start to start the SE Start to start the SE Start to start to start to start to start the SE Start to start the SE Start to	
					the possibility of having to possibility of the BS simplementation the firms, and possibility of having to possibility of the discrimination of the firms, and possibility of the discrimination of the firms, and possibility of the discrimination of the firms, and possibility of the discrimination of the firms and possibility of the discrimination of t	
					Optimization contract amendment is finalized, the full impact to scope, schedule, cost, and resources	5/5/2020 - Paul Oliver stated the Architecture documents to include high-level and lower level detail
					will not be known. IVV will review plans for the BES Solution Optimization effort and contract	are being incorporated into the BI-12 Architecture Deliverable.
					amendment as they become available. 01/31/2020 - In the January reporting period, the IWI Team reviewed the existing BES Optimization proposal documentation and met with the DHS PMO to	
					reviewed the existing BES Optimization proposal documentation and met with the DHS PMO to discuss. It is understood that work continues to further refine the BES Optimization details. IVV does	10/10/19 SB: The ASI is working on the KDLEA specific content of BI-12 and this has been relayed to
					not have the information needed negarding scope, architecture, requirements, schedule, cost, and resourcing to fully determine the impact of the BES Optimization to the project and DHS. Therefore,	005.
			- The ASI continue to document the architectural details in the BI-12 System Architecture Deliverable		updates and ratings are suspended for this finding until additional information is provided to IW. IW	
		Some platform and BES system architecture decisions have yet to be made and socialized to the project. For example, the ASI and DHS have stated that they have reached agreement that the project	and If possible, review draft content with DHS and IVEV. DHS request ASI perform due dilgence in any recommendation for foundational architecture change decisions The project should vet possible		updates and instings are suspended for this finding until additional information is provided to IW. IW will contrain to movine the programs of the BIS Softmations, and will maddress this finding in February. 12(1):2019-11 to the Softmather reporting provide the VIV Team reviewed the existing BIS	06/11/19 5 Brown: The ASI requests clarity on what long term architectural decisions are being referred to.
		will move forward with implementing two Siebel instances (one for KOLEA, one for	architectural change impacts to platform, M and O, MQD, and BES systems before finalizing			
		Long of the most life system as relationships where this is not approximate the second system as the second system	<ul> <li>momentaria website an awareness of possible architecture changes so that they can prepare for the possibility of a change. For example, if</li> </ul>		work continues to further refers the BIS Optimization details. IVV does not have the information needed regarding scope, architecture, requirements, schedule, cost, and resuccing to fully determine the inspect of the BIS Optimization on the project and DIS. In Province, speakes and artise year	
	5/28/2019 Project Management	thoroughly vetted and/or documented. Further, there may be some uncertainty around whether when/if all environments [including IOLEA and IRS production] will be moved to the cloud.	their is a possibility that the platform could change then analysis/design could focus on platform agnostic design and avoid extensive efforts in refining a platform specific design. ASAP	4 5 Hith Onen	the impact of the BIS Optimization to the project and DHS. Therefore, updates and ratings are	
	Srzarz019 Project Management	rework, are costs when integrating the two systems in the future.	egonous service encode extensive errors in renning a platform specific beilgr. ASAD	4 S Hith Com	No regard the BE (generation to the proposed and BE (Bandres, quites and unity, see weather of the BE (generation to the proposed and BE (Bandres, quites and unity), see supported to the band, which reads the time shall you measure alreading and an adapted to the supported to the band, which reads the time shall you measure alreading and an adapted to the supported to the band to the support of the starts that any support of the starts and and adapted to the supported to the band to the support of the starts that any support of the starts that any support of the supported to the support of the starts that any support of the starts that any support of the support of the starts and the starts Starts and the starts and the starts Starts and the starts and the starts Starts and the starts and the starts Starts and the starts and the starts Starts and the starts and the s	
					opposed to task-based, which results in little visibility into resource allocation and is not aligned to the contract requirements. Additionally, most 'assimed' resource are resource mouse as opposed to	
					named individuals. DHS has expressed concerns on this approach and plans to discuss with the ASI.	
					04/30/2020 - 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. 03/21/2020 - In the March reporting period, the ASI and DHS continued to work on the BES Optimization contract amendment. Once arreed, the ASI in planning to publish an updated schedule.	
					The ASI developed and is using an interim schedule to manage the work currently and planned to be	
					The AG developed and is using an interim schedule to manage the work currently and planned to be performed writif heroweal project schedule is pablished. 02/29/2020 - The State anded to move forward with the StateStateS optimisation and is currently exercising with the AG is same dished	3/31/2020 - Paul Oliver - Jocelyn is actively working to develop the new schedule to rebaseline. ASI is
					contract. An AS action the way spend to develop an interim structure of the contract of the contract of the contract. An AS action there was preved to develop an interim structure of contract of the contrac	using MS-Project to allocate the initial resources. Concern is origoing resource management via MS-
					work currently being performed, with expected completion by 2/25/2020. The ASI reported in the 2/15/2020 status meeting they are preparing a project schedule that represents the work planned to	using MS-Project to allocate the initial resources. Concern is ongoing resource management via MS- Project. Going forward the ASI plans to use ITG spreaduleet with all resources loaded to include some subcontrators, (#World/pirelian immange their wave neoscress and not be include in TCC). Paul
					be performed up to the time the revised ASI contract is executed. This action item was since pushed	subcontractors, (evolution) spendium will manage their own resources and not be included in ETC). Value will review with IVV once the baseline schedule is complete.
					out for completion (at a high level) on 3/4/2020. IVV will leave this finding open until such time that a revised schedule is published by the ASI. 03/21/2020 - During the January reporting period, the State	
					informed IVV they are researching alternative solutions for the BES application. As DHS and the ASI	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			agreed not to maintain the current schedule, the ASI published the last schedule update on December 10, 2019. TW will leave this finding open until such time that a revised schedule is published by the	requires a significant amount of time to manage. They will review alternatives (ETC Forecasting too) and ret back with us.
		that are added to the schedule are largely overallocated. The RFP and the AGI proposal both require a			ASI. As reported last month, updates and ratings are suspended for this finding until additional	ama ger block with US.
		fully resource-loaded project schedule ALL lead project staff are all overallocated through the next 50 days. Overallocation ranges from 16 hrs/day to 136 hrs/day. The ASI has stated that they will only The project's ability to understand 'which' staff are working on 'what' project tasks is obscured. Such	The summaries that the AT conference of a state of the second state of		information is provided to IVV. IVV will continue to monitor the progress of the BES Optimization	MANA/METRA The ATT and work with 12 and 12 days 11 and 12 days
		vo cays. overancescore ranges room to encugar to 126 bm/day. The K61 has stated that they will only. The project's ability to understand 'which' staff are working on 'what' project tasks is obscured. Such track resources assignments for index staff, which obscures the property staff are resources can result but unclassed schedule delaw. and unclassinabilitation of the resources can result but unclassed schedule delaw.	st is recommended that the ASI perform, at a minimum, the following: - Add all tasks to the interim schedule. Closed 05/15/2020 - The ASI is no longer maintaining the interim schedule Add all project		options and will readdress this finding in February. 12/11/2019 - In the December reporting period, the IVV Team reviewed the existing BES Optimization proposal documentation and met with the DHS	10/10/19 58: 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 requests the IV and V to update this finding based
		(Identify Mgmt Lead, Integration Lead, Siebel Dev Lead, DPA Lead, III Architect, Data Architect, Tech end dates and milestones. This condition in the schedule is an indication that one or more of the	resources to the project schedule. Assign all project resources in the schedule to as to all current		PMO to discuss. It is understood that work continues to further refine the BES Optimization details.	and the latest review.
		tack means augments for stack, which debusish inspagements. Unlesses of project start denoted bytest is used to be a start of the star	and planned tasks and activities Level load for the next 90 days to ensure the accuracy and attainability of the schedule If, upon completing the above, resource mass exist, the project maw		IVV does not have the information meeded regarding scope, architecture, nequirements, schedule, cost, and resourcing to fully determine the impact of the BES Optimization to the project and DKS.	
27 Schedule delays may occur if the baseline schedule does not have proper resource loading. Darren Finding - Risk	5/28/2019 Project Management	are over 7,000 hours of work assigned to 'DHS Technical'. resource assignments may not have been fully planned out and/or assigned.	want need to consider bringing on additional resources as needed to meet the schedule. July 20:	9 4 3 Med Open	Therefore, updates and ratings are suspended for this finding until additional information is provided	06/11/19 5 Brown: The ASI will continue to update and level resource allocations.

ter Tide			Observative Dec		8						
		ed Date Category				Event Horizon Impact					
									Status Usdate OS/31/2020 - The ASI's BI-S Project Schedule was re-published on S/15/2020. The current BI-S		
									Project Schedule provides little visibility to the BES functionality that is planned to be developed in each		
									release. Additionally, DHS and IVV provided feedback to the ASI that may result in further changes to		
									the schedule, prior to DHS approval of the schedule. These items are being addressed and discussed in		
									the weekly BI-S Project Schedule Review meeting. 04/30/2020 - The ASI published an initial draft of the BI-S Project Schedule on 4/17/20 and facilitated a client review on 4/24/2020, where DHS and IVV		
									the ai-o project schedule on 4/12/20 and racetated a client review on 4/24/2020, where DHS and IW		
									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		
									on 4/28. The ASI plans to have the Project Schedule, with the details of all planned tasks activities		
									complete on May 15, 2020. IVV will continue to monitor this activity in May. 3/31/2020 - The ASI and		
									DHS continued to work on the BES Optimization contract amendment. Once agreed, the ASI is		
									planning to publish an updated schedule. The ASI developed and is using an interim schedule to		
									manage the work currently and planned to be performed until the overall project schedule is		
									published. 02/29/2020 - The State decided to move forward with the BES Solution Optimization and		
									is currently working with the ASI to amend the contract. An ASI action item was opened to develop an		3/31/2020 - Paul Oliver - The interim schedule was not intended to capture every task/activiti
									interim schedule on 2/12/2020 detailing the work currently being performed, with expected		meant to capture the major (higher level) tasks to manage the project short term. The ASI tea
									completion by 2/26/2020. The ASI reported in the 2/19/2020 status meeting they are preparing a		focused on the long term schedule aligned to the BES Optimization. The interim schedule is be
									project schedule that represents the work planned to be performed up to the time the revised ASI		and reviewed weekly in the Unisys team meeting. The interim schedule will be used for appro
									contract is executed. This action item was since pushed out for completion (at a high level) on		1 month, targeting the end of April for the BES Optimization Schedule.
									3/4/2020. I/W will leave this finding open until such time that a revised schedule is published by the		a month, sagetting the end of April for the site a optimization activities.
									ASI. 01/31/2020 - During the January reporting period, the State informed IVV they are researching		
									ASI. 01/31/2020 - During the January reporting period, the scale informed IVV they are researching alternative solutions for the BES application. As DHS and the ASI arreed not to maintain the current		10/10/19 58: The ASI did meet with IV and V after the Monthly review call for the September
									schedule, the ASI published the last schedule update on December 10, 2019. IVV will leave this finding open until such time that a revised schedule is published by the ASI. As reported last month, updates		and did walk through numerous updates. The AGI requests the IV and V to update this finding on the latest review.
											on the latest neview.
					5/31/2020 - DHS/ASI update the schedule to reflect the level of detail described in the contract and the work that needs to be performed Add all tasks to the interim schedule Closed 5/15/2020, the ASI				and ratings are suspended for this finding until additional information is provided to TVV. TVV will continue to monitor the progress of the BES Optimization options and will readdress this finding in		
			If all	all tasks and activities are not thoroughly decomposed in a common manner using MS Project, it is	work that needs to be performed Add all tasks to the interim schedule Closed 5/15/2020, the ASI						
			The tasks and activities listed in the project schedule for the next 90 days have not been decomposed high	ghly likely that sub-plans recorded elsewhere will at times not be in sync with and/or congruent wit	th is no longer maintaining the interim schedule IVV continues to recommend that all tasks and				February. 12/31/2019 - In the December reporting period, the IVV Team reviewed the existing BES		09/12/19 58: The ASI and DHS have a weekly meeting to review the schedule in great detail.
			to a level to where actual progress can accurately be measured. IVV has become aware that some over	verall project plans. This type of approach often times results in unplanned activity and/or project	activities are thoroughly decomposed by the individual project leads, and that subsequent details are				Optimization proposal documentation and met with the DHS PMO to discuss. It is understood that		and DHS are evaluating options to simplify the schedule and work item tracking process.
			project leads are using Excel, Trello, or other tools to track task and activity details within their dela	lays, and hinders the project's ability to sufficiently plan for the appropriate resources to be involve	ed properly added to the schedule for all current tasks, as well as those commencing within the next 90				work continues to further refine the BES Optimization details. IVV does not have the information		06/11/19 5 Brown: The ASI agreed to add additional detail once the schedule is baselined, as
Schedule delays may occur due to the lack of detail in the project schedule.	Darren Finding - Risk 5/28	/28/2019 Project Management	respective areas of responsibility. in e	each task.	days, weekly on a rolling wave basis.	July 2019 3	3 Med	Open	needed regarding scope, architecture, requirements, schedule, cost, and resourcing to fully determine 05/27/2020 - IW conducted Agle overview sessions for DHS, at their request, to gain a better		with the client.
									05/27/2020 - IW conducted Agle overview sessions for DHS, at their request, to gain a better		
									understanding of the Agile methodology and make informed project decisions. The ASI has not		
									published nor conducted any sessions with the extended project team to explain how they will adopt		
									the Agle methodology for the BES Project. The ASI agle approach is planned to be documented and		
									shared with DHS in early June 2020. 04/29/2020 - DHS sized the BES Optimization contract		
									amendment which changes the project DDI 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 DHS does not come to a good understanding of Agile principles and how the ASI will		10/10/19 58: DHS has agreed to the updated BI 10 template which will be reviewed as part of
									implement Agle. 03/29/2020 - The ASI conducted a walk-through of the LucidChart Process		3 artifacts. In addition, the ASI has produced a literal big picture and walked DHS and the PM
									Diagrams for DHS, however, DHS has stated that this and other ASI efforts to explain the big picture		through it. The whiteboard big picture is being produced for team consumption.
									have not met their expectations or increased their understanding of the ASIs SDLC methods.		
									Additionally, the project continues to move forward with the BES Solution Optimization. It is currently		
									unknown if the Solution Optimization, or the inclusion of subcontractor development resources, will		09/12/19 58: The BI 6 DDI Plan Deliverable has been accepted by DHS. The ASI is currently a
									change or impact the ASI's DDI approach. IVV will continue to evaluate this finding as additional details		comments on the interations of BI 10 Functional Design deliverable provided for review to D
									about the Solution Optimization are made available. 02/27/2020 - The ASI has recently provided DHS		comments on the interations of air 10 Functional Design betwenable provided for review to be more clearly align with sections of the approved DED.
									about the Solution Optimization are made available. 02/27/2020 - The ASI has recently provided DHS with a series of LucidChart Process Diagrams as a means to provide them with a better understanding		more user if wigh with sections of the approved usu.
									of the 'big picture' and how all the individual processes and analysis relate to each other and 'fit		06/11/19 5 grown: The ASI disagrees with this finding and associated rating. The DOI plan ha
									together". Review sessions of these diagrams are planned. Additionally, the project continues to move		
									forward with the BIS Solution Optimization. It is currently unknown if the Solution Optimization, or the inclusion of subcontractor development resources, will change or impact the ASI \ DDI approach.		presented to the client in its entirety and the ASI is executing delivery as detailed in the plan. I addition, there have been numerous meantations and documings on the methodology in th
									IVV will continue to evaluate this finding as additional details about the Solution Optimization are made available. 01/31/2020 - In the January reporting period, the IVV Team reviewed the existing BES		The ASI is in the process of updating the deliverable based on the DCF comments, with many
									avarable. 01/31/2020 - In the January reporting period, the IVV Team reviewed the existing BES		from IV and that have been very high level and needed clarification on how the comments ap
			Several DHS stakeholders have commented that the SI Design, Development, and Implementation						Optimization proposal documentation and met with the DHS PMO to discuss. It is understood that		specifics of this project. There are two remaining sections along with general comments still
			(DDI) approach is unclear. While stakeholders can observe SI activity and have participated in some SI						work continues to further refine the BES Optimization details. IVV does not have the information		client this week. Walkthroughs will be scheduled as needed.
			activities, they do not understand how it all fits together and some activity objectives seem unclear.		PCG recommends one or more of the following to mitigate this risk: • Si provide an additional DDI				needed regarding scope, architecture, requirements, schedule, cost, and resourcing to fully determine 1/7	(7/19: Note. During the 01-02-18 [sic] status meeting, DHS did not decline the offer and made	
			The SI conducted a DDI approach overview session during an initial JAR session, however not all		approach overview session for stakeholders and allow for Q&A • SI provide DDI approach						
			stakeholders were present. IVV did not locate any DDI approach documentation or materials that Lack of stakeholder understanding and buy-in to the SI DDI approach and project activity objectiv	documentation/materials for stakeholders to review and/or refresh their knowledge on demand; the				suspended for this finding until additional information is provided to IVV. IVV will continue to monitor. It w	was suggested by DHS that the pre-IAD packet be placed in the SharePoint project site. For new	1/3/19 - Unisys (Bill Thornton) reports that they offered to provide the approach materials in	
			could be referenced by stakeholders who may have missed to the overview session, by new members may	ay reduce the effectiveness of JAR and JAD sessions as well as other BIS project activities and	materials could be made available via the project SharePoint • SI submit COI Plan deliverable and make				the progress of the BES Optimization, and will readdress this finding in February. 12/31/2019 - In part	articipants in the IADs, a separate orientation before the IAD should be held for those new	JAD package and conduct an overview prior to each JAD session, however, DHS has declined
6 Lack of clear understanding of the DDI approach may reduce effectiveness of JARs and JADs.	mfors Finding - Issue 12/17	/17/2018 Configuration and Development	of the team, or by other interested parties. dec	dalors.	it easily available to all project stakeholders	1/31/19 4	3 Med	Open	the December reporting period, the IVV Team reviewed the existing BES Optimization proposal part 05/27/2020 - Dro has intered their internon to create a unneed runneed portainor port exclusion with and with	articipants.	
									us/z//zozu - uns has traced their intention to create a united (unger) portal for both tech and tes.		
									DHS is still in discussions with the ASI on whether implementing the BES portal in a unified Adobe-		
									based platform is within their scope of work. Customer benefits (Dhana Null of a unified portal could		
									based platform is within their scope of work. Customer benefits (Ohana Nul) of a unified portal could be compromised if the ASI implements a separate BIS portal. 04/29/2020 - Proposals for the KOLEA		
									based platform is within their scope of work. Customer benefits (Ohana Nai) of a unified portal could be compromised if the ASI implements a separate BIS portal. 04/20/2000 - Proposals for the XOLIA Portal Modernization BEP wave due 4/13/20 DHS is currently evaluative the processes to 03/29/20 .		
									based platform is within their scope of work. Customer benefits (Dhana Nui) of a unitled portal could be componented if the ASI implements a separate BIS portal. Ad/20/2020 - Proposals for the KOLIA Portal Modernization RFP were due 4/13/20, DHS is currently evaluating the proposals. 03/28/20 - DHS reported the KOLIA Portal RPP ware released this month. InVi is not clear regarding the move		
									based platform in within their scope of work. Customer benefits (Dhran Nul) of a unfiled portal could be compromised if the AGI implements a separate BES portal. 04/29/2020 - Proposals for the KOLEA Portal Modernization SF 9 were do a4 (13120, DHS is currently evaluating the proposals. 03/29/20 - DHS reported the KOLEA Portal RF9 was released this month. IVV is not clear regarding the move forward bank for the BES Portal resumments and will believe uit h Arri. 02/27/20 - The ADI has		
									based platform in within their scope of work. Customer benefits (Dhran Nul) of a unfiled portal could be compromised if the AGI implements a separate BES portal. 04/29/2020 - Proposals for the KOLEA Portal Modernization SF 9 were do a4 (13120, DHS is currently evaluating the proposals. 03/29/20 - DHS reported the KOLEA Portal RF9 was released this month. IVV is not clear regarding the move forward bank for the BES Portal resumments and will believe uit h Arri. 02/27/20 - The ADI has		
									base platform is within their scope of work. Customer benefits (Dhana Nial of a softed portal could be compressing of the AC Implements a source IME partial LOG/2000 – Proposals for the ACUA. Partial Modernization BFP were also 4/12/20, DIr K is currently evaluating the proposals. 0/22/20 – Dir sports the ACUA Davids BFP wave reades that month?. Who is not claim regarding the more floward plan for the ACI Partial Park and requirements and will flow-up in April. 0/27/20 – The ACI has compressed by the ACI Partial Park and requirements and will flow-up in April. 0/27/20 – The ACI has compared by the ACI Park and Park and ACI Park and Park and ACI Park and Park		
									base platform is within their scope of work. Customer benefits (Dhana Nial of a softed portal could be compressing of the AC Implements a source IME partial LOG/2000 – Proposals for the ACUA. Partial Modernization BFP were also 4/12/20, DIr K is currently evaluating the proposals. 0/22/20 – Dir sports the ACUA Davids BFP wave reades that month?. Who is not claim regarding the more floward plan for the ACI Partial Park and requirements and will flow-up in April. 0/27/20 – The ACI has compressed by the ACI Partial Park and requirements and will flow-up in April. 0/27/20 – The ACI has compared by the ACI Park and Park and ACI Park and Park and ACI Park and Park		
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