

OFFICE OF ENTERPRISE TECHNOLOGY SERVICES

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

April 18, 2022

The Honorable Ronald D. Kouchi,
President, and
Members of The Senate
Thirty-First State Legislature
Hawaii State Capitol, Room 409
Honolulu, Hawaii 96813

The Honorable Scott K. Saiki, Speaker, and Members of The House of Representatives Thirty-First State Legislature Hawaii State Capitol, Room 431 Honolulu, Hawaii 96813

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

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

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

Sincerely,

Douglas Murdock Chief Information Officer

State of Hawai'i

Attachment (2)



Hawaii Department of Human Services Systems Modernization Project

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

Submitted: April 14, 2022



Overview

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



Executive Summary

Executive Summary



The BES Project continued to focus on implementing the revised design sprint process in this reporting period. The project team identified improvements to the new design process and quickly adjusted the process. The ASI reported the design sprints are completing four days earlier than planned. While IV&V finds this encouraging, IV&V remains cautious because (1) the planned future design sessions include more complex business and technical functionality and (2) the designs using the new process have yet to be fully tested.

The lack of an agreed upon project schedule continues to be a high-risk to the Project. The timeline to approve the new schedule is unclear, and the two significant issues reported last month remain open:

- Identifying the number of concurrent design sprints that the project team can effectively manage.
- Determining the duration of the Final Acceptance Testing activity.

DHS and the ASI continue to work closely to identify and retain design staff. The ASI delayed updates to the schedule in anticipation of the identification of additional DHS resources. They are now incorporating DHS staffing commitments and updating the design sprint cadence in the project schedule. The ASI has not agreed to extend the time planned for Final Acceptance Testing and this issue remains at an impasse.

Jan	Feb	Mar	Category	IV&V Observations
Н	H	Н	Project Management	IV&V maintains our concern about the lack of an agreed upon schedule. The lack of approved dates for Pilot and Go-Live create confusion within the Project. Tracking late deliverables is also obscured by an in-motion schedule. Three of the seven findings in this category remain at a high criticality rating, resulting in this category remaining high since July 2020 (21 months).

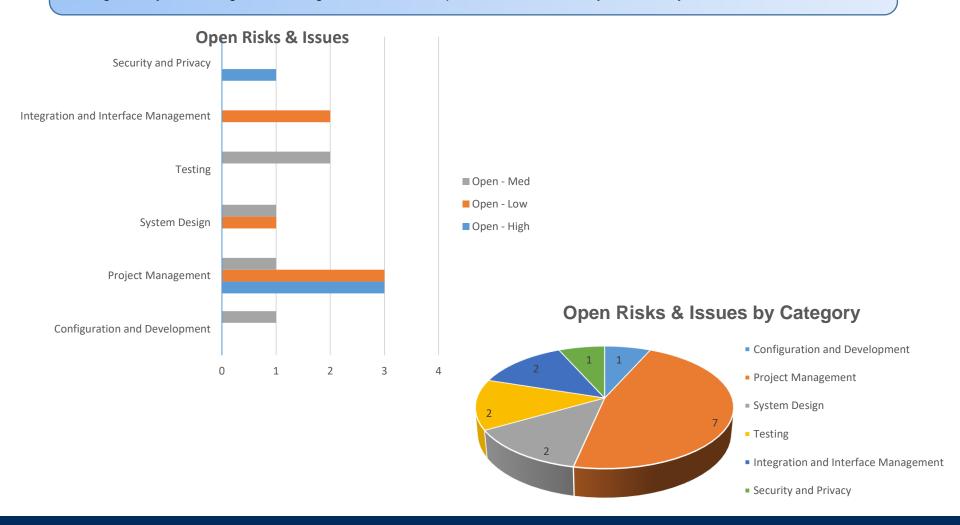
Executive Summary



Jan	Feb	Mar	Category	IV&V Observations	
M	M	M	System Design	For more complex Use Cases that went through the revised design process, the prototypes should provide additional evidence of designs meeting DHS business needs. The ASI has onboarded their new Lead Architect and is bringing in additional architects.	
M	M	M	Configuration and Development	The project team continues to evolve and improve the SDLC process, although it remains time-intensive for DHS Subject Matter Experts (SMEs). IV&V remain concerned that less-experienced ASI Business Analysts are not getting the preparation and support needed to run effective design sessions, which can lead to frustrating meetings and development rework	
M			Integration and Interface Management	No material update for this reporting period. DHS continues to coordinate and establish the remaining required MOA's.	
M	M	M	Testing	IV&V continues to monitor testing activities and will shadow testing in the upcoming period. The ASI selected another ADA compliance tool and is working to set up a proof of concept. IV&V is concerned about the difficulty encountered in selecting an ADA compliance tool that works with BES.	
Н	Н	Н	Security and Privacy	DHS decided to move to the NIST 800-53 Rev 5 controls. Efforts to define the security boundary of BES is incomplete. IV&V remains concerned about the lack of a security architect, however, the ASI recruiting for this role.	

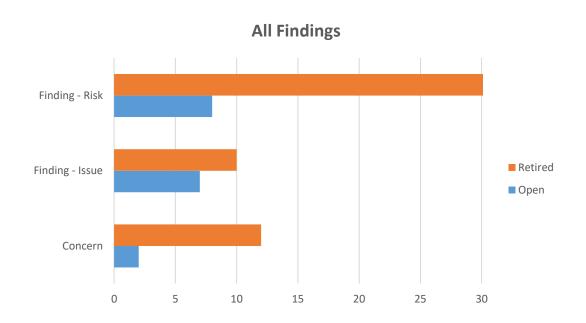


As of the March 2022 reporting period, PCG is tracking 15 open findings (8 risks and 7 issues) and has retired a total of 54 findings. Of the 17 open findings, 7 are related to Project Management, 2 in Integration and Interface Management, 2 in Testing, 2 in System Design, 1 in Configuration and Development, and 1 in Security and Privacy.





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





Findings Retired During the Reporting Period

#	Finding	Category
	None	



Preliminary Concerns Investigated During the Reporting Period

#	Finding	Category
70	Insufficient configuration management could lead to development confusion and reduce the effectiveness of defect resolution. No material update for this reporting period.	Configuration and Development
	Volunteer DHS resources leaving the Project can lead to schedule delays, lower morale, and burnout.	
76	DHS SME's are not assigned to the Project as full-time resources. DHS testing resources are volunteers and can return to the operational positions at any time or may be called back to address BESSD operations needs. Currently a new resource is being evaluated for the DHS testing team. As additional DHS testing expertise becomes apparent in the revised SDLC process, losing resources will have increased impact on delivery and the project schedule.	Project Management



Findings Opened During the Reporting Period

#	Finding	Category
	None	



#	Key Findings	Criticality Rating
	Issue - Late Delivery of project deliverables has caused schedule delays.	
2	The ASI reported most design sprints were completing 4 days earlier than planned. IV&V observed instances where design sprints were not completed as planned, functionality shifting to future releases or paused due to resource challenges. While a certain amount of delay would be expected for some sprints due to the new process, it remains unclear if/where delays will occur in future sprints and what the effect those will have on the critical path.	Н
	The project team reported Release 7 Development was underestimated and is anticipated to delay Release 7 System Integration Testing. It is not yet known how this delay may impact the current proposed go-live dates.	
	The Project continues to meet regularly to discuss work in progress to anticipate and mitigate further project delays.	

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



#	Key Findings	Criticality Rating
	Issue – Uncertainty and/or a lack of communication around long-term architecture decisions could impact the project budget, schedule, system design, and planning decisions.	
29	The ASI has onboarded a new Lead Architect who will be responsible for managing the system infrastructure which should improve clarity around governance, capabilities of the different infrastructure components and how they will be utilized.	L
	The strategy for 2 portal integration has been agreed to by DHS OIT, MQD, ASI, and ESI, and communicated to the architects and project leadership. The Change Request has been distributed to DHS leadership for review and approval, the related project decisions have been logged, and the high-level architecture is available to the project team.	

Recommendations	
DHS should finalize the Portal strategy and communicate the strategy with the stakeholders and project teams.	Complete
 The Project should continue to vet possible architectural change impacts to the platform (e.g., ADA, Configuration Management tools), M&O, MQD, and BES systems before finalizing architectural decisions. 	In process
 DHS continue to request ASI perform due diligence in any recommendation for foundational architecture change decisions and continue to review with appropriate DHS stakeholders to assure a common understanding of the implications of these decisions. 	In process
The Project should continue to ensure communication between development leads and architecture leads to assure optimal collaboration on possible architecture changes that could impact decisions in each area.	In process
Maintain current communication processes to ensure regular communication between the architecture team and the rest of the project team to assess impacts of architecture decisions to the Project.	In process



#	Key Findings	Criticality Rating
43	Issue – DHS PMO project team members have transitioned off the Project, which may cause gaps in knowledge transfer and leadership on the Project.	Н
	DHS continues to recruit for these positions but received minimal interest to-date.	

Recommendations	
DHS continue to work with the appropriate organizations to identify the funds necessary to fill these positions.	In process
DHS consider other options (Contractors, State employees borrowed from other agencies) to fill these positions if there is ongoing difficulty in finding permanent hires.	In process



#	Key Findings	Criticality Rating
	Risk – The COVID-19 pandemic and the related "stay at home" order could hinder project activities and negatively impact the project schedule and budget.	
47	State leadership has rolled back most COVID mandates this month, however, most individual State departments have been given the option of not requiring their staff to work in-person. DHS will likely maintain remote work policies for the foreseeable future. IV&V recommends DHS consider strategically requesting in-person meetings for discussions that can be significantly more productive in-person.	L

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



#	Key Findings	Criticality Rating
49	Issue – Poor quality project deliverables may impact system design, testing artifacts and the project schedule. When Release 6 final test results are published, IV&V will re-evaluate this finding.	L

Recommendations	Progress
 ASI review the Quality Management Plan to ensure that the Project is working within the Quality guidelines. In particular, the ASI should evaluate and consider if it is in alignment with Section 3.1.2 Measure Project Quality, which states "ASI measures process and product quality by 1) selecting BES implementation process and product attributes to measure; 2) selecting component activities to measure; 3) defining value scales for each component activity; 4) recording observed activity values; and 5) combining the recorded attribute values into a single number called a process quality index." IV&V has not seen evidence indicating the ASI is utilizing metrics to measure its process and product quality. 	In Process
ASI verify that the information in design and testing artifacts is kept in sync and consistent.	In process



#	Key Findings	Criticality Rating
	Risk – The lack of the final agreement on the scope and costs of the GCP Change Request (CR) may lead to unanticipated DHS costs, schedule delays, and/or the need to reduce scope.	
71	DHS and the ASI have met to further define the scope of the CR and confirm the responsibilities of the ASI and ESI. DHS plans to have the Rough Order of Magnitude (ROM) done by April 15th, and then will engage the HI Attorney General. DHS has extended an opportunity for IV&V to participate in the writing of the change request.	M

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



#	Key Findings	Criticality Rating
	Risk – The lack of a BES project schedule based on accurate estimations diminishes effective planning and resource management, which could result in late deliverables, cost increases, and a late go-live.	
74	A revised schedule was not submitted in this reporting period, and the Project does not have an approved schedule. Updates to increase the Final Acceptance Testing duration and updates to the Design Sprint duration-to reflect current DHS resource levels are still pending.	Н

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



Integration and Interface Management

#	Key Findings	Criticality Rating
	Risk – System Integration of the BES Modules (CMM, FMM, SSP) will be developed in the later releases vs. a continuous integration model within each release which may cause schedule delays.	
60	The ASI has stated that system integration across the SSP, CMM, and FMM modules have been redistributed in a continuous integration modal as part of the new schedule. The integrations start in Release 9 and complete in Release 15. However, the ASI had previously stated that integrations would begin as early as Release 5 and is using stubbed interfaces to mitigate this risk.	L

Recommendations	
• Prioritize the build and testing of integration points to assure integrations (through early end-to-end testing) meet expectations throughout development instead of waiting to perform them for the first time as go-live approaches.	In process
 The ASI plan and communicate the mitigation strategy for handling risks associated with their integration approach. 	In process



Integration and Interface Management

#	Key Findings	Criticality Rating
63	Risk – The lack of early planning and coordination with interface partners may result in schedule delays. There were no changes to the interface communication plans in this reporting period.	L

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



Configuration and Development

#	Key Findings	Criticality Rating
	Issue – Lack of clear understanding of the DDI approach may reduce effectiveness of all SDLC Processes.	
16	The Project appears to be making strides in implementing and refining their new SDLC process, though SMEs have indicated the process requires a significant amount of their time and participation in the Project can take away from their operational duties. DHS provided feedback to IV&V that the lack of senior Business Analysts (BAs) is causing confusion in the design process and ASI lack of expertise to design the user interface may result in a cumbersome design. IV&V remains concerned that some design sessions are being led by junior resources without the support of more experienced BAs.	M

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



System Design

#	Key Findings	Criticality Rating
	Issue – Poorly executed JAD and "design sessions" could lead to inaccurate design and rework.	
61	DHS and ASI continue to ramp up design sprints, with positive movement in addressing this finding's open recommendations. IV&V has observed some challenges, including Business Analyst confusion around Use Cases and needing to backtrack as new participants join design sprints mid-flight. Additionally, the ASI facilitators have stated the JAR/JAD notes from those sessions are not useful, which results in the project team revisiting requirements definition efforts already completed. Prototypes of more complex Use Cases in coming weeks should provide a clear picture if designs are meeting DHS business needs.	M

Recommendations		
 JAD and design sessions should be led by experienced senior BAs, with goals, objectives and results communicated to all participants. 	In process	
 The facilitator should use their expertise to drive discussions through leading questions. 	In process	
 The DHS and ASI product owners should actively participate to ensure the system meets the requirements, designed taking advantage of new technology and aligns to the 'to be' business process. 	In process	
 The ASI should back-track significant differences in design direction to determine the root cause to identify these items as early in the SDLC as possible. 	In process	



System Design

#	Key Findings	Criticality Rating
73	Risk – The planned BES infrastructure is complex which could be difficult to implement and maintain and could lead to schedule/cost impacts The ASI has onboarded their new Lead Architect who will be responsible for managing the system infrastructure which about improve elective around governance, conshilition of the different infrastructure.	L
	infrastructure which should improve clarity around governance, capabilities of the different infrastructure components and how they will be utilized.	

Recommendations	Progress
ASI clearly communicate the potential costs and schedule impacts to implementing the planned infrastructure.	In process
 DHS work with the ASI to assess the potential challenges of maintaining a complex environment and consider scaled back options that could reduce this risk and reduce long-term support costs. 	In process
 ASI develop a process to closely monitor cloud and other product changes (software updates/new releases), manage changes, and regression test once updates are applied. 	In process



Testing

#	Key Findings	Criticality Rating
	Issue – The number of issues/defects found during testing may cause planned work in the future sprints to be delayed due to the resolution and retesting of issues/defects.	
66	The positive trend of defects being detected and reported earlier in the SDLC continues. Using the updated design/development process has provided early identification of areas where design does not meet end user expectations and the ASI has adjusted the design to meet user needs and expectations. Coupled with the early inclusion of the DHS testing team and SMEs in the design process, improvement is noted by the IV&V team.	M

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



Testing

#	Key Findings	Criticality Rating
	Risk - The Americans With Disabilities Act (ADA) Section 508 compliance tool has not been installed for the Project, which may cause significant rework.	
67	The ASI testing lead confirmed that an ADA tool has been selected for consideration and a demonstration held. Next step is to execute a proof of concept within the BES application. To mitigate this risk, the ASI stated that problems identified by a tool or through manual evaluation to Section 508 criteria for web applications can be easily rectified with little impact to development and schedule.	M

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



Security and Privacy

#	Key Findings					
	Risk - Insufficient planning/execution of the BES Security Plan activities may lead to delays in gaining Federal Partner approval for the BES to begin the Pilot Phase.					
68	DHS has decided to use NIST 800-53 revision 5 moderate controls, and the ASI has been working on changing the control mappings in Confluence to the revision 5 standard. This significant effort is mitigated in part by the efforts the ASI already completed on the Rev 5 controls. The effort to define the security boundary of BES and the components that make up the system has taken a considerable amount of time and is incomplete. A security architect is essential to defining the security boundary of BES; however, the security architect position remains unfilled. Over the past month, no security SMEs from the ASI have attended the weekly meetings with DHS. The result is questions raised within the meeting not getting answered, and the response being deferred to the following week.	Н				

Recommendations			
The ASI continue to develop the BI-13 Security Plan in close collaboration with DHS.	In process		
 DHS and the ASI agree upon the tools and process that will be used to document and track security control implementation, such as security governance, risk, and control (GRC software). The process should define the level of detail needed to track progress (estimates, target dates, risks, issues, evidence) along with the Requirement Traceability Matrix, and plans of actions and milestones (POAM). 	In process		
 ASI, per DHS guidance, should begin to pivot toward the adoption of 800-53 Rev 5 since Rev 4 will be obsolete when the system goes live. 	Complete		
 ASI add a Security Architect to the Project ASAP to assist with the Security Plan activities. 	In process		
ASM have a security SME attend the weekly security planning meetings and workshops.	Not Started		



IV&V Engagement Status



IV&V Engagement Area	Jan	Feb	Mar	Comments
IV&V Budget				
IV&V Schedule				
IV&V Deliverables				PCG submitted the final February IV&V Monthly Status Report.
IV&V Staffing				
IV&V Scope				PCG submitted a signed Supplemental Agreement to DHS to exercise the contract's first two-year option period.

Engagement Status 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 March reporting period:
 - Completed February Monthly Status Report
 - Ongoing Review the BES Project Artifacts and Deliverables
 - Ongoing Attend BES Project meetings, (see <u>Additional Inputs</u> pages for details)
 - Reviewed available ASI Original Contract and BES Optimization contract amendment documentation
- Planned IV&V activities for the April reporting period:
 - Ongoing Observe BES Design and Development sessions as scheduled
 - Ongoing Observe Bi-Weekly Project Status meetings
 - Ongoing Observe Weekly Architecture meetings
 - Ongoing Observe Weekly Security meetings
 - Ongoing Observe Agile Development meetings
 - Ongoing Monthly IV&V findings meetings with the ASI
 - Ongoing Monthly IV&V Draft Report Review with DHS, ETS and ASI
 - Ongoing Participate in weekly DHS and IV&V Touch Base meetings
 - Ongoing Review BES artifacts and deliverables

Deliverables Reviewed



Deliverable Name	Deliverable Date	Version
Design Sprint Variations Review - ICD Design Sprint Process (Iteration 1)	3/31/2022	NA
BI-29 Pilot Plan, Section 2.4 Data Readiness	3/30/2022	pre-draft
BI-06 System DDI Plan	3/23/2022	v3.2
BI-22 Release 0.6c System Test Report (Iteration 1)	3/21/2022	v1.0
BI-21 Release 0.4 Updated and Completed Detailed Functional and Technical RTM Deliverable (Iteration 2)	3/15/2022	v1.1
BI-14 Release 0.6b Technical Design Document – SSP – DRAFT	3/7/2022	v0.2
BI-10 R0.6c Admin Hearings (Iteration 2)	3/3/2022	v1.0
Design Sprint Variations Review	3/3/2022	NA
BI-10 R0.6c SSP Third Party Representatives, Locate Resources (Iteration 2)	3/1/2022	v1.0
BI-20 Release 0.6d Test Scenarios, Cases, and Scripts (Iteration 1)	3/1/2022	v1.0

Additional Inputs – Artifacts



Deliverable Name	Artifact Date	Version
Unisys Contract Amendment 3	4/17/2020	N/A
FNS Handbook 901	01/2020	V2.4
BES Project Schedule (BI-5)	3/14/2022	V0.21
BES Weekly Status Report	3/30/2022 3/23/2022 3/16/2022 3/9/2022 3/2/2022	N/A
BES Risks and Issues Log	3/30/2022	N/A
BES Interface Communication Plans and Interface Control Documents	N/A	N/A
NIST Special Publication 800-53 Security and Privacy Controls for Information Systems and Organizations	12/20/2020	Rev.5
NIST Special Publication 800-53 Security and Privacy Controls for Information Systems and Organizations	1/22/2015	Rev. 4

Additional Inputs



Meetings and/or Sessions Attended/Observed:

- 1. Weekly Platform Status Meeting 3/1/2022, 3/8/2022, 3/15/2022, 3/22/2022, 3/29/2022
- 2. Bi-Weekly Project Status Meeting 3/2/2022, 3/16/2022, 3/30/2022
- 3. Bi-Weekly BES PMO and IV&V Touch Base 3/2/2022, 3/17/2022, 3/31/2022
- 4. Weekly BES Dev Stand-up 3/2/2022, 3/9/2022, 3/16/2022, 3/23/2022, 3/30/2022
- 5. Weekly SSP Backlog Grooming Session 3/9/2022
- 6. Weekly BES Project Schedule Review Meeting 3/14/2022
- 7. IV&V Team Meeting 3/3/2022, 3/7/2022, 3/10/2022, 3/14/2022, 3/17/2022, 3/21/2022, 3/24/2022, 3/28/2022, 3/29/2022, 3/31/2022
- 8. Weekly DHS-Unisys Security Touchpoint 3/1/2022, 3/8/2022, 3/15/2022, 3/22/2022, 3/29/2022
- 9. BES Security Control Workbook 3/3/2022, 3/10/2022
- 10. BES Testing Touch base 3/9/2022, 3/23/2022
- 11. HI DHS BES February Draft IV&V Report Review 3/9/2022
- 12. Bi-Weekly DHS and IV&V Touch Base 3/8/2022, 3/23/2022
- 13. ASI/IV&V Mid-month Check-in 3/16/2022
- 14. ASI and IV&V Pre-Draft Report Review 3/2/2022
- 15. Executive Steering Committee Meeting 3/17/2022
- 16. HI BES ASI and IV&V Touch Base Functional Team 3/15/2022
- 17. HI BES ASI and IV&V Touch Base Technical Team 3/17/2022
- 18. Monthly Project Risk and Issue Review Meeting 3/30/2022
- 19. Implementation Planning 3/9/2022
- 20. CF12 Report Specs 3/2/2022, 3/4/2022, 3/8/2022, 3/10/2022,
- 21. CO23b Manage Interface Verifications 3/2/2022, 3/4/2022, 3/8/2022
- 22. CF20a Manage Generated Correspondence 3/1/2022, 3/3/2022, 3/7/2022, 3/9/2022, 3/11/2022, 3/15/2022, 3/17/2022, 3/21/2022, 3/23/2022, 2/28/2022
- 23. CF35 Create a Task 3/1/2022, 3/3/2022, 3/7/2022, 3/9/2022, 3/17/2022, 3/21/2022
- 24. CF23 Process Correspondence 3/1/2022, 3/3/2022, 3/7/2022, 3/9/2022, 3/11/2022

Additional Inputs – Continued



Meetings and/or Sessions Attended/Observed:

- 25. IF31 BES MDM 3/1/2022, 3/3/2022
- 26. FM50r Manage FIS Data -Card Inquiry 3/2/2022, 3/4/2022, 3/10/2022
- 27. CF46 Process a Renewal Workflow 3/2/2022, 3/4/2022, 3/8/2022, 3/10/2022
- 28. FM08 Manage Benefits Issuance History 3/3/2022, 3/9/2022, 3/11/2022, 3/15/2022, 3/29/2022, 3/31/2022
- 29. IF24 KEIKI Child Support Interface 3/7/2022, 3/9/2022
- 30. Manage Client Address Information 3/14/2022, 3/16/2022, 3/18/2022, 3/28/2022, 3/30/2022
- 31. Report Specs Group 2 3/14/2022, 3/16/2022, 3/18/2022, 3/22/2022, 3/24/2022
- 32. CO01b Manage Client General 3/14/2022, 3/16/2022, 3/18/2022, 3/22/2022, 3/24/2022
- 33. IF28 Lockbox Interface 3/15/2022, 3/17/2022
- 34. CF44 Manage Current (C!A) Data 3/17/2022, 3/21/2022
- 35. IF08 School Lunch 3/21/2022, 3/29/2022
- 36. CO01e Identify Possible Client Duplicates for Merge 3/22/2022, 3/24/2022, 3/28/2022, 3/30/2022
- 37. R0.10 Report Specs 3/29/2022, 3/31/2022
- 38. Weekly Functional PMO Meeting 3/7/2022, 3/14/2022, 3/21/2022, 3/28/2022
- 39. Data Conversion PMO meeting 3/7/2022, 3/14/2022, 3/21/2022, 3/28/2022
- 40. Weekly Interfaces PMO Meeting 3/1/2022, 3/8/2022, 3/15/2022, 3/29/2022
- 41. PMO Meeting Structure Testing 3/3/2022, 3/10/2022, 3/17/2022, 3/24/2022, 3/31/2022
- 42. PMO Meeting Structure BES Development 3/3/2022, 3/10/2022, 3/17/2022, 3/24/2022, 3/31/2022
- 43. PMO Meeting Structure AH/MDM/SSP Development 3/3/2022, 3/10/2022, 3/17/2022
- 44. KOLEA Demo 3/21/2022
- 45. Client Notes, Case Notes and Alerts 3/22/2022
- 46. HI DHS Interfaces 3/23/2022
- 47. Review Data Conversion Schedule A Source to Target Mapping 3/28/2022, 3/30/2022
- 48. [BES] RO.6b BI-14 Walk-Through: SSP Translations (Homepage & Prescreening) & Electronic Notices 2/28/2022

Additional Inputs – Continued



Meetings and/or Sessions Attended/Observed:

- 49. R0.8 Screen Prototype Review CF12 Manage Reports Prototype Part II 3/1/2022
- 50. [BES] RO.6 BI-14 BESSD INF Walk-Through IRS, NDNH, eDRS, SAVE, BEER 3/1/2022
- 51. Sprint Demo- 3/1/2022, 3/28/2022, 3/29/2022
- 52. Sprint Demo for Sprint 2R0.9 SSP 3/2/2022
- 53. R0.6c SIT Go/No-Go Exit SSP/Administrative Hearings 3/7/2022
- 54. [BES] CO05h Manage Income Sprint Demo 3/10/2022
- 55. R0.6d CMM & CF SIT Go/No Go Entry 3/11/2022
- 56. Sprint Demo for Sprint 3R0.9 SSP 3/14/2022
- 57. Junit test case Demo 3/16/2022, 3/30/2022





Appendix A – IV&V Criticality Ratings

Criticality Rating	Definition
Н	A high rating is assigned if there is a possibility of substantial impact to product quality, scope, cost, or schedule. A major disruption is likely, and the consequences would be unacceptable. A different approach is required. Mitigation strategies should be evaluated and acted upon immediately.
M	A medium rating is assigned if there is a possibility of moderate impact to product quality, scope, cost, or schedule. Some disruption is likely, and a different approach may be required. Mitigation strategies should be evaluated and implemented as soon as feasible.
L	A low rating is assigned if there is a possibility of slight impact to product quality, scope, cost, or schedule. Minimal disruption is likely, and some oversight is most likely needed to ensure that the risk remains low. Mitigation strategies should be considered for implementation when possible.

Appendix B – Findings Log



The complete Findings Log for the BES Project is provided in a separate file.

Appendix C – Acronyms and Glossary



Acronym	Definition
APD	Advance Planning Document
ASI	Application System Integrator
BES	Benefits Eligibility Solution
CCWIS	Comprehensive Child Welfare Information System
CM	Configuration Management
CMMI	Capability Maturity Model Integration
CMS	Center for Medicare and Medicaid Services
CR	Change Request
DDI	Design, Development and Implementation
DED	Deliverable Expectation Document
DHS	Hawaii Department of Human Services
DLV	Deliverable
E&E	Eligibility and Enrollment
EA	Enterprise Architecture
ECM	Enterprise Content Management (FileNet and DataCap)
ESI	Enterprise System Integrator (Platform Vendor)
ETS	State of Hawaii Office of Enterprise Technology Services
FIPS	Federal Information Processing Standard
HIPAA	Health Information Portability and Accountability Act of 1996
IDM	Identity and Access Management (from KOLEA to State Hub)
IEEE	Institute of Electrical and Electronics Engineers
IES	Integrated Eligibility Solution
ITIL	Information Technology Infrastructure Library



Appendix C – Acronyms and Glossary

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



Appendix C – Acronyms and Glossary

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

Appendix D – Background Information



Systems Modernization Project

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

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

Systems Modernization IV&V Project

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

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

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

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

Appendix D – Background Information



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

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

PCG's Eclipse IV&V® Technical Assessment Methodology

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

IV&V Assessment Categories for the BES Project

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

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

Ending Slide



Solutions that Matter

			Finding	Identified						nalyst I	Finding			
	Title	Keporter	Туре	Date Category	Ubservation	The replacement of DHS resources in project roles (e.g., testers and product	Consider adding DHC recourses as pended. • Allocate more time for the	vent Horizon Impact	Probability F	nonty	calus	3/28/2022 - DHS SME's are not assigned to the project as full time	Client Comments	Vendor Comments
						owners) is not guaranteed and DHS already stated that no additional	PHS team members to dedicate time to the project. • Carefully plan for all project activities with reasonable hour allocations for the DHS resources and					resources. DHS testing resources are volunteers and can return to the		
					The DHS resources assigned to work with the ASI on the BES Project are all	resources will be assigned to the test team. It is a risk to the Project that the remaining DHS resources will be overallocated, risking burnout, and creating a cycle of more DHS resources leaving the Project. If additional DHS staff are	project activities with reasonable hour allocations for the DHS resources and adjust dates in the integrated project plan accordingly. • Add cushion time					operational positions at any time or may be called back to address BESSD operations needs. Currently a new resource is being evaluated for the DHS		
	Volunteer DHS resources leaving the Project can lead to schedule delays, lowered			Project	volunteers except one. Resources are not in dedicated roles within the team and have the ontion of returning to their previous operational roles at any	a cycle of more DHS resources leaving the Project. If additional DHS staff are provided, their training will add to the workloads of current DHS project	to the schedule for unexpected project delays. • Provide incentives for the					testing team. As additional DHS testing expertise becomes apparent in the revised SDLC process, losing resources will have increased impact on		
7	5 morale, and burnout.	Earl Burba	Concern	3/3/2022 Management	time.	resources.	from the team and possibly increase the number of volunteers to the team.	mmediate	4 5 F	ligh (Open			
												3/31/2022 - A revised schedule was not submitted in this reporting period, and the Project does not have an approved schedule. Updates to increase		
												the Final Acceptance Testing duration and updates to the Design Sprint duration to reflect current DHS resource levels are still pending. Even with		
												an updated Design Sprint schedule to accommodate existing DHS resource levels, it remains unclear if the Project will be able to meet the revised date		
												due to: 1) the complexity of the design sprint process, 2) the availability of		
												DHS SMEs and POs when needed, and 3) the Design Sprint participants being able to competently perform in their respective roles. 2/28/2022 -		
												The updated target for DHS to approve the project schedule is early March 2022. The ASI provided a version 20 draft schedule but is adjusting the		
												schedule to increase the length of Final Acceptance Testing and to		
												accommodate the estimated capacity of DHS resources during the Design Sprints. Even with a less aggressive Design Sprint schedule, it remains		
												unclear if the Project will be able to meet the revised dates due to 1) the complexity of the design sprint process, 2) the availability of DHS SMEs and		
												POs when needed, and 3) the Design Sprint participants being able to		
												competently perform in their respective roles. 1/28/2022 - The ASI provided several draft schedules and is responding to comments from		
							Using the available tools, review the current estimates to complete each activity compared to past actual hours • Update as necessary and provide					reviewers. The schedule has not been approved by DHS. The ASI stated that development, technical design and functional design estimates were all		
					DHS and the ASI have tried multiple times to rework the schedule with		the DHS/ASI Project Managers with reports and data that accurately reflect the DHS/ASI resource needs along with over/under allocations of staff for					reviewed and assigned levels of efforts which fed directly into the revised		
	The lack of a BES project schedule based on				results that have not yielded improvement. Concerns with the structure, estimating practices, and ability to manage to the schedule persist. The use of multiple tools to track resources obfuscate resource management.	If estimates for project schedule activities are not accurate, this can lead to	the DHS/ASI resource needs along with over/under allocations of staff for the duration of the Project • Discuss, validate and address additional					schedule. However, it remains unclear if the current level of DHS and/or Al resources is appropriate for the anticipated workload. 12/30/2021 - The A provided a new draft schedule on 12/20/2021 based on in-depth analysis		
	accurate estimations diminishes effective planning and resource management, which				of multiple tools to track resources obfuscate resource management. Previous N&V findings focused on specific schedule components such as	If estimates for project schedule activities are not accurate, this can lead to	concerns within the project processes that may cause the project delays					provided a new draft schedule on 12/20/2021 based on in-depth analysis		
	could result in late deliverables, cost	_		Project	resource management and critical path analysis, all of which were	constant schedule changes, resources not being available when needed, rushed activities, and general frustration which can lead to schedule delays,	sprints, and cadence of development teams. • DHS and the ASI agree to a				_	and revised estimates of remaining use cases. DHS and IVV reviewed the schedule and provided significant feedback, including concerns about DHS		
7	increases, and a late go-live.	куап	Finding - Ris 1	1/29/2021 Management	addressed and closed.	low quality output, scope changes, and budget issues.	revised schedule against which project deliverables can be managed. In	mmediate	4 4 1	iigh (having enough resources to cover all planned tasks. The revised schedule is 03/31/22 - The ASI has onboarded their new Lead Architect who will be		
												responsible for managing the system infrastructure which should improve clarity around governance, capabilities of the different infrastructure		
												components and how they will be utilized. 02/28/22 - The ASI is		
												onboarding their replacement Lead Architect in the coming weeks. The ASI has stated that the infrastructure, while complex, is sufficiently understood		
												and manageable. The revised project schedule provides additional time to implement the BES infrastructure and could mitigate the risk of		
						If the level of effort to implement and manage the complexities of the BES infrastructure is not accurately accounted for and staffed by the ASI, the						infrastructure delays. IV&V is lowering the criticality rating to 'Low'. 01/28/22 - The ASI stated that the proposed revised/extended schedule		
						project could be met with unexpected costs and schedule delays. Delays in						allows enough time to build the complex environment. The ASI continues to		
						finalizing the components being implemented could exacerbate this risks and lead to further delays. Complex platforms often present system						maintain that the components they are using, though complex, will reduce		
						and lead to further delays. Complex platforms often present system maintenance and operations challenges as system changes can hold the increased potential for system failure (i.e., due to the significant number of						person-hours for maintenance and improve system support. The ASI is making efforts to refine their patching strategy for the large number of components that will have to be updated and patched throughout the life of		
						"moving parts") and increase the level of time and effort to resolve						the system. 12/31/21 - The ASI stated they believe they will continue to		
						infrastructure and application-level bugs. Further, some components remain in an immature state compared to their legacy counterparts. For						provide BES maintenance and operations (M and O) support for the foreseeable future, reducing the risk of turning over a complex system to		
						example, the project recently experienced a system failure because Google						the State or another vendor. However, it remains unclear how long the ASI		
						Cloud failed to clearly communicate a change that led to failure in another component (i.e., Nexus). Google Cloud is generally viewed as a less mature						will continue to provide M and O support. The ASI continues to make progress in defining their final environment architecture. 11/29/21 - The		
						product offering, compared to their rivals (Amazon Web Services, Microsoft Azure). IV&V remains concerned that this could lead to failures at critical	ASI clearly communicate the potential costs and schedule impacts to implementing the planned infrastructure. • DHS work with the ASI to assess.					ASI stated that, though their infrastructure is complicated and cutting edge, the risk is acceptable given the long-term benefits as they expect the final		
					Current ASI infrastructure plans include a significant number of	points in the project (including post-go live production failures) that could	the potential challenges of maintaining a complex environment and consider					platform will be highly functional, efficient, resilient, automated, and could		
	The planned BES infrastructure is complex				sophisticated components that make up a complex cloud infrastructure. Further, the Project Team has yet to finalize components that will make up	be difficult to resolve and lead to project disruption. If DHS intends to eventually reduce M&O outsourcing costs turning over M&O tasks to State	scaled back options that could reduce this risk and reduce long-term infrastructure costs. • ASI develop a process to closely monitor cloud and					reduce long term maintenance costs. IVV remains concerned with the level of effort and component costs of implementing and maintaining this sophisticated technology and the potential schedule delays if the work is		
7	which could be difficult to implement and lead to schedule/cost impacts.	mfors	Finding - Rici 1	n/28/2021 System Design	the BES infrastructure and the additional costs and time to configure, test, and implement the planned complex environment remain unclear.	employees, they could face challenges supporting tools they may not be	other product changes (software updates/new releases), manage changes,	lext several month	2 21	ow (Open	sophisticated technology and the potential schedule delays if the work is more than expected.		
						·								9/9/2021 - RAP: Point
														of clarification. The
														SOAP agreement did not establish that the
												3/31/2022 - DHS and the ASI have met to further define the scope of the CI and confirm the responsibilities of the ASI and ESI. DHS plans to have the Rough Order of Magnitude (ROM) done by April 15th, and then will engage		project would be
												Rough Order of Magnitude (ROM) done by April 15th, and then will engage		deployed to the Cloud. SOAP provided that
												the HI Attorney General. DHS has extended an opportunity for IVV to participate in the writing of the change request. 2/28/2022 - IVV has		SOAP provided that development be done in the Cloud and
												the HI Attorney General. DHS has extended an opportunity for IVV to participate in the writing of the change request. 2/28/2022 - IVV has requested a copy of the GCP change request from the DHS Enterprise		SOAP provided that development be done in the Cloud and specifically that
												the HI Attorney General. DHS has extended an opportunity for IVV to participate in the writing of the change request. 2/28/2022 · IVV has requested a copy of the GCP change request from the DHS Enterprise Technology Officer. When received, IVV will review the GCP CR and provide comments. 13/12/022 · IVV has requested a copy of the GCP change		SOAP provided that development be done in the Cloud and specifically that deployment would we be to the on-premise
												the HI Attorney General. DMFs has extended an opportunity for IVV to participate in the untiling of the change request. 7/28/2022. "Whas requested a copy of the GCP change request from the DMF Enterprise Technology Officer. When reviewed, IVV will review the GCP CF and provide comments. 1/31/2022. IVV has requested a copy of the GCP change request from the DMF Enterprise Technology Officer. IVV walts to see if the AB addressed our recommendations in the details of the CR 1/23/121. "N		SOAP provided that development be done in the Cloud and specifically that deployment would we be to the on-premise environement.
												the HI Attorney General. DMFs has extended an opportunity for PMV to participate in the writing of the change request. 2728/2022: "Why has requested a copy of the GCP change request from the DMF Enterprise Technology Officer. When received, MPV will review the GCP CR and provide comments. 1/31/2022: "NY has requested a copy of the GCP change request from the DMF Enterprise Technology Officer. NY walls to see if the AS addressed our recommendations in the details of the CR. 12/31/21- MPV material guidate in the reporting period. WV wallst to see if the ASI addresses the RMF and the RMF and th		SOAP provided that development be done in the Cloud and specifically that deployment would we be to the on-premise environement. However, we did acknowledge that
												the HI Attorney General. CHIS has settended an opportunity for NY to participate in the writing of the change request. J 728/2022. NY has requested a copy of the GCP change request from the Disc Enterprise comments. 11/31/2022. What requested along of the GCP change request from the DHS Enterprise Technology Officer. NY what is to see if the AB addressed our recommendations in the details of the CR. 12/31/21. Na material update in the reporting period. NY wast to see if the ANI address 11/31/22. NA 12/30/22. DHS has recognise information and or since for 11/31/22. NA 12/30/22. DHS has recognise information and or since for 11/31/2021. AL/30/2021. DHS has recognise information and or since for 11/31/2021. AL/30/2021. DHS has recognise information and or since for 11/31/2021. AL/30/2021. DHS has recognise information and or since for 11/31/2021. AL/30/2021. DHS has recognise information and or since for 11/31/2021. AL/30/2021. DHS has recognise information and or since for 11/31/2021. AL/30/2021. DHS has recognise information and or since for 11/31/2021. AL/30/2021. DHS has recognise information and or since for 11/31/30/21. AL/30/2021. DHS has recognise information and or since for 11/31/2021. AL/30/2021. DHS has recognise information and or since for 11/31/2021. AL/30/2021. DHS has recognise information and or since for 11/31/2021. AL/30/2021. DHS has recognise information and or since for 11/31/2021. AL/30/2021. DHS has recognise information and or since for 11/31/2021. AL/30/2021. DHS has recognise information and or since for 11/31/2021. AL/30/2021. DHS has recognise information and or since for 11/31/2021. AL/30/2021.	i	SOAP provided that development be done in the Cloud and specifically that deployment would we be to the on-premise environement. However, we did acknowledge that deployment may move to the Cloud. The final
					In April 2020, the IHSJASS SOAP contract amendment codified the migration of some of the BES environments from an on-prem to doub based solution							the HI Attornoy General. CRIS has estended an apportunity for VIV to protripotate in the writing of the Changin request. J 12/2002 - IV VIV to properties at copy of the CGP change request from the USS disreptize. And the Commission of the Commission of the CGP change request from the USS disreptize and commission. J 12/2002 - VIV New transportated copy of the CGP change request from the EHS interprise Technology Officer. IV we waits to see if the ASI addressed and commission of the CGP change of the CGP change of the CGP change and the CGP change of the CGP change and the CGP change of the CGP change and the CGP change change the CGP change change the CGP change change the CGP chan		SOAP provided that development be done in the Cloud and specifically that deployment would we be to the on-premise ervirionement. However, we did acknowledge that deployment may move to the Cloud. The final decision to move to GCP for production
					of some of the BES environments from an on-prem to cloud based solution however, not all details were vetted at that point in time. In the July/August	The migration of some BES environments to the cloud and shifting the	. The ASS shaded designment the program and consequent Months of Assertic					the rist Attorney General. Cit's has settleded an apportunity for TVV to particulate in the writing of the change request. J22(2022). What particulate is the service of the change request. J22(2022). The change Technology Officer. When received, TV will review the GCCF and provide comments. 11/1/2022. What received any of the GCF change request from the DHS interprise Tacheology Officer. TVV waits to use of the Sea diseased our recommensations in the desiral of the CE districts and our recommensations in the desiral of the CE districts D12(2022) and our recommensations in the desiral of the CE districts D12(2022) and our recommensations in the desiral of the CE districts D12(2022) and the GCP CE from the ASI. The ASI of the CE districts D12(2022) and the GCP CE from the ASI. The ASI of the CE districts D12(2022) and provided the CE of the CE of the CE districts D12(2022). The ASI has not commensations in the Cells its D12(2022). The ASI has not commensations in the Cells its D12(2022).		SOAP provided that development be done in the Cloud and specifically that deployment would we be to the on-premise environment. However, we did acknowledge that deployment may move to the Cloud. The final decision to move to GCP for production was made in tuly.
					of some of the BES environments from an on-prem to cloud based solution however, not all details were vetted at that point in time. In the July/August 2020 timeframe, DHS and the ASI agreed to have all BES environments migrated to the cloud. Since then, the scope has been adjusted and the CR is	maintenance of cloud environments from the ESI to the ASI was included in the ASI/DHS SDAP Contract Amendment finalized in April 2020. The	ensure all activities are known with a clear understanding of the "AS IS" and					the HA MOTION (General, CRIS has setteded an apportunity for YVV to participate the wire limit of the chaper quesar. 12/2002-7. WY has requested a cupy of the CCP chains; request from the DCE designate comments. 11/1,102-2017. What requested a copy of the CCP chains; request from the DCE for the present and the CCP chains; request from the DCE for the present and the CCP chains; And designed or commendations in the design of the CCP chains; and the CCP chains of the CCP chains; And designed or commendations in the design of the CCP chains; the CCP chains of the CCP chains; And designed or commendations in the design of the CCP chains; the CCP chains of the CCP c	i	SOAP provided that development be done in the Cloud and specifically that deployment would we be to the on premise environment. However, we did acknowledge that deployment may move to the Cloud. The final decision to move to GCP for production was made in July 2020. The costs for
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7	and costs of the Google Cloud Platform (GCP) Change Request (CR) may lead to unanticipated DHS costs, schedule delays,	Joe Frasca	Finding - Ris		of some of the BES environments from an on-preme to-cloud based solutions between year did raised so were vested at the spin in time. In the half yilligupt some year of the premise of th	maintenance of cloud environments from the ESI to the AM was included in AGE 2020. The the AGE/DISS SURF CINES Assemblanes in SIGNIC and Part AGE/DISS SURF CINES Assemblanes in SIGNIC and Part AGE/DISS SURF CINES ASSEMBLY ASSEMB	enure all activities are known with a clear understanding of the "As S" and "Ost if much for anxieties beginning with the "Quit Proud" in the properties beginning with the "Quit Proud" in the provides to the "As S" and "Ost if any any and "Ost if any	SSAP	3 3,	feed i	J) pen	the Int Attorney General. Dirk has residend an apportunity for IVV to particular the visit of the change request. 12/2022. In Visit appropriate particular that is under the change request. 12/2022. In Visit and Particular Technology Officer. When received, IVV will inview the GCCF Land provide comments. 13/12/2022 in Visit has requested and opinion of the CFD change request from the Dirk Enterprise Technology Officer. When the time to see if the management of the CFD change request that the Land Land Land Land Land Land Land Land		SOAP provided that development be done development be done development be done some some some some some some some som
7	and costs of the Google Cloud Fairform (COTY Change Regues (CO) any lead to unanacquated first costs, at health delays, and/or the need to reduce scope.	Joe Frasca	Finding - Ris		of some of the BLS environments from an on-preme to cloud based solutions wower, not all deals were vetted at that point in time. In the high/Apput 2020 timeframe, DrS and the AS agreed to have all BLS environments. We all the AS agreed to have all BLS environments are the property of the BLS and branches to the Coad solution - more than enough time to Goodment, price and englished the scope of work. The BLS is being developed in GO and DrS/ASI consistently report they are working on the CO. Nowever, it is not final. The BL4 COI Plan Deliverable, Section 5.2 establishes the framework for the Configuration Management Plan, however, it remains unclear if sufficient property has been been property and the property of the prope	maintenance of clued environments from the Est both was included in April 2020. The New ADQIPS SUBPL Content Amendment Intelled in April 2020. The New ADQIPS SUBPL Content Amendment Intelled in April 2020. The Halfy-Mapan 2020 timertum. DRS intelled for this CR to be con-nectal. While the EST Spotiation to being developed in the Cloud, details regarding the specific services to be provided and by which windor during the BES DOI and Maintenance and Operations Phases have not been finalized. Configuration Management is a set of processes and procedures that ensure the BES is understood and works correctly. The BES solution includes tools that map provided is review of animation for Configuration.	ensure all activities are known with a clear understanding of the "As 6" and "Ost if muciliar investors beginning with the CLU, through. "Ost if muciliar investors beginning with the CLU, through, "Ost if muciliar investors are considered and an object of the CLU, through of work and cost for the CCP CL during CDI and M and O and provides to Drist or provides to Time adverse, the provides to Time adverse the CLU, and the C	SAP	3 3,	Med i	O pen	the Int Attornoy General. Dirt has extended an apportunity for IVV to particulate the variety of the chapter quesar. 12(2)2022. In VIV to particulate the chapter quesar of the chapter quesar (1)22022. In VIV to particulate the CoT of an approximation of the chapter quesar (1) which received, IVV will breake the CoT of and provide comments. 13(1)2022 Viv has requested and opin for COT of the CO		SOAP provided that development be done with the source of the source of the seer (Carly that deployment would we be to the on premise environment. development of the acknowledge that declovedege that declovedege that declovedege that declovedege that declovedege that declovedege that was made in July 2020. The costs for managing the U.XT, Production, and continued to the source of the declovedege that was made in July decloved to was made in July decloved to managing the U.XT, production, and continued to decloved to decloved decloved to decloved
_ 7	and costs of the Google Cloud Platform (GCP) Change Request (CR) may lead to unanticipated DHS costs, schedule delays,			M/21/2021 Management	of some of the BES environments from an on-preme to-cloud based solutions between year did rate less were vested at the layer in time. In the half-y/leguest movement of the layer of the l	maintenance of cloud environments from the ESI to the AM was included to the AM was included the AM was included the AM was included to the AM was included the AM was included the AM was included to th	enurse all activities are known with a clear understanding of the "As 5" and "Ost if model for actives beginning with the CUL, through. "Ost if model for actives beginning with the CUL, through, and the Culture of the CUL of the CULTURE of the C	SAP	3 3,	fed i	O pen	the Int Attorney General. Dirk has residend an apportunity for IVV to particular the visit of the change request. 12/2022. In Visit appropriate particular that is under the change request. 12/2022. In Visit and Particular Technology Officer. When received, IVV will inview the GCCF Land provide comments. 13/12/2022 in Visit has requested and opinion of the CFD change request from the Dirk Enterprise Technology Officer. When the time to see if the management of the CFD change request that the Land Land Land Land Land Land Land Land		SOAP provided that development be done development be done development be done to be don

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		F	inding Identified					Analyst	Finding			
ID Title		Reporter	Type Date Category	Observation	Significance	Recommendation	Event Horizon Impact Pr	bability Priority	Status	Status Update Cl 03/31/2022 – DHS has decided to use NIST 800-53 revision 5 moderate	lient Comments	Vendor Comments
										controls, and the ASI has been working on changing the control mappings in Confluence to the revision 5 standard. This significant effort is mitigated in		
										part by the efforts the ASI already completed on the Rev 5 controls. The effort to define the security boundary of BES and the components that make		
										up the system has taken a considerable amount of time and is incomplete.		
										A security architect is essential to defining the security boundary of BES; however, the security architect position remains unfilled. Over the past		
										month, no security SMEs from the ASI have attended the weekly meetings		9/9/2021 - RAP: The
										with DHS. The result is questions raised within the meeting not getting answered, and the response being deferred to the following week.		decision to move to GCP for deployment
						OPEN - The ASI continue to develop the BI13 Security Plan in close				2/28/2022 - DHS and the ASI continue to populate the in-scope controls.		has driven the need for a complete rewrite
						collaboration with DHS DHS and the ASI agree upon the tools and proce	is			There is renewed discussion regarding the use of Rev 5 controls as required by the IRS, while Rev 4 controls are required by FNS. DHS continues to		of the security plan
						that will be used to document and track security control implementation, such as security governance, risk, and control (GRC software). The process				determine the FNS requirements for go live and FNS' timelines for security approval. 2/2/22 - The format of the security and privacy controls		per DHS. The ASI is in the process of
						should define the level of detail needed to track progress (estimates, target dates, risks, issues, evidence) along with the Requirement Traceability				documentation in Confluence has been approved by DHS, and the ASI continues to work on populating the in-scope controls. The process for		planning the effort to make these updates.
						Matrix, and plans of actions and milestones (POAM) ASI add a Security				reviewing the controls implementation in Confluence has been refined and		The effort required to
					The BES project must have a clear plan to define, implement, test, and	Architect to the Project ASAP to assist with the Security Plan activities AS have a security SME attend the weekly security planning meetings and	=			fields have been added to more accurately reflect the current status of each control. DHS has provided ASI with the latest SSA materials for the SRTM		complete this work will be included in
				Over the last several months, the BES project team has been working	validate all Security and Privacy Requirements/Controls prior to entering the	e workshops. COMPLETE - DHS and the ASI agree and finalize the BI-13 DED. 1/4/22 Complete - ASI, per DHS guidance, should begin to pivot toward the				and ASI has acknowledged that their work is based on the same. DHS is meeting with FNS on 2/2/22 to determine requirements for go live.		either the GCP change request or a new
				through the planning efforts to develop the BI-13 Security Plan while also	team plans to utilize the BES Security Control Implementation Workbook to	adoption of 800-53 Rev 5 since Rev 4 will be obsolete when the system go	s			12/31/21 - The BES Security Plan DED has been approved, and work		change request We
Insu Secu	ficient planning/execution of the BES rity Plan activities may lead to delays in	1		managing through ASI Security Lead staffing changes. DHS and the ASI agreed to modify the BI-13 Security Plan Deliverable Expectation Document	document the status of each control. The Security Control Implementation t Workbook must be detailed and allow for ease of referencing to the Securi	live. COMPLETE 3/31/2022 -DHS should determine the FNS requirements fi y go live based on their meeting and provide ASI with proper guidance. FNS	or			continues on the documentation of security controls. 11/30/2021 - The BI- 13 DED is not finalized as DHS has requested verblage that explicitly states		look forward to additional discussions
gain	ng Federal Partner approval for the BES igin the Pilot Phase.	s	Security and ding - Ris 7/28/2021 Privacy	(DED) last month and are currently revising it to align to the requirements and changes to the project since inception.	Policies, Standards, Controls, and Implementation plan along with evidence for each control.	requirements should be documented as part of BI-13 Security Plan			Open	that federal approval is part of the acceptance criteria. The ASI believes that their contract already states that they must meet federal standards as		with IV&V and DHS.
68 10 0	giii the Pilot Pilase.	Jeremy Kiley Find	ding - Kis //28/2021 Privacy	and changes to the project since inception.	TO ESCH CORD OL	COMPLETE 3/31/2022	ASAP 4	3 High	Open	3/28/2022 - The ASI testing lead confirmed that an ADA tool has been		
										selected for consideration and a demonstration held. Next step is to execute a proof of concept within the BES application. To mitigate this risk, the ASI		
										stated that problems identified by a tool or through manual evaluation to		
										Section 508 criteria for web applications can be easily rectified with little impact to development and schedule. 2/25/2022 - The ASI team identified a		
										new ADA tool to conduct 508 compliance testing. While a demonstration is planned to confirm the tool can work with the BES architecture, the ASI has		
										stated that if an appropriate ADA tool is not found, a manual ADA testing		
					There is a contractual obligation and requirement for BES to be ADA					effort will be conducted along with the ASI's use of an accessibility validation tool used during development. 1/31/2022 - No further		
					compliant to obtain State and Federal funds for the development of the BE The ADA Section 508 Intent is to make electronic and information					demonstrations or communication regarding the use of an ADA compliance tool occurred during the reporting period. Note that this finding is mitigated		
					technology accessible to people with disabilities (e.g., color blindness,	1/31/2022 - The following recommendations will be evaluated for this				by the ASI using a desktop ADA compliance checking tool during		9/9/21 - RAP: The ASI
					vision and hearing disabilities), in a way that is comparable to the access available to others. Part of the system acceptance criteria for BES is to me	t The ASI communicates a plan for ADA test execution The ASI				development. 12/30/2021 - No further demonstrations or communication regarding the use of the AccessiBe tool occurred during the reporting		has invited the IV&V to
					"all applicable State and federal policies, laws, regulations, and Standards, including without limitation the Electronic and Information Technology	communicates how the tool will be used to report compliance and non- compliance and how non-compliance will be addressed/corrected The				period. It was communicated that the ports have been opened to allow the tool to be executed. However, the ASI reported that there was a		make contact with the development team to
				While R0.3 and R0.4 reported that Section 508 compliance had been	Accessibility Standards associated with Section 508 of the Rehabilitation	ASI communicates how and when DHS/IVV will be provided the reports fro the ADA tool execution and how to interpret the results. Superseded	n			configuration issue with the tool, which they are discussing with the vendor. While IVV remains concerned that there could be unknown impacts to		review the results of the desk-top tool to
				successfully completed the ASI confirmed that there is currently no working	Act., which was verified in the ASI proposed Technical Requirements Approach that states "The system complies with DHS branding standards a	s 8/30/2021 - The ASI should gain DHS' approval on the tool selected after ti	ie			existing code/page, the ASI is mitigating this by utilizing a desktop tool		gain insight. To date,
				tool installed and that Section 508 compliance testing has not been performed. This risk has been discussed with the ASI over the past several	defined by DHS and adheres to W3C level 2 accessibility guidelines, sub-	ASI validates it will perform as expected within the BES architecture, meeting all contractual and project requirements. The ASI create and				during development that scans code for ADA compliance. Therefore, IVV has reassessed the criticality rating of this risk to medium. 11/28/2021 - The ASI		the IV&V has not contacted the
				months, but there have been evidence of results to-date. The ASI did state	nondiscrimination safeguards in 45 CFR 85.". If the Hawaii guidelines	communicate the plan for when the ADA compliance tool will be put into				demonstrated of the capabilities of the AccessiBe tool as provided by the		development lead to
	Americans With Disabilities Act (ADA) on 508 compliance tool has not been			that they are coding to some of the ADA requirements and are using a desk-	 (https://www.hawaii.edu/access/uh-guidelines-for-accessibility/), FNS 	action, how the tool will report compliance or non-compliance, how non-				tool vendor. The demonstration showed that the tool can identify		have further
				top tool for ADA compliance as an interim solution. IVV has not received	Guidelines from the 901 Handbook, and contractual obligations to adhere to	 compliance will be corrected, and how and when DHS/IVV will be provided 				accessibility issues based on the chosen or configured rules. The ASI also		discussions on this
insta	lled for the Project, which may cause	Food Brooks - Flore	de- Di 7/13/2013 T-10-	top tool for ADA compliance as an interim solution. IVV has not received any data to demonstrate the desk-top tool results nor if it provides coverage	e the Section 508 compliance guidelines (https://section508.gov/) there may	the reports from the ADA compliance tool and how to interpret those		1.16-4	0	accessibility issues based on the chosen or configured rules. The ASI also generated a report to document compliance. It is not clear that this tool will		discussions on this topic.
insta	lled for the Project, which may cause	Earl Burba Fino	ding - Risi 7/12/2021 Testing	top tool for ADA compliance as an interim solution. IVV has not received any data to demonstrate the desk-top tool results nor if it provides coverage for all ADA compliance items.	Guidelines from the 901 Handbook, and contractual obligations to adhere to the Section 508 compliance guidelines (https://section508.gov/) there may be a significant amount of rework to the solution.	 compliance will be corrected, and how and when DISf, IVV will be provided the reports from the ADA compliance tool and how to interpret those reports for the code from previous, current and future releases. 	As soon as possible 3	2 Med	Open	generated a report to document compliance. It is not clear that this tool will work successfully with the architecture of the BES solution. IVV looks		topic.
insta	lled for the Project, which may cause	Earl Burba Find	ding - Risi 7/12/2021 Testing	any data to demonstrate the desk-top tool results nor if it provides coverage	e the Section 508 compliance guidelines (https://section508.gov/) there may	the reports from the ADA compliance tool and how to interpret those	As soon as possible 3	2 Med	Open	generated a report to document compliance. It is not clear that this tool will		
insta	lled for the Project, which may cause	Earl Burba Find	ding - Ris 7/12/2021 Testing	any data to demonstrate the desk-top tool results nor if it provides coverage	e the Section 508 compliance guidelines (https://section508.gov/) there may	the reports from the ADA compliance tool and how to interpret those	As soon as possible 3	2 Med	Open	generated a report to document compliance. It is not clear that this tool will works successfully with the architecture of the BEs polition. NV books 3/38/2022 - The positive trend of defects being detected and reported earlier in the SDL continues. Using the updated design-/development process has provided early identification of a reas where design does not be continued to the continue of the continues of the		7/20/21 RAP - In response to the specific
insta	lled for the Project, which may cause	Earl Burba Finc	ding - Ris 7/12/2021 Testing	any data to demonstrate the desk-top tool results nor if it provides coverage	e the Section 508 compliance guidelines (https://section508.gov/) there may	the reports from the ADA compliance tool and how to interpret those	As soon as possible 3	2 Med	Open	generated a report to document compliance. It is not claser that this tool will work successfully with the architecture of the ESI solution. NO Wooks 3/38/2022— The positive trend of effects being detected and reported earlier in the SDIC continues. Using the updated design/development process has provided early identification of areas where design does not meet end user expectations and the ASI has adjusted the design to meet user needs and expectations. Coupled with the early inclusion of the DHS testing team and SMISs in the design process, improvement is noted by the		7/20/21 RAP - In response to the specific recommendations, we are taking the
insta	lled for the Project, which may cause	Earl Burba Finc	ding - Risi 7/12/2021 Testing	any data to demonstrate the desk-top tool results nor if it provides coverage	e the Section 508 compliance guidelines (https://section508.gov/) there may	the reports from the ADA compliance tool and how to interpret those	As soon as possible 3	2 Med	Open	generated a report to document compliance. It is not clear that this tool will work successfully with the arthreture of the BES solution. VM books: 3/JB/2022—The possitive trend of affects being detected and reported earlier in the SDLC continues. Using the updated design) development process has provided early identification of areas where design does not make end user expectations and the ASI has adjusted the design of the continues and the ASI and adjusted the design of the continues and the ASI and adjusted the design of the continues and the ASI and ASI a		7/20/21 RAP - In response to the specific recommendations, we
insta	lled for the Project, which may cause	Earl Burba Fino	ding - Ris 7/12/2021 Testing	any data to demonstrate the desk-top tool results nor if it provides coverage	e the Section 508 compliance guidelines (https://section508.gov/) there may	the reports from the ADA compliance tool and how to interpret those	As soon as possible 3	2 Med	Open	generated a ripport to document compliance, it is not clear that this tool will work successfully with the artheriture of the Sis Joulation, NV looks 3/324/2022. The positive trend of effects being detected and reported activation in the Studienton. Using the special design development process has provided early identifications of areas where design development process has provided early identifications of areas where design development or an extension of the studient development of the studient of the studient development of the studient studient studient development of the studient stud		7/20/21 RAP - In response to the specific recommendations, we are taking the following actions: Recommendation 1: We will perform a RCA
insta	lled for the Project, which may cause	Earl Burba Find	ding - Ris 7/22/2021 Testing	any data to demonstrate the desk-top tool results nor if it provides coverage for all AOA compliance items.	e the Section 508 compliance guidelines (https://section508.gov/) there may	the reports from the ADA compliance tool and how to interpret those	As soon as possible 3	2 Med	Open	generated a ripport to document compliance. It is not clear that this tool will work successfully with the critications of the Sciolation, NV looks 37/87/2022. The positive trend of effects being descent and origoned carrier in the SECC controls. Using the positive disrippid feed in the properties of the second control or the second control control or the second control contr		topic. 7/20/21 RAP - In response to the specific recommendations, we are taking the following actions: Recommendation 1: We will perform a RCA led by the testing leads this month.
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The test of the te	number of issue/defects found during important processes of the control of the co	Eaf Butba Foc	ding-loss 3/29/2021 Testing	any data to demonstrate the deck-top bod results nor if it provides coverage for all ADA compliance items. During discussions of UAT progress and matrics the number of defects found during this phase of testing appears greater than what would be expected during UAT. On 1/3/2/2012 at less conclusion of 81.3 Spiret 3 here were 26 fragorized defects (4/m), 10 Medium, and 251 Los Servity) are marked and the provision of the 1/m of 1/m	the Section SSB compliance guidelines (https://section/SSB,gov/) there may be a significant amount of rework to the solution. Be a significant amount of rework to the solution. Size BST to the webside for owns to extent that the functionality developed and effort of the solution of t	the reports from the AGA compliance tool and how to interpret those reports for the code from previous, current and future releases. - Adjust the project plan and provide reasonable scape for STI in subsequent releases considering the number of effects and testing time review. - Adjust the project plan and provide reasonable scape for STI in subsequent releases considering the number of effects and testing time review. - The Adjust the project plan and provide reasonable scape for STI in subsequent releases. - The Adjust the project plan and provide reasonable scape for STI in subsequent release. - Adjust the project plan and provide reasonable scape for STI in subsequent release. - Adjust the project plan and provide reasonable scape for STI in subsequent release. - Adjust the project plan and provide reasonable scape for STI in subsequent release. - Adjust the project plan and provide reasonable scape for STI in subsequent release. - Adjust the project plan and provide reasonable scape for STI in subsequent release. - Adjust the project plan and provide reasonable scape for STI in subsequent release. - Adjust the project plan and provide reasonable scape for STI in subsequent release and provide scape for STI in subsequent releases. - Adjust the project plan and provide reasonable scape for STI in subsequent releases and provide scape for STI in subsequent releases and provide scape for STI in subsequent releases and release scape for STI in subsequent releases and releases and releases schedule for each interface partners (order the dustrian subsequent releases and releases schedule for each interface in their conditions and schedule for each interface partners (order schedule schedule for each interface in their conditions and schedule for each interface in their conditions and schedule for each interface in their conditions and schedule for each interface partners (order the dustrian schedule for each interface in their conditions and schedule for each interface in their conditions.		3 Med	Open	generated a risport to document compliance. It is not clear that this tool will see six successfully with the articleture of the Six Sulption, NV looks exist successfully with the articleture of the Six Sulption. NV looks exist in the SiX continues. Using the updated design/development process has provided exist of exist of the SiX continues. Using the updated design/development process has provided exist of exist of the SiX continues. The six SiX continues		Typic. 2 RaP - In response to the specific response to the following actions: Recommendation 1: We will perform a RC response to the specific resp

Part		Finding Identified						Finding			
Part	ID Title Repor	orter Type Date Category	Observation	Significance	Recommendation	Event Horizon Impact	Probability Priority	Status	Status Update C	Client Comments	Vendor Comments
Marchest									3/30/2022 - DHS and ASI continue to ramp up design sprints, with positive		
Part									observed some challenges, including Business Analyst confusion around Use		9/9/21 RAP - The IV&V
Part									Cases and needing to backtrack as new participants join design sprints mid-		
Part									flight. Additionally, the ASI facilitators have stated the JAR/JAD notes from		
Part									those sessions are not useful, which results in the project team revisiting		
Part									requirements desinition efforts already completed. Prototypes of more complex Use Cases in coming weeks should provide a clear picture if decises		un reviews backlos
A Company of the Co									are meeting DHS business needs. 2/28/2022 - The Project adopted the		grooming sessions.
Part									recommendation to include DHS SMEs in the design process. DHS and IVV		and Sprint demo's.
Part									have observed improved DHS/ASI team collaboration and design session		Product owner
Part					- JAD and design sessions should be lead by experienced senior BAs, with				results. IVV notes that DHS may be taking on more responsibility than		
March 1998					goals, objectives and results communicated to all participants The				expected by leading some of the design sessions. The next step is to		
Part					questions The DHS and ASI product owners should actively participate to				number of key issues raised by the stakeholders are reduced. 1/31/2022 -		team is concerned
Part					ensure the system meets the requirements, designed taking advantage of				Based on progress by ASI, two of the recommendations are complete. The		about the participation
A purple of the purple of th					new technology and aligns to the 'to be' business process The ASI should				revised Design Sprint process will kick-off on 1/31/2022, which both ASI and		of the IV&V for two
Part											
Part			ASI-led Worldow IAD regulate have been held for CMM, with the following								
Part				The CMM Workflow JAD sessions restarted in November. DHS indicated					frustration on both sides of the conversation. The ASI and DHS started		
			goal of the JAD, overview on the process and the importance of their	some concern regarding the CMM Workflow JAD sessions, specifically; (1)	The Functional Design Document process, to include the Design Sprint				working on re-defining the design sprint process in this reporting period.		assurances from the
Marchan Marc			participation On many occasions the conversation needed to be driven by	Do the JAD participants understand how the Case will be managed through	concept, should be clearly defined and shared with all project team				IVV will look for improvements based on these changes that, hopefully, will		
Marked and stand and sta			leading questions, as expected, but was instead lead by business users -	workflow? (2) What improvements will be made in the new BES to support	members. (Closed, 1/31/2022) - Invite IVV to all future design sessions and				reduce these misalignment concerns. 11/30/2021 - IVV continues to ramp		their role, and 2) IV&V
Part			question: several occasions where complete silence on the call for 30								
1	Poorly executed JAD and design sessions		seconds or more - Lack of thought leadership from the ASI on how		together to yet the in-progress design with all SMEs for the area of focus.				request a revisit of prior decisions, and in some cases, the replacement PO		
Part	61 could lead to inaccurate design and rework. Brad	Finding - Isst 11/30/2020 System Design	workflow could be designed to ease/improve process for client	workflow and related system design.	(being met by new design sprint process, closed 2/28/2022)	ASAP 2	5 Med	Open	will have a different opinion on how to design the solution. IVV will		processes to more
March Marc											
March Marc											7/20/21 PAR -
Part									complete in Release 15. However, the ASI had previously stated that		Integration of the core
Marchan Marc									integrations would begin as early as Release 5 and is using stubbed		modules (SSP & CMM
Part									interfaces to mitigate this risk. 2/28/22 - The ASI plans to schedule		and CMM & FMM) will
Marchanes									integration tasks earlier in the project schedule and to 'stub' out integration		continue to evolve in
Management Man											
Manual Property of the Content of									Note - 'Stubbing' out interfaces can be an effective mitigation strategy when		first integration points
Part									the implemented interfaces return sample data that can be consumed by		between CMM & SSP.
Part									calling modules during testing. 1/31/22 - The ASI has stated they continue		This is now four
Part											releases before the
1									effectively and efficiently addressed. The ASI has also stated that they have		
Marche 1964 1965											
Part									12/20/2021 IVV will review the schedule to assess any undates that may		hetunen CMM 8
Part									impact this finding. 11/29/21 - The ASI stated that communications		Current will begin in
Manual Part									between their development teams have improved, and as result, moved		R0.7, 3 releases before
March Marc									some integration components into earlier releases. However, most of the		the final development
Math Mark				Exilure to perform integration testing and/or proof of concept integrations					on the project schedule. 10/39/21 - Increased communication between the		ir mitigation the rick
See on the Market Marke											
Section of the companies of the compan				technical complications as well as bugs as go-live approaches and lead to					integration requirements and impacts to each team's code base. Therefore,		ways: 1) gaining
March and the stands whether a warmer and stands are stands and stands are stands and stands are	(CMM, FMM, SSP) will be developed in the		The BES Modules (CMM, FMM, SSP) are developed by separate teams and	unexpected delays. A 'big bang' integration strategy towards the end of	(through early end-to-end testing) meet expectations throughout				IVV is lowering this risk criticality to Medium. However, IVV remains		agreement from both
Part Company			demo's are conducted separately with each release. Integration points	development could result schedule slippage if components do not integrate	development instead of waiting to perform them for the first time as go-live	e			concerned that implementation of some integrations will occur in later		
Septimination of the control of the			demonstrate integration of the moduler and end-to-end functionality	as expected and additional testing time is required once repairs are		N/A 2	2 Low	Onen	time to correct these issues 109/29/21. The ASI has stated that several		
No company No	oo schedde delays.	7 Taiding - No. 3/30/2020 Wallagement	demonstrate integration of the modules and end-to-end functionality.	competed.	minuming ratio associated with order integration approach.	19/1	1 LOW	Орен	3/30/2022 - When Release 6 final test results are published, IVV will re-		
Make											
A											
Part									which is encouraging since Release 0.6 has the most complex functionality		respond to this issue
May											
									this finding will be addressed. 1/31/2022 - Based on ASI and DHS testing		IV&V. We also
## Part									and defect validation progress, IVV's root cause recommendation is		recommend the
In the part of the									complete. If remaining testing for all sub-releases in Release 0.6 shows a		
contact of the contac											
My Part Marked and the proposed marked and the propose											
As the base of profession profession and profession pro					single entity in a project, so there could potentially be multiple causes or				provide clarity on overall defects, specifically on those related to design		based on the
For expelling project deliverable responses from the formal project					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,	ı			provide clarity on overall defects, specifically on those related to design.		based on the assessment from the
Service of the control of the contro					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, IVV recommends immediate action be employed to resolve quality concerns on in-process deliverables prior to submission of subsequent deliverables)	i, is			provide clarity on overall defects, specifically on those related to design. Results consistent with already completed SSP testing for Release 0.6 could address the scope of this finding. 11/30/2021 - The results of the system		based on the assessment from the IV&V that this is a low risk. The tone, tenor,
In the control of the					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, IVV recommends immediate action be employed to resolve quality concerns on in-process deliverables prior to submission of subsequent deliverables] (Closed 7/30/2021 - ASI reviews its Quality Management Plan to ensure tha	i, is			provide clarity on overall defects, specifically on those related to design. Results consistent with already completed SSP testing for Release 0.6 could address the scope of this finding. 11/30/2021 - The results of the system test for release 0.6 showed a significant reduction in defects compared to		based on the assessment from the IV&V that this is a low risk. The tone, tenor, and substance of that
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The COVID-19 pandemic and the related functional are the large majority of state workness were presented by a some communications between the meetings, in our off- "stay at home" order could finded project from home/presently at least usual title the end of May and some officers will be required to some officer	system design, testing artifacts and the	Project Produig-liss 4/16/2020 Management	deliverable were submitted for client review. There was an average of 85 comments submitted for each of these deliverables. The documents exhibited erroneous information, a lack of a logical organizational flow, an insufficient level of detail, and a lack of understanding of the subject matter from both a functional and technical perspective. DHS logged this issue in the Project Issue log for corrective action by the ASI. The ASI acted by conducting an internal not cause analysis and provided DHS and IVV between	project entities and has caused chandle delays due to the associated review facetion from remodation. If poor grainty deliverables continue to be produced and submitted for review, this can continue to result in unpersolutive use of family, unattricipated review, into grain continue to the produced and submitted for review, this can continue to result in unpersolutive user family, until public review, integrated development schedule delays. Del's stakeholder participation in key arthities could be significantly hindered, not only by working remotely but also by the need to focus on delivering services to beneficiaries. Flamed key activities such as design sessions may be Entated remotely which my impact the quality will necession. Society forward, most if not all projects activities will more than esseibne. Cong forward, most if not all projects activities will more than unit soon loss alone by remember of the Price, the Price Mallad will retire on	single entity in a project, so there could potentially be multiple causes or not caused of the current couldion. One there was caused are identified, VV recommends immediate action be employed to receive quality occurrent. VV recommends immediate action be employed to receive quality occurrent. VV recommends immediate action be employed to receive quality occurrent to the Project is vorking within the guidelines of this Plan document. In particular, the Ast Post reviews is Quality Management Plan to ensure that the Project is working within the guidelines of this Plan document. In particular, the Ast Post of evaluate and control of the Plan document. In a particular, the Ast Post of evaluate and control of the Plan document and product quality by 11 selecting quite programment activities to measure sold activities to measure 21 selecting component activities 1 and product quality by 11 selecting quite programment activities to measure 21 selecting component activity, 21 proof only developed the programment activities to the temporary of the programment activities to the selection of the programment activities to the selection of the component activity, 21 proof of quality of the Ast 1 product quality by 1 selecting and the Ast 1 product quality by 1 selecting and the Ast 1 product quality by 1 selection of the programment activities to the selection of the component activities to the selection of the component activities and the selection of the design address. (Greek, 1/14/2022) - Continue to make efforts to setup, train, and assist new stakeholders on common work devices and tools and continue to assist stakeholders with becoming highly functional with member access schonlogy (i.e., MS Tamashaya). Common access the component activities to the stakeholders and citized the procedure and citized the procedure of citizen central relativities to the stakeholders and citized the procedure of citizen central relativities to the stakeholders and relative the procedure of the decision of the procedure of the componen	t t t s s s s s s s s s s s s s s s s s	2 LOW		provide Carlary on overall defects, specifically or these related to design. Measurts consistent with available completed 29 testing for fecience 6 in 6 could treat the critical carlary of the country of the countr	was initially called back for quality issues, and the issues were corrected.	based on the assessment from the VAV when this is a low assessment from the VAV when this is a low and substance of that recommensation is out of step with a risk, when the variety of a number of months now to be low. 472421 ag. The AV to a summary of the variety of a number of months now to be low. 472421 ag. The AV to a summary of the variety of t
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activities and negatively impact the project Project Completely thut down until that time as well. Unclear if the order will collear if the order will commends project leadership continue to encourage O6/30/2000 - Office opening may be delayed until September/October. have staff working	system design, testing artifacts and the 40 project schedule. Brad	Project Finding-Iss 4/16/2020 Management	deliverable were submitted for client review. There was an average of so comments submitted for each of three deliverables. The documents comments with the comment of the comment of the comments of the manner of the comments of the comments of the subject manner on insufficient lovel of detail, and a lake of understanding of the subject manner insufficient lovel of detail, and a lake of understanding of the subject manner in the Project laws Log for correction action by the ASI. The ASI acted by conducting an internal cost cause analysis and provided DHS and NV the high level results.	project entities and has caused chedule delays due to the associated review feeted for remediator. If por quiting deliverables continue to be produced and submitted for review, this can continue to result in the produced and submitted for review, this can continue to result in the produced and submitted for review, this can continue to result in the continue to the continue to result in the continue to re	single entity in a project, so there could potentially be multiple causes or not caused of the current couldion. One there was caused and established the country of the co	tot tot timmediate 2_ timmediate 2_ did	2 LOW		provide Carlary on overall defects, specifically or these related to design, females constrained with an always completed 20 lessing for feelines of 6 could secular constrained with an always completed 20 lessing for feelines of 6 could test for release 0.6 showed a applicate reduction in defects compared to test for release, which could reflect improvement in the quality of defects of could reflect improvement in the quality of defects of could reflect improvement in the quality of the 30 s. 103/12/23 Tolk forcing them responde in the quality of the 30 s. 103/12/23 Tolk forcing them responde on considerate forcing contracting the contracting the section of	was initially called back for quality issues, and the issues were corrected.	based on the assessment from the VAV what this is a low that the second and substance of that recommendation is out of stag with a risk months now to be low. 472/21 ap. The AV months on the low 472/21 ap. The AV and the second for a number of months now to be low. 472/21 ap. The AV and the second full embrace by the full embrace by the project of the Confluence tech las dediversable management process: 472/912 EMP. The AVI agrees that CDVI and the second desired and the second desired and the second desired and and the second desired project desired project desired desired project desired desire
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ID Title		Finding Identified					Analyst Finding		
	Reporter	Type Date Category	Observation	Significance	Recommendation	Event Horizon Impact Probabilit	ty Priority Status	Status Update Client Comments	Vendor Comments
								3/31/2022 - DHS continues to recruit for these positions but received minimal interest to-date. 2/28/2022 - DHS posited the PMO positions but	4/23/21 RAP - From the ASI perspective.
								minimal interest to-date. 2/28/2022 - DHS posted the PMO positions but are having difficulty identifying candidates. While online metrics show there	the ASI perspective, the changes to the
								are naving difficulty identifying candidates. While online metrics show there is interest and the positions are being viewed, as of this date, there has only	orniect management
								been one application. 1/28/2022 - No material updates in this reporting	project management of the BES project
								period. 12/30/2021 - No material updates in this reporting period.	have provided little
								11/26/2021 - No material updates in this reporting period. 10/31/2021 -	impact on the overall
								No material updates in this reporting period. 9/30/2021 • The BESSD Administrator, serving as the interim DHS BES Project Manager resigned	project. At this point, the knowledge
								from DHS. To mitigate the knowledge and leadership risk, DHS backfilled	transfer gaps have
								the DHS BES Project Manager with a contractor possessing extensive BES	been closed and the
								project experience. The Assistant BESSD Administrator will provide an active	leadership of the
								decision-making role in the project. IVV will monitor the impact of these project management changes. The remaining DHS PMO positions continue	project remains strong
								project management changes. The remaining DHS PMO positions continue to be unfilled. 8/30/2021 - No material update in this reporting period.	hands from DHS. We recommend that the
								to be untilled. 8/30/2021 - No material update in this reporting period. 7/28/2021 - No material update in this reporting period. 6/30/2021 - No	recommend that the IV&V reassess the
								material update in this reporting period. 5/31/2021 - No material update in	probability of impact
					2/28/2022 - DHS consider other options (Contractors, State employees			this reporting period. 4/30/2021- DHS reported the 'hiring freeze' has been	and severity of impact
					borrowed from other agencies) to fill these positions if there is ongoing			lifted and are working to secure the budget for these positions. IVV will	and lower the overall
					difficulty in finding permanent hires. 5/31/2021 - DHS continue to work with the appropriate organizations to identify the funds necessary to fill			continue to monitor. 3/31/2021 - No material update to this finding in this reporting period. 2/28/2021 - No material update to this finding in this 02/08/2021 - Brian Donohoe does not agree with IWV's high-criticality ra	rating for this
			As reported in various project meetings, several key DHS PMO, BES and ASI		these positions In progress. The state should document a transition plan			reporting period. 2/28/2021 We material apoate to this finding in this ozylos/2021 Brian Dolloloe does not agree with IVV's high-chicality in reporting period. Note - Previously this finding was addressing DHS PMO on this Finding (#43) and DHS rolled out the DHS Product Owner Roles a	nd PM stated the Project
			project team members are planning to retire or leave the project within the		for the project and PMO resources as identified in the RFP (reference RFP			and DHS BESSD staff, they were split during this reporting period to Responsibilities to the DHS team on January 29, 2021. (Gary provided th	e Coordinator position is
			next few months or have already transitioned off the project. While there	The key resources leaving the BES Project provide knowledge and history of	section 3.4.3 'DHS Staffing'). The plan should include the possible COVID-19			accommodate different status updates and criticality ratings. The BESSD Final DHS Product Owner Roles and Responsibilities document to IVV on	filled and they will
DHS PMO project team members have transitioned off the Project, which may			are plans and actions being taken, a formal transition/succession plan has	DHS and its software, solutions, and business processes, along with a level of consistency and continuity to the extended project team. This experience	economic impact to the state budget, directly in relation to the project			Staff are now in finding #65. 01/31/2021 - DHS assigned several BESSD staff 02/8/2021). 06/30/2020 - Mark Choi is becoming more involved in the to the project team this month and they are in the onboarding process. The project. Involved in Arch decisions and PM decisions around tool sets,	begin work on 3/9/2020, transition
cause gaps in knowledge transfer and		Project	interim Project Manager, but a plan for a permanent replacement is not	and knowledge is critical for the BES DDI and KOLEA Modifications, and	resource as required by the RFP (reference RFP section 3.5.1.2 'Benefits			DHS PMO positions remain in an open status. Although many new staff	
43 leadership on the Project.	Ryan	Finding - Isst 1/10/2020 Management	currently known.	planning efforts for BES Maintenance and Operations activities.	Eligibility Solution Project Staffing'.) - Closed	ASAP 3	5 High Open	DHS PMO positions remain in an open status. Although many new staff future vision, etc. Day to day PM working closely w/ Gary and Emerald. were added to the project in January, IVV retains this as a high-priority until	will begin next week.
								03/31/22 - The ASI has onboarded a new Lead Architect who will be	
								responsible for managing the system infrastructure which should improve	4/23/21 rap - The ASI
								clarity around governance, capabilities of the different infrastructure components and how they will be utilized. The strategy for 2 portal	and DHS continue to refine the final plan
								integration has been agreed to by DHS OIT, MQD, ASI, and ESI, and	for the two portal
								communicated to the architects and project leadership. The Change Request	vision. We expect that
								has been distributed to DHS leadership for review and approval, the related	final decisions will
								project decisions have been logged, and the high-level architecture is available to the project team. 2/28/22 - IVV remains concerned that details	likely be made during
								of the proposed change requests have not been fully communicated to all	this reporting period and communicated to
								of the proposed change requests have not been fully communicated to all project stakeholders. If DHS is not able to fund these changes, stakeholders	the project. The ASI
					- The ASI continue to make updates to the BI-12 System Architecture			could be left with little time to respond if exclusions are discovered late into	refers the IV&V to our
					Deliverable with additional details as they become available and with any			the development phase. The ASI has stated they are close to onboarding a	February update
					architectural changes are finalized Complete - DHS should finalize the Portal strategy and implementation details and communicate clearly			new lead architect; however, this resource will likely roll off the Project after 6 months. 1/31/22 - The ASI has yet to fully share and vet details of key	regarding Recommendation #3.
					communicate out to stakeholders and project teams. Complete 3/31 - The			change requests with all relevant stakeholders. The ASI plans to review	From our perspective
					Project should continue to vet possible architectural change impacts to the platform (e.g., ADA, Configuration Management tools), MandO, MQD, and			these details with PACXA (subcontractor) in the coming weeks. 12/31/21 - Details of the outstanding draft Change Requests (CRs) have yet to be fully	all necessary actions
					platform (e.g., ADA, Configuration Management tools), MandO, MQD, and			Details of the outstanding draft Change Requests (CRs) have yet to be fully	all necessary actions are complete. If the
			Some platform and BES system architecture decisions have yet to be made		BES systems before finalizing architectural decisions DHS continue to request ASI perform due diligence in any recommendation for foundational			shared and vetted by all stakeholders and project impacts remain unclear. Delays in providing these details could leave the project and stakeholders	IV&V does not believe
			and socialized to the project. For example, the ASI and DHS have stated that they have reached agreement that the project will move forward with	t	architecture change decisions and continue to review with appropriate DHS			Delays in provining these oceans could seave the project and statemonocers. Iithle time to pract to reinficient architecture or other CP change. 11.79.71	it is Complete we request supporting
			implementing two Siebel instances (one for KOLEA, one for BES), but this is	The current project architecture and design should be as representative and	stakeholders to assure a common understanding of the implications of these			little time to react to significant architecture or other CR changes. 11/29/21 - The ASI reported progress in finalizing details of the Two-Portal and GCP	detail.
			not currently reflected in the project change log or the project decision log.	inclusive of all known future solution plans as possible. As an example, if	decisions The Project should continue to ensure communication between			change requests (CRs) and vetted several key details with DHS. They are	
			It remains unclear if the details of the rationale for this decision or the plan	KOLEA and BES are to move to a single instance of Siebel in the future,	development leads and architecture leads to assure optimal collaboration			also working to finalize some of the architecture components. However, it 06/30/2020 - Combined application is still planned. App still not finalize	d by 4/23/21 rap - The ASI
Uncertainty and/or a lack of communica around long term architecture decisions	ation		for integrating the two instances post go-live have been thoroughly vetted and/or documented. Further, there may be some uncertainty around	planning for that integration should be incorporated into the project now. It	f on possible architecture changes that could impact decisions in each area.			remains unclear if these changes are fully communicated and vetted by the DHS. From Arch perspective, we are building in Liferay. Future Integration	on and DHS continue to refine the final plan
could impact the project budget, schedu	is Iule	Project	whether when/if all environments (including KOLEA and BES production)	to see increased complexity rework and costs when integrating the two	Maintain current communication processes to ensure regular communication between the architecture team and the rest of the project			larger project team. 10/28/21 - IVV remains concerned with the significant of the portals is still to be determined, but is not more complex than delays in finalizing the Two-Portal, GCP, and Rescheduling change requests originally planned for data sharing. If change is made to Adobe, this wo	id for the two nortal
29 system design, and planning decisions.		Finding - Issu 5/28/2019 Management	will be moved to the cloud.	systems in the future.	team to assess impacts of architecture decisions to the Project.	ASAP 2	2 Low Open	(CRs). The Rescheduling CR was previously tracked as the KOLEA ATC CR. require a CR.	vision. We expect that
								03/31/22 - The Project appears to be making strides in implementing and	9/9/21 RAP - The most
								refining their new SDLC process, though SMEs have indicated the process requires a significant amount of their time and participation in the Project	recent updates on the SDLC have been added
								can take away from their operational duties. DHS provided feedback to IVV that the lack of senior Business Analysts (BAs) is causing confusion in the	to Confluence as promised. The testing
								that the lack of senior Business Analysts (BAs) is causing confusion in the design process and ASI lack of expertise to design the user interface may	promised. The testing lead will continue in
								that the lack of senior Business Analysts (BAs) is causing confusion in the design process and ASI lack of expertise to design the user interface may result in a cumbersome design. INV remains: concerned that some design	promised. The testing lead will continue in her role as testing lead
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