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February 2, 2024

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

Aloha Senate President Kouchi, Speaker Saiki, and Members of the Legislature:

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

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

Sincerely,

Douglas Murdock Chief Information Officer State of Hawai'i

Attachments (2)



Hawaii Department of Human Services Systems Modernization Project

Final IV&V Status Report for Reporting Period: December 1 – 31, 2023

Submitted: January 16, 2024



Solutions that Matter

Overview

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



Executive Summary



During the IV&V reporting period ending 12/31/23, IV&V identified new findings, documented challenges associated with existing findings, and retired findings that no longer represent a risk to the BES Project. Our observations include:

- To prevent development delays from impacting the planned dates for Pilot (scheduled for April 8, 2024) and Go-Live, the BES Project team elected to overlap Integration Testing (INT) and System Integration Testing (SIT). This testing overlap will require close coordination to achieve the desired outcome. IV&V opened a new finding with mitigation recommendations for the project team to consider.
- The IRS raised policy concerns about data sharing with DHS for the Federal Tax Offset Program (TOP) interface. To
 address those concerns, the BES team is redesigning the TOP interface to reside in the Secure Enclave, which
 represents a significant change. IV&V opened a new finding with mitigation recommendations for the project team to
 consider.
- The ASI submitted the BI-20 Release 0.12 BES Test Scenarios, Cases, and Scripts Deliverable as a prerequisite to the start of SIT. However, test development is still underway and the timing of when they will be ready for DHS review/approval is unknown. While this deliverable requires DHS approval before the start of SIT, the Department is evaluating options to move forward otherwise.

These and other risks are challenges to the project team however, DHS and the ASI consistently demonstrate their commitment to adjust and adapt to ensure the Pilot remains on schedule. There are options for each challenge and holistically they are discussed and evaluated by DHS and ASI to determine the best path forward.

Oct	Nov	Dec	Category	IV&V Observations
(<u>M</u>)	(<u>M</u>)	(M)	Project Management	DHS and ASI Project management faces several challenges, including delayed interface agreements and development work, that could impact the project schedule and push out the BES Go-Live date. Work continues on mitigation plans to keep the schedule on track.

Executive Summary



Oct	Nov	Dec	Category	IV&V Observations
M				
	Configuration and and Development With ten Epics for release 0.12 still in development it may be difficult to avoid Final Acceptance Testing (FAT) delays should development issues arise.			
M		M	Integration and Interface Management	Security issues with the TOP interface and the complexity of developing a solution that will work for BES and meet federal requirements could delay the BES Pilot.
H	H	H	Testing The aggressive project schedule continues to impact testing, with INT and SIT testing scheduled to execute simultaneously and an incomplete BI-20 deliverable being released for review (which could impact the go/no go decision to enter SIT).	
	H	H	Security and Privacy	The BI-13 System Security Plan that was approved by DHS and shared with the Social Security Administration (SSA) included incomplete designs and missing DHS governance documentation, which could require additional review cycles late in the project and result in possible delays.

As of the December 2023 reporting period, PCG is tracking 12 open findings (8 risks, 4 issues) and has retired a total of 71 findings. Of the 12 open findings, 3 are High, 7 are Medium, and 2 are Low.



The following figure provides a breakdown of the 84 IV&V findings (positive, risks, issues, concerns) by status (open, retired).





Findings Retired During the Reporting Period

#	Finding	Category
29	Issue – Uncertainty and/or a lack of communication around long-term architecture decisions could impact the project budget, schedule, system design, and planning decisions. The Project communicates infrastructure decisions through weekly infrastructure and security meetings. DHS and the ASI have stated that these and other meetings have been an effective means of communication with the relevant stakeholders. Therefore, IV&V is retiring this finding.	Project Management
84	 The current approach to Final Acceptance Testing (FAT) may not be complete, which increases the likelihood of missed deadlines. IV&V is retiring this finding based on: The project team is conducting weekly FAT planning meetings. DHS has confirmed the FAT testing staff. The ASI provided a Training Plan that addresses updating/maintaining the training courses in the BES Learning Academy (the DHS Learning Management System). 	Testing
87	The departure of the BESSD lead project manager may increase risk to the project due to the bandwidth challenges for the remaining project manager. DHS filled the BES Project Manager position and added an 89-day temporary hire with an individual knowledgeable about BES. Additionally, the DHS Leadership team is highly visible on the Project and provides support to the BES Project Management team. Therefore, IV&V is retiring this finding.	Project Management



Findings Opened During the Reporting Period

#	Finding	Category
	Risk – The current mitigation approach to complete the development of the remaining R0.12 Epics is condensed and aggressive and may increase the likelihood of schedule delays, quality issues, and a higher volume of testing defects.	
	Criticality Rating: Medium	
89	Observation: Ten of the Epics scheduled for completion before Release 0.12 SIT will not be ready. To avoid SIT delays, the proposed mitigation approach is to begin SIT without the 10 Epics and test them as they are completed. Additionally, Release 0.12 development that was extended two weeks from the scheduled end date has been extended for another ten business days.	Testing
	Significance : Overlapping development and testing introduces potential quality issues. Insufficient INT may create gaps in SIT, leading to further quality issues. This may increase the risk of significant delays or introduce defects into the production environment.	

ecommendations	Progress
Develop Contingency Plans if the mitigation plan continues to see slippage affecting INT and SIT.	Not Started
The ASI provides comprehensive INT results and SIT scenarios for incomplete Epics to DHS for review/approval ahead of SIT execution.	Not Started
The ASI release a detailed schedule of events, including development completion, INT start, SIT start for each epic covered in the mitigation plan.	Not Started
The ASI should evaluate if Epics entering SIT late might require retesting functionality that had already been tested	Not Stated



Findings Opened During the Reporting Period

#	Finding	Category	
	Risk – Changes required to incorporate the Federal Tax Offset Program (TOP) interface within the Secure Enclave may not occur before the BES Pilot.		
	Criticality Rating: Medium	Integration and Interface Management	
90	Observation: The IRS clarified policy that requires TOP data to be migrated to and accessed from the secure enclave per IRS Publication 1075 requirements.		
	Significance: Adherence to federal requirements necessitates a new solution for the storage and retrieval of TOP data. The redesign may impact the go-live delivery.		
Rec	ommendations	Progress	
• 0	complete the interface functional redesign to utilize the Secure Enclave.	Not Started	
	lodify existing TOP test plans to validate the proper handling of FTI information and integration to the alance of the BES system.	Not Started	
	ork with FNS and IRS regarding the timeline for having TOP data and the tax offset functionality avail BES System users.	able Not Started	
ir	Once the new design is complete, estimate the Level of Effort and tasks/activities required through nplementation to provide the Project Management Team with options as Pilot planning/activities are nderway.	Not Started	



Preliminary Concerns Investigated During the Reporting Period

#	Finding	Category
91	Preliminary Concern – Transitioning KOLEA M&O activities to a new vendor may cause delays for the BES go-live and/or the delivery of critical features.	
	Observation: A new vendor is assuming M&O responsibilities for the KOLEA integrated eligibility application in the Spring (March-May) of 2024 while the BES FAT is scheduled from February – March 2024 and the BES Pilot is scheduled for April 2024.	Pilot Test
	Significance: IV&V is concerned that this transition could possibly impact BES testing and implementation whilst exacerbating BES Project Risk # 52 regarding the readiness of KOLEA shared interfaces for BES testing and implementation.	Deployment
	IV&V plans to discuss this finding with DHS and the ASI in January to determine the potential impact on the project and actions or mitigation plans being developed to address this situation.	

Project Management

#	Key Findings	Criticality Rating
	Issue – A BES Project schedule based on inaccurate estimations diminishes effective planning and resource management, which could result in late deliverables, cost increases, and a late go-live.	
74	With 10 epics for release 0.12 in development, another development and integration testing sprint was added to the schedule. IV&V remains concerned that under-estimated effort and resulting elongation of schedule could impact implementation milestones.	М
Rec	ommendations	Progress
• N	Ionitor, evaluate and revise scheduling estimates for accuracy.	In Process
	SI provide details on how Velocity measures were used to develop estimations for development effort in new ersion of DDI schedule	In Process

Project Management

#	Key Findings	Criticality Rating	
	Risk – Implementing a Core Solution for go-live carries inherent risks that may impact overall project success and reduce user adoption.	-	
88	Delays in some planned activities (e.g., epic demos, interface designs) and the development of the secure enclave are causing milestones to be missed. IV&V remains concerned about potential quality impacts due to the need to accelerate efforts to compensate for missed milestones.		
Re	commendations	Progress	
•	Increase OCM efforts to effectively manage user, general public, and legislative expectations for BES version at go-live.	In process	
•	Prioritize feedback from users and FNS to ensure the solution meets their core needs and so users are clear on what features they are, and are not, getting.	In process	
·	Actively monitor, assess, and address potential challenges throughout the development process including code quality, cutting scope to meet development milestones, insufficient user validation of demonstrated functionality, and fully defined workarounds to accommodate for the missing functionality.	In process	
•	DHS carefully assesses whether the advantages of a timely release outweigh the advantages of going live with a system that provides more comprehensive functionality, requires fewer workarounds, and increases user satisfaction.	In process	



Integration and Interface Management

#	Key Findings	Criticality Rating
63	Issue – The lack of early planning and coordination with interface partners may result in schedule delays. Due to the number of open issues that could potentially impact interface development (e.g., incomplete agreements, unavailable test regions, and interface/batch testing schedules yet to be defined) IV&V has raised the criticality rating to High.	
Rec	commendations	Progress
• □	DHS to complete all MOAs and obtain approval.	In process
• (Confirm testing dates with interface partners in writing.	In process
	Complete early proof of concept interfaces to avoid unexpected delays due to external organization niscommunications or their own internal delays in assisting the BES project.	Not started

Configuration and Development

#	Key Findings	Criticality Rating
70	Risk – Insufficient configuration management could lead to development confusion and reduce the effectiveness of defect resolution.	-
70	The project will utilize the DHS contractor currently assisting with security activities to update the Configuration Management Plan (CMP). The scope of work that the DHS contractor is responsible for is unclear to IV&V.	
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Recommendations	Progress
 ASI adhere to plans for configuration management as documented in BI-6 DDI Plan, Section 5.2 and clarify details and/or any changes with DHS. 	In process
 ASI validate plans for configuration management with DHS and agree on a meaningful set of configuration items or settings they will track. 	In process
 DH\$ and ASI work to clarify/solidify plans for the potential use of configuration management tools and DHS work to fund and procure a CM tool, as required, to avoid any negative impacts to the project. 	In process

Configuration and Development

Key Findings	Criticality Rating
Risk – Development delays could negatively impact the project schedule and delay go-live. The ASI reported development delays related to 10 epics but has also produced a mitigation plan to manage these delays and stay on track for go-live. IV&V remains concerned that any additional delays might push out the project schedule and implementation milestones.	М
ecommendations	Progress
ASI effectively track and regularly provide DHS (potentially via the weekly DDI status meeting) with an accurate velocity (e.g., story points per day/week/month) and assure that the current velocity is accurately and consistently reflected in the project schedule.	In process
The ASI should provide DHS with the time needed to effectively evaluate the software demonstrations (demos) and elicit productive design discussions with DHS attendees during each demo.	In process
ASI regularly reports estimated story points for the total remaining project work to reach go-live and presents a dynamic burn-down chart to track the progress.	Not started
	 Risk – Development delays could negatively impact the project schedule and delay go-live. The ASI reported development delays related to 10 epics but has also produced a mitigation plan to manage these delays and stay on track for go-live. IV&V remains concerned that any additional delays might push out the project schedule and implementation milestones. commendations ASI effectively track and regularly provide DHS (potentially via the weekly DDI status meeting) with an accurate velocity (e.g., story points per day/week/month) and assure that the current velocity is accurately and consistently reflected in the project schedule. The ASI should provide DHS with the time needed to effectively evaluate the software demonstrations (demos) and elicit productive design discussions with DHS attendees during each demo. ASI regularly reports estimated story points for the total remaining project work to reach go-live and presents a

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. No material update in the reporting period. IV&V continues to monitor this finding.	
Re	commendations	Progress
	ASI develop a process to closely monitor cloud and other product changes (software updates/new releases), manage changes, and regression test once updates are applied.	In process
	The project team work to establish strong governance over the utilization and maintenance of various tools/components.	In process
	ASI allot time in the schedule to conduct proof of concepts to assure infrastructure components work as expected.	In process
	ASI maintain a detailed schedule for DevOps implementation tasks to avoid unexpected delays that could delay project milestones and the critical path.	In process

System Design

#	Key Findings	Criticality Rating
1	Issue – Limited collaboration between the ASI and DHS in the design process could lead to BES usability issues and functionality gaps in the application and not meeting critical business needs for DHS and State clients.	
86	DHS opened a new high-severity project risk, which then escalated to an issue, on December 4, 2023, since the sprint and epic demos will not be completed by the end of the Release 0.12 DDI phase. IV&V shares this concern, as issues discovered during the demos will require additional design, development, and testing for the impacted epic, potentially pushing out the schedule.	М
-		
Re	commendations	Progress
	Include a wide enough audience in all design and demo sessions to validate FNS and DHS functional and technical requirements and system usability.	In Process
	Perform Sprint and Epic demos in alignment with development sprint completion (demo functionality/requirements as they are developed) to get early feedback on work products.	Not Started
	Perform comprehensive (demo all requirements) review during Epic demos, not just the items that were added/updated, allowing DHS to provide early feedback on possible issues/gaps that might not be apparent when focusing on specific functionality.	In Process
	ASI and DHS re-evaluate the effectiveness of the recorded Sprint review process to ensure that designs align with DHS expectations.	In Process

Testing

#	Key Findings	Criticality Rating
67	Risk - The Americans With Disabilities Act (ADA) Section 508 compliance tool has not been installed timely for the Project, which may cause significant rework. ADA testing continued through December. The ASI plans to review 60 User Journeys to complete ADA testing. Six User Journeys have been reviewed using Usablenet and 76 defects were identified, with 64 defects resolved by the end of December.	М
Red	commendations	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 provides DHS/IV&V reports from the ADA tool execution and explain how to interpret the results.	In process
	ASI/Project monitor their new ADA processes to determine if effective and can address all ADA defects prior to SIT.	Not Started

Testing

#	Key Findings	Criticality Rating
	Issue – Gaps in test coverage and slower-than-expected progress in testing may result in schedule delays if subsequent test phases uncover a higher volume of defects and user feedback than initially anticipated.	
83	The ASI delivered the BI-20 (Release 0.12 BES Test Scenarios, Cases, and Scripts) to DHS for review and approval. However, 28 Epics did not include SIT test scripts, which the ASI proposed to provide as continuous updates when the data becomes available. This approach poses a risk to the Project as this deliverable informs DHS' go/no-go decision to start SIT testing.	

R	Recommendations		
•	Monitor INT/SIT closely for both breadth and depth of testing to ensure the system is adequately tested.	In process	
•	The project team reviews the SIT Entry and Exit criteria and revises them as needed to ensure UAT/FAT begins with the best system possible.	In process	
•	ASI should determine the root cause of the failure to identify simple defects in INT and SIT and implement effective improvement processes to confirm early testing is adequate before entering UAT/FAT	In process	

1

Security and Privacy

#	Key Findings	Criticality Rating
	Risk – The lack of technical documentation may lead to incorrect implementation statements or delay the System Security Plan (SSP).	
82	The ASI received DHS approval for the BI-13 Security Plan on December 18. This deliverable is dependent upon draft DHS policies and planned security controls that may change based on technical designs and documentation being finalized.	
	The BI-13 was provided to the SSA with supporting material to initiate the SSA interface certification process.	

Recommendations		
Determine when the infrastructure design baseline will be completed.	In process	
Determine when documentation will be created, updated, and available for the SSP authors.	In process	
 Collaborate and communicate with SSP authors about when reliable and correct documentation will be available. 	In process	
 Perform a full review of all SSP controls for content and accuracy that have been written as drafts prior to the start of the third-party assessment and submission of the SSP package to federal regulators. This will allow the SSP authors to update controls with changes from Design through Implementation. 	In process	

IV&V Status



IV&V Engagement Status

IV&V Engagement Area	Oct	Nov	Dec	Comments
IV&V Budget				
IV&V Schedule				
IV&V Deliverables				PCG submitted the final November IV&V Monthly Status Report.
IV&V Staffing	•	•	•	
IV&V Scope	•			



HI Systems Modernization Independent Verification & Validation Monthly Report: December 2023

IV&V Activities



- IV&V activities in the December reporting period:
 - Completed November Monthly Status Report
 - Ongoing Review the BES Project Artifacts and Deliverables
 - Ongoing Attend BES Project meetings, (see <u>Additional Inputs pages</u> for details)
 - Reviewed available ASI contracts and contract amendments documentation
- Planned IV&V activities for the January 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 Monthly IV&V findings meetings with the ASI
 - Ongoing Monthly IV&V Draft Report Review with DHS, ETS and ASI
 - Ongoing Participate in Bi-Weekly DHS and IV&V Touch Base meetings
 - Ongoing Review BES artifacts and deliverables

Deliverables Reviewed



Deliverable Name	Deliverable Date	Version
BI-5 Project Schedule - BES 2023 Primary	12/05/2023, 12/12/2023, 12/19/2023, 12/26/2023	N/A
BI-5 Project Schedule - BES 2023 DDI	12/05/2023, 12/12/2023, 12/19/2023, 12/26/2023	N/A
BI-10	11/16/2023	N/A
BI-13	11/06/2023	N/A
BI-20	12/27/2023	N/A
BM-09	12/29/2023	N/A
BI-26	12/14/2023	N/A

Additional Inputs – Artifacts



Artifact Name	Artifact Date	Version
BES 2023 Design Kanban board	N/A	N/A
FNS Handbook 901	01/2020	V2.4
NIST Special Publication 800-53 Security and Privacy Controls for Information Systems and Organizations	12/20/2020	Rev.5
SNAP_System_Integrity_Review_Tool	Sept 2022	N/A
Interface Dashboard – Confluence page	N/A	N/A
BES 2023 Implementation Planning – Confluence page	N/A	N/A
R0.12 Epic Assignment	N/A	N/A
UAT Testing Dashboard	N/A	N/A
R0.12 Epic and Sprint Demo Recordings	N/A	N/A
ADA dashboard	N/A	N/A

Additional Inputs



Meetings and/or Sessions Attended/Observed:

- 1. IV&V Team Meeting 12/4/2023, 12/7/2023, 12/11/2023, 12/14/2023, 12/18/2023, 12/21/2023, 12/28/2023
- 2. IV&V September 2023 Pre-Draft MSR Findings Review 12/5/2023
- 3. HI DHS BES September Draft IV&V Report Review 12/15/2023
- 4. Bi-Weekly DHS and IV&V Touch Base 12/12/2023, 12/26/2023
- 5. Weekly BES Infrastructure meeting 12/1/2023, 12/8/2023, 12/15/2023, 12/22/2023, 12/29/2023
- 6. DHS/IV&V Check-in 12/7/2023, 12/21/2023
- 7. Weekly Client BES 2023 Project Status Meeting 12/6/2023, 12/13/2023, 12/20/2023
- 8. Security Touchpoint 12/6/2023, 12/13/2023, 12/20/2023, 12/27/2023
- 9. Weekly Data Conversion Workgroup 12/14/2023, 12/21/2023, 12/28/2023
- 10. PMO End of Day Huddle 12/5/2023, 12/7/2023, 12/12/2023, 12/14/2023, 12/19/2023, 12/21/2023
- 11. (External) Weekly Interfaces Touchpoint 12/4/2023, 12/11/2023, 12/18/2023
- 12. (External) UI Standards Monthly Review 12/6/2023
- 13. (External) Readiness Working Group Meeting 12/5/2023, 12/12/2023, 12/19/2023, 12/26/2023
- 14. (External) Bi-Weekly Client BES 2023 Schedule Review/Status 12/6/2023, 12/20/2023
- 15. (External) BES System Security Plan Controls 12/12/2023
- 16. (External) Bi-weekly BES CCB Meeting 12/13/2023
- 17. (External Epic Demo) Epic 213 Case Location 12/1/2023
- 18. (External) BES: FNS Connect 12/7/2023, 12/14/2023, 12/21/2023
- 19. (External) BI-13 SSP Project Deliverable Response 12/7/2023
- 20. (External Epic Demo) Epic 216 Correspondence, Epic 246 Correspondence, & Epic 231 Accounting 12/8/2023
- 21. (External Epic Demo) Epic 202 Address Standardization, Epic 204 Single Sign on and Session Manager 12/15/2023
- 22. (External Epic Demo) Epic 214 Case Summary & Epic 253 Account Setup & Maintenance 12/21/2023

Appendices





Appendix A – IV&V Criticality Ratings

 Criticality Rating
 Definition

 H
 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.

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

Appendix C – Acronyms and Glossary

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

Appendix C – Acronyms and Glossary

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



Appendix D – Background Information



Systems Modernization Project

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

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

Systems Modernization IV&V Project

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

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

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

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

Appendix D – Background Information



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

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

PCG's Eclipse IV&V® Technical Assessment Methodology

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

IV&V Assessment Categories for the BES Project

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

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



Solutions that Motter

HI DHS Monthly IV Status Report Final - December 2023

Title Ro	eporter Type	Date Category	Observation	Significance	Recommendation	Event Horizon	Impact Proba	aility Priority	Status	Status Update Client Comments	Vendor Comme
Transitioning KDLEA M&O activities to a Mo new vendor may cause delays for the BES go live and/or the delivery of critical features.	tolina, Brad Concern	12/29/2023 Pilot Test Deployment	A new vendor is assuming M&O responsibilities for the KOLEA integrated eligibility application in the Spring (March-May) of 2024 while the BES FAT is scheduled from February – March 2024 and the BES Pilot is scheduled for	IVV is concerned that this transition could possibly impact BES testing and implementation whilst exacerbating BES Project Risk # 52 regarding the readiness of KOLEA shared interfaces for BES testing and implementation.		March 2024	3	3 Med	Open		
live and/or the delivery of critical features.			scheduled from Hebruary – March 2024 and the BES Midt is scheduled for April 2024.	readiness or KULEA shared interfaces for BES testing and implementation. IVV plans to discuss this finding with DHS and the ASI in January to determine the potential impact on the project and actions or mitigation plans being developed to address this situation.							
Changes required to incorporate the Federal Rey		12/21/2023 Integration and	The IRS clarified policy that requires TOP data to be migrated to and	Adherence to federal requirements necessitates a new solution for the	OPEN - Complete the interface functional redesign to utilize the Secure	now	3	4 Med	Open		
Tax Offset Program (TOP) interface within Mar he Secure Enclave may not occur before the SES Pilot.	rk Risk	Interface Management	accessed from the secure enclave per IRS Publication 1075 requirements.	storage and retrieval of TOP data. The redesign may impact the go-live delivery.	Enclave Modify existing TOP test plans to validate the proper handling of FTI information and integration to the balance of the BES system Work with FNS and IRS regarding the timeline for having TOP data and the tax offset functionality available to BES system users Once the new design is						
					offset functionality available to BES System users Once the new design is complete, estimate the Level of Effort and tasks/activities required through implementation to provide the Project Management Team with options as Pilot planning/activities are underway.						
complete development of the remaining R0.12 epics is condensed and aggressive and	orring, Erik Finding - Risk	12/21/2023 Testing	SIT without the 10 Epics and test them as they are completed. Additionally,	Insufficient INT may create gaps in SIT, leading to further quality issues. This may increase the risk of significant delays or introduce defects into the	 Develop Contingency Plans if the mitigation plan continues to see slippage affecting INT and SIT. The ASI provides comprehensive INT results and SIT scenarios for incomplete Epics to DHS for review/approval ahead of SIT 	Now	3	3 Med	Open		
may increase the likelihood of schedule delays, quality issues, and higher volume of testing defects.			Release 0.12 development that was extended two weeks from the schedule- end date has been extended for another ten business days.	i production environment.	execution The ASI release a detailed schedule of events, including development completion, INT start, and SIT start for each epic covered in the mitigation plan The ASI should evaluate if Epics entering SIT late might require retesting functionality that had already been tested.						
Implementing a Core Solution for go-live Fo	ors, Michael Finding -	11/30/2023 Project	The project has elected to implement a Core Solution at go-live to meet their	Going live with a limited version of a software product entails inherent risks,	Increase OCM efforts to effectively manage user, general public, and	Now	3	3 Med	Open	12/31/23 - Delays in some planned activities (e.g., epic demos, interface	
carries inherent risks that may impact overall project success and reduce user	Risk	Management	stated timeline. This version is generally referred to in Agile software development as a Minimum Viable Product (MVP), which is a simplified	such as potential challenges in securing user buy-in. This can result in limited user adoption, user dissatisfaction, and negative publicity.	legislative expectations for the Core Solution approach.					designs) and the development of the secure enclave are causing milestones to be missed. IV&V remains concerned about potential quality impacts due	12/15/2023 - A
adoption.			version of a product that 1) offers functionality that meets the core needs of	particularly considering the financial investment made for the delivery of	so users are clear on what features they are, and are not, getting in the					to the need to accelerate efforts to compensate for missed milestones.	DHS/Joe
			users, 2) can accelerate the timeline for go-live, and 3) allows the project to get real-world feedback from users to refine future product development.							Delays in some planned activities (e.g., epic demos, interface designs) and the development of the secure enclave is causing milestones to be missed.	Campos.Ensure recommendatio
			getrear-world reedback from users to renner uture product development.	and suboptimal code. Further, this approach may expose the project to	code quality, cutting scope to meet development milestones, insufficient					IVV remains concerned about potential quality impacts due to the need to	reflect "In Pro
				regulatory compliance risks, such as last-minute objections from regulatory bodies like FNS, which could find certain system elements non-compliant	user validation of demonstrated functionality, and fully defined workarounds to accommodate for the missing functionality. • DHS carefully					accelerate efforts to compensate for missed milestones.	"In Process".
				with their standards and delay the go-live date. Misalignment between stakeholder expectations and the Core Solution may lead to dissatisfaction							
				or a lack of support for the project and could negatively impact future project funding requests. Implementing a limited Core Solution typically	requires fewer workarounds, and increases user satisfaction.						
				requires the customer to implement multiple workarounds until automated features can be built into the system. Users could become impatient if these							
				features are further delayed when bug fixes and other features take precedence. Others may lose confidence that the features or system							
				improvements will ever be implemented. Going live with a solution that is missing functionality that stakeholders were expecting typically requires an							
				missing functionality that stakenotoers were expecting typically requires an increase in OCM efforts both by the ASI and DHS staff to temper stakeholders' reactions to a system with limited functionality.							
Limited collaboration between the ASI and Mo	alian Read Finding	B (\$ 2022 Fundam Davies	During the UAT process for release 11, there has been a high level of		Include a wide enough audience in all design and demo sessions to validate			2.84-4	0	12/31/2023 - DHS opened a new high-severity project risk, which then 10/11/2023 Jessica - Our SMEs are providing their feedback. This is one	- 4
DHS in the design process could lead to BES	olina, Brad Finding - Issue	8/1/2023 System Design	concerns raised by the DHS testers regarding the usability of the BES system,	the BES solution, with the expectation that the new system will at minimum	FNS and DHS functional and technical requirements and system usability	łów	4	3 Med	Upen	escalated to an issue, on December 4, 2023, since the sprint and epic demos the items that I clarified with IV&V, that there are feedback given, no	
usability issues and functionality gaps in the applications and not meeting critical			challenges with the user interface, missing functionality, and basic screen layout issues that would not be expected in a modern application. Based on							will not be completed by the end of the Release 0.12 DDI phase. IVV shares feedback means design is ok. I rec'd an email back from Joe F. that N&V this concern, as issues discovered during the demos will require additional wants to meet with our reviewer to validate this.	10/31/2023 - Vic - Conversa
business needs for DHS and State clients.			defect reporting from the UAT process, a large majority of the defects are	improved usability from current systems. Should the solution fall short of	early feedback on work products Perform comprehensive (demo all					design, development, and testing for the impacted epic, potentially pushing	with BES PMO
			related to "design errors". Although the Release 11 UAT cycle was testing a	expectations, there may be challenges in DHS staff adoption; lack of	requirements) review during Epic demos, not just the items that were					out the schedule. 11/30/2023 - As of the end of November, the ASI has nine	live demos. V
			partially build system, a significant amount of design defects was attributable to functionality developed for Release 11.	confidence in the solution providing the accurate information needed to provide benefits to HI citizens: reduction in ability for DHS to provide the	added/updated, allowing DHS to provide early feedback on possible issues/gaps that might not be apparent when focusing on specific					Sprint demos to execute and all 28 Epic demos. Depending on the outcome, this could cause the ASI to extend development while testing is occurring or	as recorded d but we addres
			and balance to runcionarity developed for Pereise 11.	same level of needed services to clients, resulting in bad publicity for DHS	functionality ASI and DHS re-evaluate the effectiveness of the recorded					defer the functionality to post-Pilot, creating additional unplanned work for	JF - open com
				and the state.	Sprint review process to ensure that designs align with DHS expectations.					DHS. 10/31/2023 - VV notes positive progress this month in that the DHS	Vic - after der
										SMEs are providing more feedback to the ASI on the BES design. The DHS PM has requested Spirint demo process updates to ensure that DHS staff who provided feedback are aware of the resolution of their comments. The	complete, fee and acknowledger
										ASI has also noted gaps in communication (design misunderstandings)	
										between the ASI Business Analysts and DHS SMEs. DHS SMEs have suggested that communications would be clearer if they were included in	Vic - for the ne reporting perio
										live demos. IV&V respectfully requests that DHS and the ASI re-evaluate the	want to keep t
										Sprint Demo process as part of the overall evaluation of communication.	feedback to the
										9/31/2023 - The DHS PMO reported that DHS SMEs have provided minimal feedback to the ASI on the four recorded Sprint demos this month. This	Policy and Fund SMEs.
										supports IVV's concern that the new process will reduce collaboration to	We are getting
										confirm that designs are in alignment with DHS expectations. IVV added a	waycomment
										recommendation that the ASI and DHS re-evaluate the effectiveness of this new process. 8/31/2023 - The ASI will no longer conduct in-person Sprint	Nicole is findin comments from
										Demos with DHS approval. Instead, recorded sessions will be provided to	that were not in
										DHS with time to review. The amount of time for DHS to review the demos and the feedback process back to the ASI is undetermined. This decision to	in detail.10/11,
										record Sprint demos without any DHS participation could limit rather than	Please reference
Gaps in test coverage and slower-than- expected progress in testing may result in	orring, Erik Finding -	6/2/2023 Testing	After examining the Project's R11 QA Dashboards, R11 Traceability Dashboards, and Test Repository, gaps in testing coverage may exist and the	Identifying defects early is vital for effective testing, as it is more efficient	OPEN The ASI should determine the root cause of the failure to identify	UAT	4	4 High	Open	12/21/2023 - The ASI delivered the Bi-20 (Release 0.12 BES Test Scenarios, Cases, and Scripts) to DHS for review and approval. However, 28 Epics dd	
expected progress in testing may result in schedule delays if subsequent test phases	noue		progress of testing might be lagging. Concerning testing coverage, it appears	is slow progress or incomplete testing in the early stages, it can result in	processes to confirm early testing is adequate before entering UAT/FAT.					cases, and scripts) to UHS for review and approval. However, 28 Epics dd not include SIT test scripts, which the ASI proposed to provide as continuous	12/15/2023 - T
uncover a higher volume of defects and user			that not all epics and use cases in R11 have associated test cases or are	more defects leaking into subsequent testing phases, necessitating more	DHS and ASI monitor INT/SIT closely for both breadth and depth of testing to					updates when the data becomes available. This approach poses a risk to the	that stared on
			testing the correct use cases. In terms of progress, some test cases remain unexecuted, and not all defects have been resolved as the project	extensive and rigorous testing efforts. Insufficient testing coverage or slower than-anticipated progress throughout the project lifecycle increases the risk						Project as this deliverable informs DHS' go/no-go decision to start SIT testing. 11/30/2023 - During November, the ASI continued to create and	internal to eWo and not the of
feedback than initially anticipated.			commences System Integration Testing (SIT). The ASI has plans to complete	of encountering significant delays, extensions, or the introduction of defects						update the SIT test cases. As reported last month, until this is completed	start in Janua
reedback chan micraily anocitated.			the INT exit criteria by June 16, 2023, about 2 weeks after SIT begins.	into the production environment during the final testing stage, known as Final Acceptance Testing (FAT).						DHS cannot evaluate the test cases for full coverage of BES functionality and provide proper sign-off to enter SIT. While these concerns are still present,	SIT that started eWorldES inter
reedback chan micrany anocpared.				man Acceptance Testing (FAT).						provide proper sign-off to enter SIT. While these concerns are still present, the peer review process implemented by the ASI has resulted in improved	eWorldES inter testing to ensu
reedback chain ninclany andopated.										quality and completeness of the test cases. There is additional concern	already deliver
reeduack chan ini cany and galed.											functionality is
recourse for an initially and gales.										related to the entry criteria for Release 12 SIT. SIT test cases, as part of BUIL20, are scheduled for completion on 12/18 but the schedule reflects a	
recourt d'un neolary alocateo.										related to the entry criteria for Release 12 STI. STI test cases, as part of BIII20, are scheduled for completion on 12/18 but the schedule reflects a 12/4 start date for STI. DHS is reviewing STI scripts as they are written, but	
recoult dan moany alocated.										Bill20, are scheduled for completion on 12/18 but the schedule reflects a 12/4 start date for STD. IPK5 is reviewing STT scripts as they are written, but the full magnitude STT sets scripts will be under an until the delivery of BI-	10/31/2023 - V R12, DHS will b
reeduck hun maary aldyard.										BIID20, are scheduled for completion on 12/18 but the schedule reflects a 12/14 start date for STI TOR is reviewally ST scripts as they are written, but the full magnitude of STI ests cripts will be unclear until the delivery of Bi- 20 on 12/16. Scope for STI inclusion strates of Reviewa DI Interionality and	10/31/2023 - V R12, DHS will to evaluate SIT
										BIID. use scheduled for completion on 12/18 but the schedule reflects a 1/2/4 start date of sch Tolls reviewing Tartistics at key are written, but the full magnitude of 3F test createry attractions takey are written for the 0 no 112/18. Stope for Sinckeiser restor for Sinckeisen 2.11 schedulen and 14 defect corrections which gas of regression testing. This should be dearly defect corrections which gas of regression testing. This should be dearly defended and specified to avoid improve error for SI but dere falsen 2.1 schedule 2.1 schedule 1.2 Stope for the schedule 2.1 schedule be defended and specified to avoid improve error for SI but dere falsen 2.1 schedule 2.1 schedule 1.2 Stope for the schedule 2.1 schedule be defended and specified to avoid improve error for SI but dere falsen 2.1	10/31/2023 - V R12, DHS will to evaluate SIT scripts in Jira. FAT planning n
										BIIDD, are scheduled for completion on 12/18 but the schedule reflects a 12/24 start datifie of 5% incredunging Transits at they are written, but the full magnitude of 37 test criptics will be unclear until the durkney of 81 50 nr 12/18. Soop for 5% includer restrate of theses 1.11 indextonally and 10 nr 12/18. Soop for 5% includer restrate of theses 1.11 indextonally and durkney of the scheduler starts of the scheduler scheduler scheduler scheduler defined and specified to assist improve entry 3.57 Motors Hesses 1.2 Are scheduler scheduler defined and specified to assist improve entry 3.57 Motors Hesses 1.2 Are scheduler schedul	10/31/2023 - V R12, DHS will b to evaluate SIT scripts in Jira. FAT planning n when Trisha is
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										BIRD, are scheduled for completion on 12/18 to the schedule reflects a 12/24 start date for 50 million scheduler and the scheduler and the scheduler and the the lating anguitate of 20 million scheduler and the date of the scheduler and the defect corrections which haps of regression scheduler. This scheduler and the defect correction which haps of regression scheduler. This scheduler and the defect correction which may are directed and the scheduler and the defect correction which may are directed and the scheduler and the defect correction which may are directed and the scheduler and the defect correction which may are directed and the scheduler defect and specified to avoid improvemently USI before Betraue 12 was added to the BES Scheduler. This is the formal data to 157, function data and the BES Scheduler and the scheduler and the scheduler and the scheduler and the BES Scheduler and the scheduler and the scheduler defect and the BES Scheduler and the scheduler a	10/31/2023 · V R12, DHS will to evaluate SIT scripts in Jira. FAT planning m when Trisha is SIT entrance co well in these m Vic - overlap o
										BIID.Q. very scheduled for completion on 12/18 but the schedule reflects a 1/2/4 start datife of 571 bits reviewing Tartitos ta hoy are written, but the full magnitude of 371 bits scheduleg Tartitos ta hoy are written, but to 01/21/8. Stope of 511 cickat restrate of tartises 0.11 functionally and defect corrections which is part of regression testing. This should be deatly defined and appendix the add improvement prior. To Markov Tartises 0.12 development is complete. A ST Global Conf. To Markov Tartises 0.12 development is complete. A ST Global Conf. To Markov Tartises 0.12 development is complete. A ST Global Conf. To Markov Tartises 0.12 development is complete. A ST Global Conf. 2012/2023. The development is complete to the St of the tart tart continues to update the System Integration Testing (ST) arous can also tart asses. Until This completed by the SL, Offician Verificat Tart tart	10/31/2023 · R12, DHS will b to evaluate SIT scripts in Jira. FAT planning m when Trisha is SIT entrance cr well in these m Vic - overlap of and SIT. Testin
										BIID., are submixed for completion on 12.128 but the tarbulat effects a 12/24 tart dath of tark (DB) in variously 37 tarbulats. Although a display of the tarbox display and the submixed and tarbox display of the display and the submixed and the submixed and the display of the submixed and tarbox display of the display of the submixed and the display of the submixed and the display of the submixed and the display of the	working approp 10/31/2023 - V R12, DFS will b to evaluate SIT scripts in Jira. FAT planning m when Trisha is SIT entrance cr well in these m Vic - overlap of and SIT. Testing Will be testing everything that
										BIID.Q. very scheduled for completion on 12/18 but the schedule reflects a 1/2/4 start datife of 571 bits reviewing Tartitos ta hoy are written, but the full magnitude of 371 bits scheduleg Tartitos ta hoy are written, but to 01/21/8. Stope of 511 cickat restrate of tartises 0.11 functionally and defect corrections which is part of regression testing. This should be deatly defined and appendix the add improvement prior. To Markov Tartises 0.12 development is complete. A ST Global Conf. To Markov Tartises 0.12 development is complete. A ST Global Conf. To Markov Tartises 0.12 development is complete. A ST Global Conf. To Markov Tartises 0.12 development is complete. A ST Global Conf. 2012/2023. The development is complete to the St of the tart tart continues to update the System Integration Testing (ST) arous can also tart asses. Until This completed by the SL, Offician Verificat Tart tart	10/31/2023 - V R12, DHS will b to evaluate SIT scripts in Jira. FAT planning m when Trisha is SIT entrance cri well in these m Vic - overlap of and SIT. Testing Will be testing

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Reporter Type						HIMING HIMING		
e lack of technical documentation may Heath. Dustin Finding -	Date Category	Observation	Significance Once the system architecture and design have been completed, the SSP	Recommendation	Event Horizon Impact Probability		Status Update 12/21/2023 - JF - The ASI received DHS approval for the BI-13 SSP on	Client Comments
ne lack of technical documentation may Heath, Dustin Finding - ad to incorrect imnementation statements Bisk	4/27/2023 Security and Privacy	In April, the ASI/DHS system security plan (SSP) authors began writing implementation statements. Currently, the technical documentation		OPEN - Determine when the infrastructure design baseline will be completed.	Prior to the start of 4 4 the third-party	High Open	12/21/2023 - JF - The ASI received DHS approval for the BI-13 SSP on December XX. This deliverable is dependent upon draft DHS Policys and	
ad to incorrect implementation statements Risk delay the System Security Plan	rinacy	supporting the SSP is unavailable, outdated, or in a draft form. During April,	of the SSP is scheduled to be published August 15th , 2023, and the final SSP	- Determine when documentation will be created, updated, and available for a	assessment.		planned security controls that may change based on technical designs and	
		decisions on what tools support the SSP controls are still being decided on.	(ready for federal partner review) is scheduled for September 15, 2023. The	the SSP authors.			documentation being finalized. The BI-13 was provided to SSA with	
		Implementation statements are currently being written from the perspective	SSP is a large technical document with hundreds of controls and control	 Collaborate and communicate with SSP authors about when reliable and 			supporting material to begin the SSA interface certification process.	
		of how the system should be designed from the SSP author's perspective instead of how the system is actually designed. The SSP authors need to	enhancements, and each one requires an implementation statement of how the control or enhancement has been met.	 correct documentation will be available. Perform a full review of all SSP controls for content and accuracy that have 			11/30/2023 - During November, the ASI and DHS Security SMEs focused on the design of the secure enclave. The Security SMEs have considered the	
		instead of how the system is actually designed. The SSP authors need to know and use documentation such as System Architecture and Design,	the control or enhancement has been met.	 Perform a full review of all SSP controls for content and accuracy that have been written as drafts prior to the start of the third-party assessment and 			the design of the secure enclave. The Security SMEs have considered the "assured workload" service from Google for applying security controls for	
		network topology, dataflow, ports and protocols, tools used for logging, etc.		submission of the SSP package to federal regulators. This will allow the SSP			the secure enclave. IV&V is concerned about whether the entire system will	
		network topology, detention, ports and protocols, tools date for togging, etc.		authors to update controls with changes from Design through			be built and documented in time for a third-party security assessment to	
				Implementation.			occur in early 2024. Considering the level of effort outstanding and time	
							occur in early 2024. Considering the level of effort outstanding and time remaining before Pilot, IV&V is raising the Criticality Rating to "High.	
							10/26/2023 - Throughout the month of October, both the ASI and DHS	
							Security SMEs have focused on the design of the secure enclave (to store	
							federal tax information and other sensitive data). A significant amount of	
							work remains for both the System Security Plan and the development of required artifacts for the secure enclave that are planned to be complete by	
							the end of November 2023. And much of this work requires a logical	
							approach in that certain activities must be completed prior to the start of	
							follow-on activities. • The secure enclave is in the design phase. • The	
							Security SMEs are writing over twenty (20) policies and procedures that will	
							be artifacts to the System Security Plan (SSP), planned to be completed by	
							the end of November 2023. • There are over twelve (12) additional	
							documents, including documented plans to support the SSP and required	
							submissions to federal regulators, most of these documents are planned to	
							be completed by the end of November 2023. The ESI and ASI have stated they are confident the work can be completed on-time. 9/28/2023 - At	
							the beginning of September, the DHS Security SME completed draft	
ment delays could negatively impact. Fors. Michael Finding -	6/30/2022 Configuration and	ASI had previously reported development activities have been slowed as	If the ASI is unable to achieve a velocity that enables them to meet planned	OPEN	Immediate 3 3	Med Open	12/31/23 - The ASI reported development delays related to 10 epics but has	
ct schedule and delay go-live. Risk	Development	they have been unable to achieve and/or maintain their expected	milestones, schedule delays may lead to a delayed system go-live date.	(potentially via the weekly DDI status meeting) with an accurate velocity		and open	also produced a mitigation plan to manage these delays and stay on track	
		development velocity. Previously, the development team was challenged	Failure to achieve a level of accuracy in estimating development tasks could	(e.g., story points per day/week/month) and assure that the current velocity			for go-live. IVV remains concerned that any additional delays might push	
		with accurately estimating development task level of effort (i.e., story	lead to a project schedule that is flawed and unrealistic. Previously, DHS	is accurately and consistently reflected in the project schedule. • ASI provide			out the project schedule and implementation milestones. 11/30/23 - The	
		points) and the project has been challenged with producing a project	had indicated, and IVV agreed, that some of these delays were due to some				ASI reported delays in interface design and development, and unplanned	
		schedule that accurately reflects realistic timelines (see Finding #74). The	ASI BAs lacking the expertise required to create optimal designs and system	femonstrations (demos) and elicit productive design discussions with DHS			development effort required to unwind EBT functionality deferred to post-	
		ASI continues to be challenged with finding qualified resources in a timely	specifications that developers could consume without requiring extensive	attendees during each demo. • ASI regularly report estimated story points			go-live due to a missing requirement for PIN issuance. Additional	
		manner.	clarification from the ASI BA/SA team. DHS and IVV observed instances	for the total remaining project work to reach go-live and presents a dynamic			development sprints were added to address the delays, and these sprints	
			where ASI BAs/SAs have presented less than optimal designs and left it to DHS (who may lack software or UI design expertise) to improve, which has	burn-down chart to track the progress. COMPLETE CLOSED • DHS request			resulted in a planned overlap of development and INT with SIT. IVV remains concerned that additional development delays could require further	
			DHS (who may lack software or UI design expertise) to improve, which has contributed to unproductive design sessions (see Finding #61). It remains	the ASI strategically add the right project team resources to effectively increase velocity. Note that adding additional junior resources may not be as			concerned that additional development delays could require further reduction of scope and system features. 10/25/23 - The ASI has noted gaps	
			contributed to unproductive design sessions (see Finding #61). It remains unclear if scope creep has contributed to these delays.	increase velocity. Note that adding additional junior resources may not be as effective as staffing additional expert-level development, analysis, and other			reduction of scope and system features. 10/25/23 - The ASI has noted gaps in communication (design misunderstandings) between ASI BAs and DHS	
			unchair in acope cheep nas contentated to these delays.	resources that can lead and mentor junior resources. • ASI reviews the			SMEs; DHS project management is working with the ASI to determine the	
				development process and identifies and mitigates the challenges preventing			best way to address this. The DHS SMEs have suggested that design	
				them from incorporating Epic demo activities into the project schedule.			decisions/communications would be more productive if more than a few	
				(9/29/23 - ASI will not be doing this, with DHS approval)			SMEs were included in the live demos. If these communication challenges	
							continue, it could lead to development delays. While the ASI added 5	
							developers to focus on ADA defects, it remains unclear if addressing ADA	
							requirements will incur further development delays. 9/28/23 - DHS SMEs	
							have expressed concerns that the ASI appears to be cutting corners in order	
							to increase their development velocity and meet development milestones.	
							Though the project has elected to minimize scope creep, SMEs remain concerned that the ASI is pushing back on some important design	
							concerned that the ASI is pushing back on some important design refinements. They have noted that the Projects decision to record demos	
							instead of having live collaboration sessions with SMEs could hinder good	
							design and slow the design feedback loop. If critical refinements are	
							discovered late into the development lifecycle, it may necessitate last-	
							minute revisions and could potentially result in schedule delays.	
roject schedule based on inaccurate Molina, Brad Finding -	11/29/2021 Project	DHS and the ASI have tried multiple times to rework the schedule with	If estimates for project schedule activities are not accurate, this can lead to		Immediate 4 2	Med Open	12/31/2023 - With 10 epics for release 0.12 in development, another	
ons diminishes effective planning Issue		results that have not yielded improvement. Concerns with the structure,	constant schedule changes, resources not being available when needed,	ASI provide details on how Velocity measures were used to develop			development and integration testing sprint was added to the schedule. W	
	Management			Approvide dealing of now velocity measures were used to develop			development and integration teacing aprint was added to the achedule. It's	
urce management, which could	Management	estimating practices, and ability to manage to the schedule persist. The use	rushed activities, and general frustration which can lead to schedule delays,	estimations for development effort in new version of DDI schedule			remains concerned that under-estimated effort and resulting elongation of	
urce management, which could late deliverables, cost increases,	Management	of multiple tools to track resources obfuscate resource management.	rushed activities, and general frustration which can lead to schedule delays, low quality output, scope changes, and budget issues.	estimations for development effort in new version of DDI schedule COMPLETE DHS and the ASI agree to a revised schedule against which			remains concerned that under-estimated effort and resulting elongation of schedule could impact implementation milestones. 11/30/2023 - Additiona	4
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	Finding Reporter Type	Date Category	Observation	Significance	Recommendation	Event Horizon	Analys npact Probability Priority		Status Update	Client Comments	Vendor
ifficient configuration management	Fors, Michael Finding	8/23/2021 Configuration and	The BI-6 DDI Plan Deliverable, Section 5.2 establishes the framework for the (Configuration Management is a set of processes and procedures that	OPEN • ASI adhere to plans for configuration management as documented		2 2 Low		12/31/23 - The project will utilize the DHS contractor currently assisting		VEHICON V
Id lead to development confusion and	Risk		Configuration Management Plan, however, it remains unclear if sufficient		in BI-6 DDI Plan. Section 5.2 and clarify details and/or any changes with DHS.				with security activities to update the Configuration Management Plan		
reduce the effectiveness of defect resolution			progress has been made toward establishing CM processes and governance,	includes tools that may provide a level of automation for Configuration	· ASI validate plans for configuration management with DHS and agree on a				(CMP). The scope of work that the DHS contractor is responsible for is		10/31/2
		selecting CM tools (e.g., CMDB), and building out the CM infrastructure. The	Management that may reduce errors and should provide the project team	meaningful set of configuration items or settings they will track. • DHS and				unclear to IV&V. 11/30/23 - The ASI has yet to provide a detailed list of		Vic - W	
			with accurate, dynamic and timely information on some of the configuration					configuration items to DHS and IVV. IVV has restated this request to the ASI		listing,	
		requirements or decisions that could impact CM. The project currently	items. However, it is critical that DHS/ASI agree to the full list of items that	management tools, COMPLETED • Identify the DHS POC for the				so that the level of detail is clear. 10/26/23 - The ASI provided broad		planto	
		relies on Github for tracking of some configurations.	are included in the configuration plan along with the details regarding the					information on the configuration items being tracked but have yet to		MF - B	
			management of the configuration items, reporting and audit features.	configuration management activities and assure defined CM steps and plans				provide detailed configuration items for IVV review. The ASI has		Vic - v	
				are being followed, are effective, and are achieving DHS objectives for CM.				deprioritized some configuration management activities, which it intends to		on th	
				7/31/2022				perform in preparation for Maintenance and Operation (M and O). 9/28/23		This	
				1) 54 4044				The ASI gained DHS' approval on the items that will be tracked and		impi	
									monitored as part of configuration management. IVV requested the list last		worl
									month and is waiting on the ASI to respond. 8/31/23 - No material update.		the P
									7/31/23 - No material update. 6/30/23 - No material update. 5/31/2023 -		10/1
									The ASI continues to make progress with its utilization of the ServiceNow		107.
									Configuration Management (CM) tool. They have recently performed an		1781
									initial import of Google Cloud Platform server details into the ServiceNow		list
									Configuration Management Database. *** Continued work. Setup in		wai
									ServiceNow, will be building up instances. Ongoing support and main.		res
									Dont' think still a risk. IVV to discuss. 4/30/2023 - The ASI finalized the		
											see
									ServiceNow (SN) modules they will utilize for the project. 3/31/2023 - The		ofo
									ASI is currently evaluating which Service Now (SN) modules will be the best		mar
									fit for the project and for DHS going forward. Details of exactly how they'll		white
									be using SN and the level of configuration management they intend to		mar
									perform has yet to be determined. 2/28/2023 - The new ASI intends to		Sen
									utilize ServiceNow (SN) for most configuration management tracking.		Inci
									Details of exactly how they'll be using SN and its multitude of modules and		Cha
									capabilities remain unclear. 1/31/2023 - Activity in the reporting period		Mai
	Torring, Erik Finding -	7/12/2021 Testing	While R0.3 and R0.4 reported that Section 508 compliance had been	There is a contractual obligation and requirement for BES to be ADA		As soon as possible	3 3 Med	Open	12/29/2023 - ADA testing continued through December. Currently, the ASI		
8 compliance tool has not been	Risk		successfully completed the ASI confirmed that there is currently no working	compliant to obtain State and Federal funds for the development of the BES. o	ommunicates a plan for ADA test execution. (Complete) - The ASI	and prior to final			plans to review 60 User Journeys to complete ADA testing. Six User Journeys		
imely for the Project, which may			tool installed and that Section 508 compliance testing has not been	The ADA Section 508 intent is to make electronic and information	communicates how the tool will be used to report compliance and non-	solution			have been reviewed using Usablenet and 76 defects were identified, with 64		10/
ificant rework.			performed. This risk has been discussed with the ASI over the past several		compliance and how non-compliance will be addressed/corrected.	acceptance.			defects resolved by the end of December. 11/30/2023 - Approximately 150		Rar
			months, but there have been evidence of results to-date. The ASI did state		(Complete) - The ASI provides DHS/IV&V reports from the ADA tool				ADA-related defects remained outstanding at the end of November. With		set
			that they are coding to some of the ADA requirements and are using a desk-	available to others. Part of the system acceptance criteria for BES is to meet ex	ecution and explain how to interpret the results. (Complete)				minimal time remaining for development work and the possibility of more		ADA
			top tool for ADA compliance as an interim solution. IVV has not received						ADA defects identified as development continues, IV&V has requested		ed
			any data to demonstrate the desk-top tool results nor if it provides coverage						reporting on; - functionality to be developed that needs to be ADA-tested -		dev
			for all ADA compliance items.	Accessibility Standards associated with Section 508 of the Rehabilitation					functionality developed that needs to be ADA-tested - functionality		chee
				Act., which was verified in the ASI proposed Technical Requirements					developed that has been ADA-tested The ASI has confirmed this information	1	bro
				Approach that states "The system complies with DHS branding standards as					will be provided in the November reporting period, however, the ADA		cxar
				defined by DHS and adheres to W3C level 2 accessibility guidelines, sub-					metrics for the month of November have not yet been delivered. If		5 de
				parts of Section 508 of the Americans with Disabilities Act (ADA),					considerable progress is not available for DHS to verify, the risk criticality		SCIL
				nondiscrimination safeguards in 45 CFR 85.". If the Hawaii guidelines					rating may increase to High in December. 10/31/2023 - The ADA		brar
				(https//www.hawaii.edu/access/uh-guidelines-for-accessibility/), FNS					compliance tool was installed in August 2023 and uncovered approximately		brin
				Guidelines from the 901 Handbook, and contractual obligations to adhere to					300 ADA-related defects. About 200 defects remained open at the end of		pipe
				the Section 508 compliance guidelines (https://section508.gov/) there may					October. Considering the high number of defects and minimal time		Nev
				be a significant amount of rework to the solution.					remaining for development work, the ASI reevaluated ADA processes for		vali
									efficiencies and improved preventative measures. As a result, the ASI plans		dev
									to use the Usablenet browser extension to find ADA defects in real time		plug
									during development. The ASI will address these defects during development		cod
									to minimize the number of ADA defects released into subsequent testing		000
									environments. Additionally, the ASI will dedicate 5 ADA-focused developers		Viv
									and a Scrum master to address the existing ADA defects and anticipates		repi
									having sufficient time to address the defects without impacting the Project.		
											impi Ram
									9/30/2023 - Formal ADA testing began ahead of schedule. The ASI reports		Kan CON
									continued use of UsableNet and is addressing issues the tool is identifying.		con fix :
farsh standar and search	Denalds Dada	1 (31 (303) Internetion 1	The following elements and even they have been estimated.	The second	OPEN 5. Complete all MOAs and abade formal assessed at 5. C. C. S. S.			0	The ASI created and shared a high-level ADA testing approach and		fix :
f early planning and coordination F face partners may result in	Reynolds, Finding - Mark Issue	1/21/2021 Integration and Interface	The romoving praining and execution items have not yet been addressed	DDI project often underestimate the time needed to effectively manage all	onere o. comprese all MOAs and obtain formal approvals. 6. Confirm testing (പാകൾ	5 4 High	Upen	01-04-2024 - Due to the number of open issues that could potentially		
	Mark Issue			the tasks and activities to successfully implement data sharing. A clearly					impact interface development (e.g., incomplete agreements, unavailable test		
delays.		Management		defined communication plan and schedule that includes the coordination,					regions, and interface/batch testing schedules yet to be defined) IVV has		10/
				planning, and execution activities along with milestone dates can minimize m					raised the criticality rating to High. 11-30-2023 - Two of the 23 MOA/MOU:		ani
			active and sufficient communication with interface partners for	the risk of potential delays. In addition, after planning has been completed,					(DLIR and DoTAX) are not signed and remain outstanding. DHS continues		end
				interface partners will have to be available during interface implementation					efforts to complete these agreements to minimize further impact on the		Met
				to ensure that the interfaces are properly developed and tested before					project. This finding is now an issue due to the realized impact to the		tog
			partners, are neither resident nor managed within the Project Schedule.	deploying the system to production.	DDI activities. COMPLETED 10/29 2. Identify and document all interface				project. The SSA interface requires documentation to be submitted 120 days		det
					partners' contacts. COMPLETED 3/31/2022 3. Define a release schedule for				before the pilot's data usage. This SSA documentation is expected to be		M.t
					each interface to include milestone dates, coordination, and execution and				ready by December 15th, 107 days prior to the April 1st pilot. Although the		the
					share with the interface partners. COMPLETED 01/04 4. Determine which				SSA has informally stated that they can complete the review within the		DoT
					deliverable will include the details associated with the planned connectivity				shorter timeframe, a risk exists to the availability of the SSA data. The		inte
					and detailed technical designs of all interfaces. COMPLETED 01/04				interface testing team was organized in November, but planning has not		ove
									begun and meetings have not commenced. Interface testing remains		bus
									unscheduled and is a growing concern as the Pilot date approaches. The ASI		
									in internally reviewing the Interface Test Plan and will share it with DHS in		Vic
									December: 10-26-2023 - Two out of 23 MOA/MOU are outstanding; the ASI		upd
									is reporting an agreement was reached with DLIR and it is ready for		fro
									signature; the DoTAX MOU does have some challenges and is currently		sam
									being addressed by the ASI and DHS. The Functional Design of all 23		Ran
									Interfaces was completed and approved by DHS. Nine of the twenty-three		tear
									Interface Control Documents were completed, reviewed, and approved by		604
									DHS. 09-29-2023 - The Memorandums of Agreement and the		with
									Memorandums of Understanding (MOAs and MOUs) are being reviewed. 7		abo
									of 28 MOAs, including the DLIR interface, have expired or will expire by the		aske
									of 28 MUAs, including the ULIX interface, have expired or will expire by the end of 2024. DHS/ASI has yet to provide a target date for resolving the		PRO
									end of 2024. DHS/ASI has yet to provide a target date for resolving the expiring MOAs and MOUs. IVV will continue to monitor MOA and MOU		PRU
									expiring more and MOUS. IV V will continue to monitor MOA and MOU		
									items. The DHS concern that the ASI was changing Functional Design		are

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