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April 15, 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: March 1 – 31, 2024

Submitted: April 12, 2024



Solutions that Matter

Overview

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Solutions that Matter

Executive Summary



Executive Summary



The ASI delivered an updated BES Project Schedule that aligns with the approach to the BES Implementation modified in the Go to Green plan, resulting in a 2-month implementation delay for statewide Go-Live and a 6-month delay for functionality included in the Post-Statewide Go-Live. The level of risk to the BES Project was evaluated in this month's report based on the availability of data to IV&V regarding these key changes:

- The BES project schedule continues to be aggressive with minimal slack (extra) time to absorb unexpected delays without
 impacting the Go-Live dates. The ASI added one week of slack between Final Acceptance Testing and Pilot and another
 week of slack between Pilot and Statewide Go-Live.
- The proposed three-phased implementation approach adds complexity to the Project and requires additional project and technical management engagement and coordination. Concurrent development and testing phases create a risk to DHS in the form of rework (e.g., testing functionality as new code is added, retesting to ensure the new code does not negatively impact existing functionality, and managing defects across multiple testing phases).
- Executing the project schedule is straining project resources and the management of the phases adds to the effort.

The DHS and ASI project teams are committed to this Project and intend to deliver a quality product without creating further delays or shifting additional functionality post-pilot to meet the go-live targets.

Jan	Feb	Mar	Category	IV&V Observations
н	H	E	Project Management	This category continues to be red due to overlapping development and testing phases and IV&V's lack of insight into the ASI methodology used to support revised estimates for completing the remaining work. The ASI intends to provide its methodology to IV&V in the next reporting period.

Executive Summary



Jan	Feb	Mar	Category	IV&V Observations	
M	M			DHS design feedback for Epic demo 261 (Approvals and Supervision) will require another demo to validate the changes made by the ASI. If this becomes a trend with other Epics, delays to Pilot and other milestones may occur.	
M	M	Configuration and Development As part of the ASI's Go to Green plan, they plan on implementing revised processes to improve code quality. IV&V will evaluate once we receive factual data from the ASI reporting the results of these changes.		improve code quality. IV&V will evaluate once we receive factual data from the ASI	
H	H	н	Integration and Interface Management	IV&V is reviewing the draft Interface testing plan, we will evaluate the criticality of this category after our review is complete.	
H	H	н	Testing The Project entered into System Integration Testing (SIT) without approved test scripts fo some Epics that will be phased into SIT after testing begins. IV&V is concerned that phased-in functionality may require retesting and could extend the testing duration.		
H	B	H	Security and Privacy	and The necessity to complete the 3rd Party Security Assessment before Pilot places significand pressure on DHS and the ASI to complete, test, and implement all required security documents, processes, and procedures This will remain a high-criticality category until the required security documentation is complete.	

As of the March 2024 reporting period, PCG is tracking 10 open findings (4 risks, 6 issues) and has retired a total of 73 findings. Of the 10 open findings, 5 are High, 3 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
None	



Preliminary Concerns Investigated During the Reporting Period

Catego



Findings Opened During the Reporting Period



Project Management

#	Key Findings	Criticality Rating
74	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. The BES Project Schedule that aligns with the Go to Green plan was published by the ASI during this reporting period. The overlap of Integration Testing (INT) and SIT, and adding functionality into SIT after it has started may lead to more delays as seen in prior schedules.	Đ
Re	commendations	Progress
	Monitor, evaluate and revise scheduling estimates for accuracy based on the project teams past performance and resources available to do the remaining work.	In Process
•	ASI provide details on how Velocity measures were used to calculate the remaining development work.	Incomplete
	ASI conduct a Root Cause Analysis (RCA) with DHS and IV&V to determine why the BES Project continues to experience schedule delays.	Not Started
	ASI Project Management works with the development teams to evaluate the accuracy of Velocity and adjust accordingly to reduce risk in the revised BES project schedule.	Not Started

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	The ASI's Go to Green plan and project schedule were approved by DHS. Per the Go to Green plan, some required BES functionality will be implemented post-Pilot. This may create unplanned workarounds and rework as the full impact of this approach becomes known through testing and training.	М
Rec	ommendations	Progress
	ncrease OCM efforts to effectively manage user, general public, and legislative expectations for BES version t go-live.	In process
	rioritize feedback from users and FNS to ensure the solution meets their core needs and so users are clear n what features they are, and are not, getting.	In process
С	ctively monitor, assess, and address potential challenges throughout the development process including ode quality, cutting scope to meet development milestones, insufficient user validation of demonstrated unctionality, and fully defined workarounds to accommodate for the missing functionality.	In process
W	HS 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 ser 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. DHS and IV&V are currently reviewing the draft Interface Test Plan published by the ASI this month; we will provide an update on this issue in the next report.	
Rec	ommendations	Progress

- Confirm testing dates with interface partners in writing.
- Complete early proof of concept interfaces to avoid unexpected delays due to external organization miscommunications or their own internal delays in assisting the BES Project.

Not started

In process

Configuration and Development

70

challenges.

Key Findings Risk – Insufficient configuration management could lead to development confusion and reduce the effectiveness of defect resolution. Responsibility for the Configuration Management Plan (CMP) reverted to the ASI (previously, the DHS Security Contractor was updating the CMP for related security controls). The ASI is resuming this scope of work at a time when its resources are stretched and may lead to CMP and configuration management quality

RecommendationsProgress• 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• DHS 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

Criticality

Rating

Configuration and Development

#	Key Findings	Criticality Rating
80	 Issue – Development delays could negatively impact the project schedule and delay go-live. To address this issue, the ASI reported they built the revised BES Project Schedule with some slack/float time. IV&V is researching Data Conversion and the impact, if any, it had on the most recent Schedule delay. The conversion team has some remaining data elements to map. They reported that the full scope of 'data cleansing' may not be complete before converting the data. IV&V is continuing to research and plans to provide an update in a future report. 	М
Re	commendations	Progress
i	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

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. During a recent Change Control Board (CCB) meeting the ASI presented DHS with a for-cost change request (CR) to the design of the Secure Enclave (the addition of roles). In the CCB, it was clear that DHS and the ASI were not in agreement regarding the funding of this change request.	L
		_
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

Criticality **Key Findings** Rating 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. Due to a high number of questions and concerns from DHS during Epic demo 261 (Approvals and Μ 86 Supervision), the ASI committed to hosting another demo to address all the feedback. Changes raised late in the design process could require code changes, potentially causing schedule delays or the resulting solution not meeting the business need. DHS staff attending Epic demos should be prepared with an understanding of the agreed-upon designs and policy requirements relevant to the Epic so that feedback is efficient and on point. Recommendations Progress Include a wide enough audience in all design and demo sessions to validate FNS and DHS functional and In Process technical requirements and system usability. Perform Sprint and Epic demos in alignment with development Sprint completion (demo Not ٠ functionality/requirements as they are developed) to get early feedback on work products.

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 In Process when focusing on specific functionality.

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	DHS and the ASI entered into BES 1.0 SIT on 3/15/2024 without approved test scripts for several Epics that will be phased into SIT after testing begins. The phased introduction of test scripts can negatively impact testing and reduce the time available to identify and fix defects within scheduled timeframes. IV&V review of test scripts shows that quality could be improved by adding additional details or steps to the test scripts to verify test coverage.	
Reco	mmendations	Progress
• Mo	nitor 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
 Not
 begins with the best system possible.
 Complete
- 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

Testing

#	Key Findings	Criticality Rating
	Issue – 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.	
89	On 3/15/2024, DHS and the ASI agreed to enter SIT for BES 1.0 without meeting the criteria for a complete test script package documented in BI-19 Complete and Final Test Plan. IV&V is concerned that starting SIT without the complete and approved SIT Test Script package may lead to schedule delays.	
	The updated schedule reflects an overlap of BES 1.0 INT and SIT efforts which could result in resource constraints. Testing also overlaps across releases (BES 1.0 and BES 1.1) which adds complexity and risk when maintaining and coordinating code across multiple test environments.	
	This when maintaining and coordinating code across multiple test environments.	

Recommendations	
Develop Contingency Plans if the mitigation plan continues to see slippage affecting INT and SIT.	In process
 The ASI provides comprehensive INT results and SIT scenarios for incomplete Epics to DHS for review/approval ahead of SIT execution. 	In process
 The ASI release a detailed schedule of events, including development completion, INT start, SIT start for each epic covered in the mitigation plan. 	In process
 The ASI should evaluate if Epics entering SIT late might require retesting functionality that had already been tested 	In process

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	During March, the DHS/ASI security teams focused on documentation and the Tenable Nessus scans on the base BES Production environment (without the Secure Enclave). The Secure Enclave is not included in the BES 1.0 Core Release and will not be part of Pilot. Therefore, the upcoming 3 rd party security assessment will not include the Secure Enclave.	н
02	Security documents (e.g., data flow, network diagrams, Plan of Actions and Milestones (POAMs), and procedural documents such as Change Management procedures) may not be complete for the 3 rd party assessment starting in April, which may result in potential findings and POAMs for remediation if not available.	
	Additionally, DHS reported that several DHS Security and Privacy policies were not updated in the past 365 days as required by NIST 800-53.	
Reco	ommendations	Progress

•	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 Independent Security Controls Assessment of BES 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	Jan	Feb	Mar	Comments
IV&V Budget			0	
IV&V Schedule	•		•	DHS and PCG are discussing the extension of the IV&V contract that currently ends in April 2024.
IV&V Deliverables				PCG submitted the final February IV&V Monthly Status Report.
IV&V Staffing				
IV&V Scope				



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 contracts and contract amendments 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 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	03/13/2024, 03/20/2024, 03/27/2024	N/A
BI-5 Project Schedule - BES 2023 DDI	03/13/2024, 03/20/2024, 03/27/2024	N/A
Interface Test Plan	3/20/2024	N/A
M & O Project Schedule	3/25/2024	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
Jira Requirements Details	N/A	N/A
Jira Testing Lists	N/A	N/A

Additional Inputs



Meetings and/or Sessions Attended/Observed:

- 1. IV&V Team Meeting 3/1/2024, 3/7/2024, 3/11/2024, 3/14/2024, 3/18/2024, 3/21/2024, 3/25/2024, 3/28/2024
- 2. IV&V February 2024 Pre-Draft MSR Findings Review 3/7/2024
- 3. HI DHS BES January Draft IV&V Report Review 3/13/2024
- 4. Bi-Weekly DHS and IV&V Touch Base 3/5/2024, 3/19/2024
- 5. Weekly BES Infrastructure meeting 3/1/2024, 3/8/2024, 3/15/2024, 3/22/2024
- 6. DHS/IV&V Check-in 3/14/2024, 3/28/2024
- 7. Weekly Client BES 2023 Project Status Meeting 3/13/2024, 3/20/2024, 3/27/2024
- 8. Security Touchpoint 3/6/2024, 3/13/2024, 3/20/2024, 3/27/2024
- 9. Weekly Data Conversion Workgroup 3/7/2024, 3/14/2024, 3/21/2024
- 10. (External Epic demo) Epic 261 Approvals and Supervision / Epic 241 Eligibility..- 3/1/2024
- 11. (External) Weekly Interfaces Touchpoint 3/4/2024, 3/11/2024, 3/18/2024, 3/25/2024
- 12. (External) Readiness Working Group Meeting 3/5/2024, 3/12/2024, 3/19/2024
- 13. (External) Bi-Weekly Client BES 2023 Schedule Review/Status 3/27/2024
- 14. (External) Bi-weekly BES CCB Meeting 3/6/2024, 3/20/2024
- 15. (External) BES: FNS Connect 3/14/2024
- 16. (External- Epic Demo) Epic 284 Process Case Changes, Renewals, and SMRFs- 3/1/2024
- 17. (External) C!A Current Weekly Checkpoint- 3/5/2024, 3/12/2024, 3/19/2024
- 18. (External-Epic Demo) Epic 239 Payment Processing- 3/8/2024
- 19. (External) BES M&O Migration Kickoff Meeting- 3/11/2024
- 20. (External Pre-design) TANF Data Extract Epic 286-3/6/2024, 3/13/2024,
- 21. (External) BES 1.0 SIT Go/No-Go Meeting 3/15/2024
- 22. (External Epic Demo) Epic 257 Interview and Application and Epic 241 Eligibility Determination 3/15/2024
- 23. (External) BES BI-05 Project Schedules Responses Review Meeting cont'd 3/18/2024
- 24. (External) BES M&O Project Status Meeting 3/18/2024, 3/25/2024
- 25. (External Epic Demo) Epic 230 Repatriate, Refugee, and Asylee/ Special Circumstance Allowances / D-SNAP/Manual Benefits 3/28/2024
- 26. (External Epic demo) Epic 238 Claim Setup and Maintenance 3/28/2024
- 27. (External-Epic Demo) Epic 249 Automated Case Monitoring 3/28/2024

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.

 Image: Comparison of the evaluated and implemented as soon as feasible.

 Image: Comparison of the evaluated and 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

~v 🏠

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 - March 2024

e current approach to complete Hackett, Finding								
	g · 12/21/2023 Testing	Ten of the Epics scheduled for completion before Release 0.12 SIT will not Overlapping development and testing introduces potential quality issues.	Recommendation Event H Overlop Contingency Plans if the mitigation plan continues to see slippage Now	4 5 High	Open	Status Update 3/31/2024 - On 3/15/2024, DHS and the ASI agreed to enter SIT for BES 10		vendor
elopment of the remaining epics is Donna Issue		he ready. To avoid SIT delays, the current approach is to begin SIT without Insufficient INT may create gaps in SIT leading to further quality issues. This	affecting INT and SIT - The ASI provides comprehensive INT results and SIT			without meeting the criteria for a complete test script package documented		04/10/2
lensed and aggressive and may increase		the 10 Epics and test them as they are completed. Additionally, Release 0.12 may increase the risk of significant delays or introduce defects into the	scenarios for incomplete Enics to DHS for review/approval ahead of SIT			in BI-19 Complete and Final Test Plan. IW is concerned that starting SIT		eWorld
elihood of schedule delays, quality		development that was extended two weeks from the scheduled end date has production environment.	execution - The ASI release a detailed schedule of events including			without the complete and approved SIT Test Script package may lead to		follow
and higher volume of testing defects.		been extended for another ten business days.	development completion, INT start, and SIT start for each epic covered in the			without the complete and approved SIT Test Script package may lead to schedule delays. The updated schedule reflects an overlap of BES 1.0 INT		entry
			mitigation plan The ASI should evaluate if Epics entering SIT late might			and SIT efforts which could result in resource constraints. Testing also		docum
			require retesting functionality that had already been tested The plan to			overlaps across releases (BES 1.0 and BES 1.1) which adds complexity and		19 for
			complete BES implementation does not include overlapping testing phases			risk when maintaining and coordinating code across multiple test		weren
						environments 2/22/2024 - During the February 21 2024 Weekly Project		to the
						Status Meeting and February 28, 2024, BES Schedule Review Meeting, the		as a re
						ASI introduced and detailed the draft Go-to-Green plan. However, edits to		decisio
						the plan continue and final DHS approval is outstanding. The draft Go-to-		was ma
						Green plan indicates an ongoing overlap of development and testing		the Cli
						activities as functionality will be phased into pilot and statewide rollout.		Corres
						System Development Best Practices recommend no testing phases be		that we
						overlapped because of the amount of rework and instability this causes to		review
						the project team and solution. 1/31/2024 -To mitigate the INT and SIT		approv
						overlap and incomplete SIT test scripts, the ASI moved the start of SIT to		
						February 2nd, with "Informal" SIT continuing in January. Despite this		
						attempt, continued development delays and code quality issues led to		
						adding 2 integration testing sprints, further extending integration testing. Additionally, on January 31, 2024, the ASI announced the delay of the		
						Additionally, on January 31, 2024, the ASI announced the delay of the February 2nd SIT entry date and stated that a new mitigation annoach to		
						meet the August Go-Live date was under development. IV&V has updated this finding to an "Issue" and the Criticality Rating to 'High'.		
enting a Core Solution for go-live Fors, Michael Finding inherent risks that may impact Risk	g - 11/30/2023 Project Management	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 risk stated timeline. This version is generally referred to in Agile software such as potential challenges in securing user buy-in. This can result in	s, • Increase OCM efforts to effectively manage user, general public, and Now legislative expectations for the Core Solution approach. • Prioritize feedback	3 3 Med	Open	03/30/24 - The ASI's Go to Green plan and project schedule were approved by DHS. Per the Go to Green plan, some required BES functionality will be		
inherent risks that may impact Risk project success and reduce user	Management	development as a Minimum Viable Product (MVP), which is a simplified limited user adoption, user dissatisfaction, and negative publicity.	from users and FNS to ensure the Core Solution meets their core needs and			implemented post-Pilot. This may create unplanned workarounds and		
an.		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			rework as the full impact of this approach becomes known through testing		04/1
		users, 2) can accelerate the timeline for go-live, and 3) allows the project to limited functionality. A compressed timeline may compromise the quality o	f released product. • Actively monitor, assess, and address potential			and training. 02/29/24 - The ASI drafted a Go-to-Green plan that includes		"Som
		get real-world feedback from users to refine future product development. designs, user interface sophistication, and lead to an uptick in software bug	s challenges throughout the core solution development process including			an October 2024 Go-Live date, with several features to be released after		fund
		and suboptimal code. Further, this approach may expose the project to	code quality, cutting scope to meet development milestones, insufficient			Pilot. Implementing the functionality of a core solution not tested in a real-		imple
		regulatory compliance risks, such as last-minute objections from regulato	ry user validation of demonstrated functionality, and fully defined			world Pilot environment may lead to unexpected issues and bugs. IW		Pilot
		bodies like FNS, which could find certain system elements non-compliant				remains concerned that user expectations will not be fully met as the go-live		mean
		with their standards and delay the go-live date. Misalignment between	assess whether the advantages of a timely release outweigh the advantages			system will be missing functionality that could be important to many users.		the in
			n of going live with a system that provides more comprehensive functionality,			01/23/23 - The ASI recently transitioned the OCM leadership role to a new		upda
		or a lack of support for the project and could negatively impact future	requires fewer workarounds, and increases user satisfaction and buy-in. •			resource. OCM activities will be crucial in reducing the risk associated with		
		project funding requests. Implementing a limited Core Solution typically	Actively monitor tester and pilot feedback and track users biggest pain			implementing the Core Solution and effectively managing user, public, and		"Per
		requires the customer to implement multiple workarounds until automat	ed points. Pain points can then be prioritized based on negative impact and			legislative expectations. The ASI has stated they do not expect this transition		plan,
		features can be built into the system. Users could become impatient if the	nese project leadership can decide if fixing or changing poor designs can be			to negatively impact the project and have noted some potential		imple
		features are further delayed when bug fixes and other features take	implemented prior to go-live.			improvements. 12/31/23 - Delays in some planned activities (e.g., epic		functi
		precedence. Others may lose confidence that the features or system				demos, interface designs) and the development of the secure enclave are		multij
		improvements will ever be implemented. Going live with a solution that i	\$			causing milestones to be missed. IVV remains concerned about potential		(Pilot/
		missing functionality that stakeholders were expecting typically requires a	in			quality impacts due to the need to accelerate efforts to compensate for		States
		increase in OCM efforts both by the ASI and DHS staff to temper				missed milestones. Delays in some planned activities (e.g., epic demos,		23 - A
		stakeholders' reactions to a system with limited functionality.				interface designs) and the development of the secure enclave is causing		addro
						milestones to be missed. IVV remains concerned about potential quality		Camp
						impacts due to the need to accelerate efforts to compensate for missed		recom
						milestones.		reflec "In Pr
d collaboration between the ASI and Molina, Brad Finding	 8/1/2023 System Design 	During the UAT process for release 11, there has been a high level of A significant amount of money and DHS resource time have been invester	In OPEN - Include a wide enough audience in all design and demo sessions to Now	4 3 Med	Open	03/31/2024 - Due to a high number of questions and concerns from DHS	10/11/2023 Jessica - Our SMEs are providing their feedback. This is one of	of
the design process could lead to BES Issue		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	n validate FNS and DHS functional and technical requirements and system			during Epic demo 261 (Approvals and Supervision), the ASI committed to	the items that I clarified with IV&V, that there are feedback given, no	
ity issues and functionality gaps in the		challenges with the user interface, missing functionality, and basic screen provide all functionality found in current applications - but really should	usability Perform Sprint and Epic demos in alignment with development			hosting another demo to address all the feedback. Changes raised late in the	feedback means design is ok. I rec'd an emal back from Joe F. that N&V	04/1
		layout issues that would not be expected in a modern application. Based on provide additional capabilities, greatly enhanced user interface, and overall	sprint completion (demo functionality/requirements as they are developed)			design process could require code changes, potentially causing schedule	wants to meet with our reviewer to validate this.	eWor
ations and not meeting critical						delays or the resulting solution not meeting the business need. DHS staff		
itions and not meeting critical ss 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						with t
tions and not meeting critical ss needs for DHS and State clients.		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			attending Epic demos should be prepared with an understanding of the		with t find
tions and not meeting critical ss needs for DHS and State clients.		related to "design errors". Although the Release 11 UAT cycle was testing a partially build system, a significant amount of design defects was confidence in the solution providing the accurate information needed to	requirements) review during Epic demos, not just the items that were			attending Epic demos should be prepared with an understanding of the agreed-upon designs and policy requirements relevant to the Epic so that		with t find
tions and not meeting critical is needs for DHS and State clients.		related to "design errors". Although the Release 11 UAT cycle was testing a expectations, there may be challenges in DHS staff adoption; lack of partially build system, a significant amount of design defects was attributable to functionality developed for Relaces 11. provide benefits to Hi (tites;n; reluction in ability for DHS) to provide the	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			agreed-upon designs and policy requirements relevant to the Epic so that feedback is efficient and on point. 02/29/2024 - One demo (Epic Demo		with t find demo involv
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ne lack of technical documentation may Heath, Dustin ad to incorrect implementation statements		ategory Observation		Recommendation	Event Horizon Impact Probability Priority Status	Status Update	Client Comments Ven
						03/30/2024 - During March, the DHS/ASI security teams focused on	
leav the System Security Plan	Risk F	rivacy implementation statements. Currently, the techni	hnical documentation authors may need to edit or rewrite implementation statements. A in a draft form. During April, of the SSP is scheduled to be published August 15th, 2023, and the f	Il draft Determine when documentation will be created, updated, and available for	the third-party assessment	documentation and the Tenable Nessus scans on the base BES Production environment (without the Secure Enclave). The Secure Enclave is not	1/1:
seay the system security Han			In a draftform. During April, of the SSP is scheduled to be published August 15th , 2023, and the f ols are still being decided on. (ready for federal partner review) is scheduled for September 15, 20.			environment (without the secure Enclave). The secure Enclave is not included in the BES 1.0 Core Release and will not be part of Pilot. Therefore	r, Proj
		decisions on what tools support the SSP controls	Is are still being decided on. (ready for federal partner review) is scheduled for September 15, 20. g written from the perspective SSP is a large technical document with hundreds of controls and contr	 The when reliable and correct documentation will be available.		included in the BES 1.0 Core Release and will not be part of Pilot. Therefore, the upcoming 3rd party security assessment will not include the Secure	r, Proj "In
		Implementation statements are currently being w	s written from the perspective ssP is a large technical document with nundreds of controls and contr SSP author's perspective enhancements, and each one requires an implementation statemen	review of all SSP controls for content and accuracy that have been written a of how dealer action to the stort of the third endurance and accuracy that have been written a fillen.		Enclave. Security documents (e.g., data flow, network diagrams, Plan of	n Bo
		or now the system should be designed from the sa instead of how the system is actually designed. 3	2.5 author's perspective ennancements, and each one requires an implementation statement. I. The SSP authors need to the control or enhancement has been met.	SSP package to federal regulators. This will allow the SSP authors to update		Actions and Milestones (POAMs), and procedural documents such as	KO Ieve
		know and use documentation such as System Arc	Analytic street to the condition of enhancement has been met.	controls with changes from Design through Implementation.	c	Change Management procedures) may not be complete for the 3rd party	cont
		network topology, dataflow, ports and protocols,		controls with changes from Design through Implementation.		change Management procedures) may not be complete for the ard party assessment starting in April, which may result in potential findings and	con with
		network topology, datanow, ports and protocols,	is, tools used for togging, etc.			POAMs for remediation if not available. Additionally, DHS reported that	feed
						several DHS Security and Privacy policies were not updated in the past 365	5 wee
						days as required by NIST 800-53. 02/29/2024 – The security staff resolved	i wee
						issues in the Google Assured Workloads services for the Secure Enclave. The	
						ASI continues to remediate findings from the vulnerability and compliance	
						scans on the environment and work through issues related to the Tenable	for
						Nessus credentialed scanning. The security team rescheduled the due date	upd upd
						for the supporting security and privacy documentation for the SSP and	cure cure
						for the supporting security and privacy documentation for the SSP and intends to be completed by March 4th, 2024. Since there is a proposed	curr 12/:
						schedule change in the project's "Go-To-Green Plan", this finding remains	a sho
						risk instead of being elevated to a realized issue. 01/31/2024 - The DHS	cont
						and ASI security teams continue to work on the secure enclave and	cont
						documentation that supports the SSP. Documents scheduled for completion	n whi
						by 1/31/24 include the secure enclave SSP additions, Incident Response Plan	n vali
						(IRP), Privacy Impact Analysis (PIA), Configuration Management Plan, and	cont
						Continuous Monitoring Plan. Other procedural documents will be complete	ed con
						by the end of February 2024. As the Independent Security Controls	part
						Assessment is dependent on the completion of some of these documents	
						and artifacts, incomplete documentation may result in assessment findings	s. Ass
pment delays could negatively impact Fors, Michael	I Finding - 6/30/2022 C	onfiguration and ASI had previously reported development activities		inned OPEN • Request the ASI effectively track and regularly provide DHS	Immediate 3 3 Med Open	03/31/24 - To address this issue, the ASI reported they built the revised BES	
ject schedule and delay go-live.	Issue E	levelopment they have been unable to achieve and/or maintain	tain their expected milestones, schedule delays may lead to a delayed system go-live dat	(potentially via the weekly DDI status meeting) with an accurate velocity		Project Schedule with some slack/float time. IVV is researching Data	10/
		development velocity. Previously, the development	pent team was challenged Failure to achieve a level of accuracy in estimating development task	could (e.g., story points per day/week/month) and assure that the current velocity		Conversion and the impact, if any, it had on the most recent Schedule delay.	. mi
		with accurately estimating development task level	vel of effort (i.e., story lead to a project schedule that is flawed and unrealistic. Previously,	HS is accurately and consistently reflected in the project schedule. • ASI provide	de	The conversion team has some remaining data elements to map. They	are
		points) and the project has been challenged with		some DHS with the time needed to effectively evaluate the software		reported that the full scope of 'data cleansing' may not be complete before	m
		schedule that accurately reflects realistic timeline	ines (see Finding #74). The ASI BAs lacking the expertise required to create optimal designs and s	tem demonstrations (demos) and elicit productive design discussions with DHS		converting the data. IVV is continuing to research and plans to provide an	M
		ASI continues to be challenged with finding qualifi	alified resources in a timely specifications that developers could consume without requiring extension	ve attendees during each demo. • ASI regularly report estimated story points		update in a future report. 02/29/24 - The ASI reported additional delays	de
		manner.	clarification from the ASI BA/SA team. DHS and IVV observed insta			that will push out Go-Live to October 2024, based on the draft Go-to-Green	con
			where ASI BAs/SAs have presented less than optimal designs and left	t to burn-down chart to track the progress. COMPLETE CLOSED • DHS request	at	plan. The ASI reported the Root Causes of this delay include Excessive	Ran
				h has the ASI strategically add the right project team resources to effectively		defects, - Lack of Code quality with downstream impacts to include	un
			contributed to unproductive design sessions (see Finding #61). It ren unclear if scope creep has contributed to these delays.	ains increase velocity. Note that adding additional junior resources may not be a effective as staffing additional expert-level development, analysis, and other	as	additional defects and critical blockers causing delays with Sprint and Epic	dev two
			unclear if scope creep has contributed to these delays.		er	demos and the completion of Integration Testing, - Development delays	two
				resources that can lead and mentor junior resources. • ASI reviews the development process and identifies and mitigates the challenges preventing		with the Hana/BES interface and Secure Enclave. The draft Go-to-Green plan includes reorganizing the development team to have more experience.	d DDL
				development process and identifies and mitigates the challenges preventing them from incorporating Epic demo activities into the project schedule.	16	plan includes reorganizing the development team to have more experiences developers focus on critical defects and consistent enforcement of	a vic the
				(9/29/23 - ASI will not be doing this, with DHS approval)		development standards across all development teams and other process	the
				(9/29/25 - Asi will not be doing this, with DHS approval)		improvements. 01/23/24 - Ongoing development delays are still affecting	
						the Project, requiring additional development and INT Sprints and	
						postponing Sprint and Epic demos. To keep the planned go-live date the	
						project elected to overlap INT and SIT, but this is subject to the Go-to-Green	
						Plan that the ASI announced at the end of January. 12/31/23 - 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. IVV	
						remains concerned that any additional delays might push out the project	
						schedule and implementation milestones. 11/30/23 - The ASI reported	
						delays in interface design and development, and unplanned development	
						effort required to unwind EBT functionality deferred to post-go-live due to a	
						missing requirement for PIN issuance. Additional development sprints were	
Project schedule based on inaccurate Molina, Brad	Finding - 11/29/2021 P			ead to OPEN - Monitor, evaluate and revise scheduling estimates for accuracy	Immediate 3 4 High Open	3/31/2024 - The BES Project Schedule that aligns with the Go to Green plan	
tions diminishes effective planning		Aanagement results that have not yielded improvement. Concer	cerns with the structure, constant schedule changes, resources not being available when need	d, based on the project teams past performance and resources available to do	b	was published by the ASI during this reporting period. The overlap of	
	Issue N		the schedule persist. The use rushed activities, and general frustration which can lead to schedule of	lays. the remaining work ASI provide details on how Velocity measures were			04
ourse management, which could	Issue N	estimating practices, and ability to manage to the				Integration Testing (INT) and SIT, and adding functionality into SIT after it	
ource management, which could a late deliverables, cost increases,	lssue N	estimating practices, and ability to manage to the of multiple tools to track resources obfuscate res	resource management. Iow quality output, scope changes, and budget issues.	used to calculate the remaining development work ASI conduct a Root		has started may lead to more delays as seen in prior schedules. 2/29/2024	. Ple
urce management, which could late deliverables, cost increases,	lssue N	estimating practices, and ability to manage to the of multiple tools to track resources obfuscate res Previous IV&V findings focused on specific schedu	resource management. Iow quality output, scope changes, and budget issues. Idule components such as	used to calculate the remaining development work ASI conduct a Root Cause Analysis (RCA) with DHS and IVV to determine why the BES project		has started may lead to more delays as seen in prior schedules. 2/29/2024	- Ple de
ource management, which could a late deliverables, cost increases,	lssue N	estimating practices, and ability to manage to the of multiple tools to track resources obfuscate res Previous IV&V findings focused on specific schedu resource management and critical path analysis,	resource management. Iow quality output, scope changes, and budget issues. Idule components such as	used to calculate the remaining development work ASI conduct a Root Cause Analysis (RCA) with DHS and IVV to determine why the BES project continues to experience schedule delaws ASI Proiect Management works	5	has started may lead to more delays as seen in prior schedules. 2/29/2024 The Project has experienced many delays, the most recent of which was a four-week delay announced the end of January and the draft Go-to-Green	des
ource management, which could late deliverables, cost increases,	lssue h	estimating practices, and ability to manage to the of multiple tools to track resources obfuscate res Previous IV&V findings focused on specific schedu	resource management. Iow quality output, scope changes, and budget issues. Idule components such as	used to calculate the remaining development work ASI conduct a Root Cause Analysis (RCA) with DHS and IVV to determine why the BES project continues to experience schedule delays ASI Project Management works with the development teams to evaluate the accuracy of Velocity and adju	st	has started may lead to more delays as seen in prior schedules. 2/29/2024 The Project has experienced many delays, the most recent of which was a four-week delay announced the end of January and the draft Go-to-Green Plan is adding another six months. 1/31/2024 - At the start of January, a 4	i de i iss i- Th
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HI DHS Monthly IV Status Report Final - March 2024

		Identifie d					Finding	
ID Title	Reporter Type	Date Category	Observation	Significance	Recommendation Ever	nt Horizon Impact Probability Priority	Status Status Update	Client Comments Vendor Commen
70 Insufficient 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 ASAP	2 2 Low	Open 3/31/24 - Responsibility for the Configuration Management Plan (CMP)	
could lead to development confusion and	Risk	Development	Configuration Management Plan, however, it remains unclear if sufficient	ensures the BES is understood and works correctly. The BES solution	in BI-6 DDI Plan, Section 5.2 and clarify details and/or any changes with DHS.		reverted to the ASI (previously, the DHS Security Contractor was updating	
reduce the effectiveness of defect resolution			progress has been made toward establishing CM processes and governance,		 ASI validate plans for configuration management with DHS and agree on a 		the CMP for related security controls). The ASI is resuming this scope of	10/31/2023 -
			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		work at a time when its resources are stretched and may lead to CMP and	Vic - We provid
			projects Security Plan has yet to be finalized which may include additional	with accurate, dynamic and timely information on some of the configuration	ASI work to clarify/solidify plans for the potential use of configuration		configuration management quality challenges. 2/29/24 - No material	listing, working
			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			update in this reporting period. 1/23/24 - No material update in the	plan to impleme
			relies on Github for tracking of some configurations.	are included in the configuration plan along with the details regarding the	Configuration Management Activities that would provide oversight of		reporting period. 12/31/23 - The project will utilize the DHS contractor	MF - Broad cate
				management of the configuration items, reporting and audit features.	configuration management activities and assure defined CM steps and plans		currently assisting with security activities to update the Configuration	Vic - we are wo
					are being followed, are effective, and are achieving DHS objectives for CM.		Management Plan (CMP). The scope of work that the DHS contractor is	on the details n
					7/31/2022		responsible for is unclear to IVV. 11/30/23 - The ASI has yet to provide a	This will becom
							detailed list of configuration items to DHS and IVV. IVV has restated this	important and v
							request to the ASI so that the level of detail is clear. 10/26/23 - The ASI	work to get ah
							provided broad information on the configuration items being tracked but	
							have yet to provide detailed configuration items for IVV review. The ASI has	
							deprioritized some configuration management activities, which it intends to	
							perform in preparation for Maintenance and Operation (M and O). 9/28/2	
							 The ASI gained DHS' approval on the items that will be tracked and 	list last month a
							monitored as part of configuration management. IVV requested the list last	
							month and is waiting on the ASI to respond. 8/31/23 - No material update	
							7/31/23 - No material update. 6/30/23 - No material update. 5/31/2023 -	
							The ASI continues to make progress with its utilization of the ServiceNow	
							Configuration Management (CM) tool. They have recently performed an	
							initial import of Google Cloud Platform server details into the ServiceNow	
							Configuration Management Database. *** Continued work. Setup in	managed in
							ServiceNow, will be building up instances. Ongoing support and main.	ServiceNow:
							Dont' think still a risk, IVV to discuss. 4/30/2023 - The ASI finalized the	Incident Respon
							ServiceNow (SN) modules they will utilize for the project. 3/31/2023 - Th	
						r to FAT 5 4 High	ASI is currently evaluating which Service Now (SN) modules will be the best	
63 The lack of early planning and coordination with interface partners may result in		1/21/2021 Integration and Interface	The following planning and execution items have not yet been addressed	DDI project often underestimate the time needed to effectively manage all		r to FAT 5 4 High	Open 3/31/2024 - DHS and IV&V are currently reviewing the draft Interface Test	
schedule delays.	Mark Issue	Manazement	and documented by the ASL- Connectivity is planned to utilize a presently undefined ETS API Gateway; however, there is no evidence that details have	the tasks and activities to successfully implement data sharing. A clearly	Complete early proof of concept interfaces to avoid unexpected delays due to external organization miscommunications or their own internal delays in		Plan published by the ASI this month; we will provide an update on this iss in the next report. 02-29-2024 - The MOU/MOAs were completed and the	
schedule delays.		Management						
				planning, and execution activities along with milestone dates can minimize			Interface Control Documents (ICD) are updated. The interface testing team	
			active and sufficient communication with interface partners for	the risk of potential delays. In addition, after planning has been completed,			did not produce the testing plan on February 16th as specified in the draft Go-to-Green plan. 01-31-2024 - The final two MOA/MOUs were signed.	end of Uctober. Metwith DoTAX
			coordination, design, and testing activities (Unit Test, SIT, UAT) Interface	interface partners will have to be available during interface implementation				
			planning and execution tasks and activities, including those for interface partners, are neither resident nor managed within the Project Schedule.	to ensure that the interfaces are properly developed and tested before	interface partner for the duration of the BES DDI activities. COMPLETED 10/29 2. Identify and document all interface partners' contacts. COMPLETED		Interface development is behind schedule and will require workarounds	to get appendix details. Sent to 2
			partners, are neither resident nor managed within the Project Schedule.	deploying the system to production.			when FAT begins. The ASI faces challenges with interface partners that la	
					3/31/2022 3. Define a release schedule for each interface to include milestone dates, coordination, and execution and share with the interface		test environments. The interface testing team has not scheduled meeting	s, M. to finalize up then send to AG
					milestone dates, coordination, and execution and share with the interface partners. COMPLETED 01/04 4. Determine which deliverable will include		nor published test plans and schedules to coordinate with the interface	
					the details associated with the planned connectivity and detailed technical		partners. 01-04-2024 – Due to the number of open issues that could	DoTAX is one of interfaces that v
							potentially impact interface development (e.g., incomplete agreements,	interfaces that w overlap SIT. The
					designs of all interfaces. COMPLETED 01/04 5. Complete all MOAs and obtain formal approvals. COMPLETED 01/31/2024		unavailable test regions, and interface/batch testing schedules yet to be defined) IVV has raised the criticality rating to High. 11-30-2023 - Two of	
					docani formai approvais. Comincered 01/31/2024			busyin the ax s
							the 23 MOA/MOUs (DLIR and DoTAX) are not signed and remain	Vic - Rama has
							outstanding. DHS continues efforts to complete these agreements to	
							minimize further impact on the project. This finding is now an issue due t	
							the realized impact to the project. The SSA interface requires documentati	on from OIT about sample files.
							to be submitted 120 days before the pilot's data usage. This SSA	
							documentation is expected to be ready by December 15th, 107 days prior	
							the April 1st pilot. Although the SSA has informally stated that they can	team for end-to
							complete the review within the shorter timeframe, a risk exists to the	coverage. We m
							availability of the SSA data. The interface testing team was organized in	with Ryan S. an
							November, but planning has not begun and meetings have not commence	
							Interface testing remains unscheduled and is a growing concern as the Pili	
							date approaches. The ASI in internally reviewing the Interface Test Plan an	
							will share it with DHS in December. 10-26-2023 - Two out of 23 MOA/MC	U use. OIT said no.
							are outstanding; the ASI is reporting an agreement was reached with DLI	

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